1. **Please elaborate on the sections '*Project Coordination Services'.* What services are being requested and within what context. Are the 5 services identified by the District services that Miami-Dade wishes the integrator to respond to and price?**

   Response: Project Coordination Services refers to the respondent's ability to plan, execute and manage a program of this size and complexity. Experience in planning, executing and managing audit programs (a series of projects), specifically an audit of an SAP implementation project and the modules specifically planned for implementation at M-DCPS.

2. **For the '*M-DCPS Project Team Roles*' Section, 4 out of 5 column headings are blank. Please provide the column headings for these sections so that we may complete the section of our proposal.**

   Response: The respondent is required to review all relevant documentation regarding the M-DCPS ERP Project. Listed in Section 2 – Project Structure of the Statement of Work (SOW) between M-DCPS and Deloitte Consulting, LLC is a compilation of all current project team roles and responsibilities. The respondent is required to review the project organizational structure and to determine which team role where assistance will be needed to complete the oversight process. The respondent must estimate the number of hours from each resource that is required.

3. **We request that the prime SAP integrator provide the most current copy of the Miami-Dade's SAP system requirements, Miami-Dade's technical implementation landscape, project plan, project deliverables, deliverable schedule and payment schedule.**

   Response: All of the items requested are available in the body of the Master Services Agreement and the Statement of Work between M-DCPS and Deloitte Consulting, LLC.

4. **Is there an expected share of the work that should be allocated to MWBE?**

   Response: The RFP does not specify a share of work that must be allocated to MWBE organizations. Additional information can be found in the RFP under Section 1.5.4 AFFIRMATIVE ACTION REQUIREMENTS AND M/WBE PARTICIPATION**.**

5. **What is the distinction between the Procurement in functionality specified for Release 1 versus Release 3?**

   Response: Details of each SAP module planned for implementation in each Release along with the corresponding business functionality can be found in the body of the Master Services Agreement and the Statement of Work between M-DCPS and Deloitte Consulting, LLC.

6. **Can you provide a listing of all SAP modules being implemented in each release of the implementation?**

   Response: Details of each SAP module planned for implementation in each Release along with the corresponding business functionality can be found in the body of the Master Services Agreement and the Statement of Work between M-DCPS and Deloitte Consulting, LLC.

7. What is the current project structure and staffing plan (organization chart and head count by district employee, sub-contractor, and integrator)?

Response: Details of each SAP module planned for implementation in each Release along with the corresponding business functionality can be found in the body of the Master Services Agreement and the Statement of Work between M-DCPS and Deloitte Consulting, LLC. Additional information can be found in the SOW under Section 2 and in Appendix B.

8. What is the status of the project relative to the approved project schedule?

Response: The Project Team currently estimates the project to be running "on time" and according to plan. The reason for this RFP and the services required is to verify the status of the project against the established and baseline plan.

9. How do you foresee an oversight provider integrating with the project given that it is already underway?

Response: The respondent should possess the knowledge, experience and expertise to determine the method and approach for engagement based on leading or best practices.

10. What is your strategy for maintaining or retiring your legacy systems impacted by this implementation?

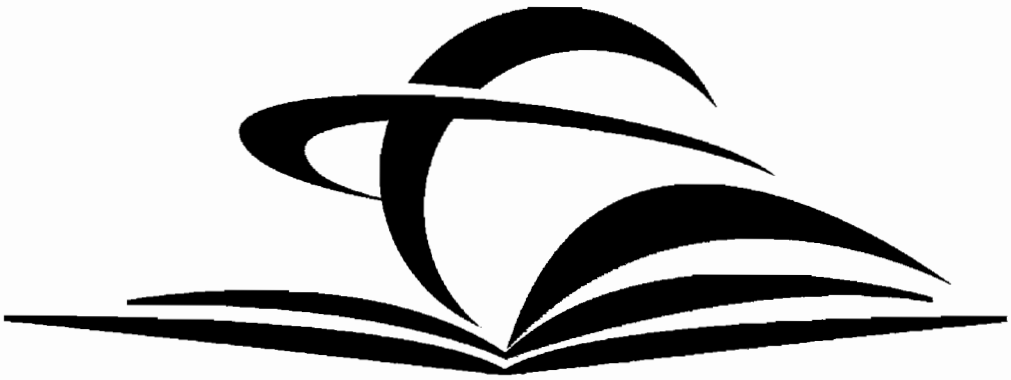
Response: Details of the planned implementation and included deliverables can be found in the body of the Master Services Agreement and the Statement of Work between M-DCPS and Deloitte Consulting, LLC. There are several deliverables starting with Deliverable #14 that are designed to address the retiring of legacy systems.

11. What is the likelihood of postponing the proposal submission deadline given the number of proponent questions received and the time it may take the district to respond to these questions?

Response: An addendum has been posted on the Procurement webpage which indicates the opening date has been extended to Tuesday, March 18, 2008.

12. I am with a firm that had received RFP No. 061-HH10 and wanted to confirm with you whether this is a project-based RFP or more of a staffing RFP.

Response: This is a Project Based RFP.



Miami-Dade County Public Schools

MASTER SERVICES AGREEMENT

Between

The School Board of Miami-Dade County, Florida

And

Deloitte Consulting LLP

Dated as of September 3, 2007

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MASTER SERVICES AGREEMENT

This Master Services Agreement (the "Agreement") by and between The School Board of Miami-Dade County, Florida, a political subdivision of the State of Florida, with a principal office at the School Board Administration Building, 1450 Northeast Second Avenue, Miami, FL 33132 (the "Board"), and Deloitte Consulting LLP, a Delaware limited liability partnership having a place of business at 25 Broadway, New York, New York 10004 ("Vendor"), consisting of pages 1 through 41, hereof (collectively, the "Terms and Conditions") and the various tables, Schedules, Exhibits, and other content that precede or follow the Terms and Conditions, is entered into and made effective as of September 3, 2007 (the "Effective Date"). Vendor and the Board are each referred to herein as a "Party" and are collectively referred to herein as the "Parties."

Deleted: 41

In consideration of the premises and the mutual covenants set forth herein, and for other valuable consideration, the receipt, sufficiency, and adequacy of which are hereby acknowledged, Vendor and the Board, intending to be legally bound, hereby agree as follows:

1. BACKGROUND AND PURPOSE

1.1 Board's Requirements

The Board desires to implement a comprehensive, integrated, enterprise resource planning ("ERP") system to support the Board's financial, procurement, human resource management, and certain other activities and operations and that is appropriately configured to at least meet the current needs of a public entity of the nature, size, and complexity of the Board and flexible and scalable so as to readily meet the Board's future business and technology needs. The Board also desires to obtain certain technical consulting, systems integration, customization, software configuration, training, and other services related to the planning, validation, development, implementation, and support of such a system.

1.2 Vendor's Experience

Vendor has advised the Board that it can fulfill the Board's requirements, as stated in the Statement(s) of Work, and can provide consulting services to the Board in connection with the implementation of a comprehensive, integrated ERP system and for such related services as are described in Section 1.1.

1.3 Engagement

On the terms set forth in this Agreement, the Board hereby engages Vendor to render all of the services described in one or more statements of work executed by the Parties (each, a "Statement of Work") and incorporated into this Agreement by this reference (the "Services") and to provide all of the deliverables identified or specified in such Statements of Work as to be provided to the Board by Vendor (the "Deliverables"). Vendor hereby accepts such engagement on the terms set forth herein and agrees to perform all such Services, and to provide all such Deliverables, in accordance with this Agreement. Vendor shall be the prime contractor hereunder and, subject to and consistent with the terms and conditions of this Agreement, shall possess or obtain the resources necessary for Vendor's performance hereunder, as described herein, in the Schedules and other attachments hereto, and in the Statements of Work, other than for the resources (including the SAP Software, as defined below) indicated or described herein, in the Schedules and other attachments hereto, or in the Statements of Work as to be procured, obtained, or supplied by the Board or by third parties on behalf of the Board.

2. THE PROJECT

2.1 General

The Services shall consist of Vendor assisting the Board in the planning, validation, development, implementation, configuration, customization, and tuning of a comprehensive, fully-integrated ERP administrative information system (the "System"), as further specified in the Statements of Work (all such Services relating to the System, collectively, the "Project"). In performing the Services and providing the Deliverables, Vendor shall at all

times take appropriate advantage of and, unless expressly directed otherwise by the Board, implement or incorporate with regard to the System, prevalent business practices for public entities that are generally consistent with those of nationally recognized implementers of the mySAP Business Suite of software products, and related products, made available by SAP Public Services, Inc. ("SAP"). Throughout the Project, Vendor shall provide such experience, consulting assistance, and recommendations as are both within the scope of Services and are consistent with Vendor's position as a leader in the information technology industry and necessary to the success of the Project. Each Party understands and acknowledges the importance of this Project, and of the timeliness of its performance hereunder, and agrees to provide resources and attention to the Project in a timely manner, in accordance with this Agreement and the relevant Statement of Work. Vendor shall consistently maintain a senior level of management attention (*i.e.*, the attention of a leader of Vendor's applicable practice group) on the Project.

2.2 SAP Software

It is anticipated that the System will include, but may not necessarily be limited to, proprietary software programs of SAP that the Board has licensed or intends to license, as applicable, directly from SAP pursuant to one or more separate written agreements (such programs, collectively, the "SAP Software"). In no event shall Vendor develop or implement any customizations and modifications to the SAP Software, develop or implement any other custom software programming, or otherwise alter or modify the SAP Software or any other third-party software licensed by the Board, other than as specified in the relevant Statement of Work.

2.3 Statements of Work

Vendor shall, in accordance with this Agreement, provide the Board with such Services and Deliverables as are identified or described in any "Statement of Work" executed by the Parties in writing from time to time that references and incorporates the terms of this Agreement.

2.3.1 Initial Statement of Work

Schedule 2.3 attached hereto constitutes the initial Statement of Work (as revised and amended in accordance herewith, the "Initial Statement of Work") to this Agreement. The Parties shall work diligently and in good faith, in accordance with the Project Plan (as defined in Section 2.6), and shall refine, finalize, and complete such scope of work in the form of a revised or amended Initial Statement of Work by the end of the "blueprint" portion or subphase of the initial Phase (as defined in Section 2.4) of the Project to be conducted under the Initial Statement of Work. Any such revisions or amendments to the Initial Statement of Work shall be executed consistently with Section 17.1.

2.3.2 Additional Statements of Work

The Parties may mutually agree to enter into additional Statements of Work from time to time, each of which, when signed by the authorized representatives of each of the Parties, will be deemed incorporated herein by reference and will be subject to the terms of this Agreement. Vendor shall not be required to commence performance under any given Statement of Work, and the Board shall not be required to pay for any work performed by Vendor under any such Statement of Work, until such Statement of Work has been duly executed by the appropriately authorized representatives of each Party. In the event and to the extent that any Statement of Work conflicts with or modifies any provision of an earlier Statement of Work, the terms of the later Statement of Work shall prevail and control with respect to such later Statement of Work only.

2.4 Project Phases

As provided in the Initial Statement of Work, and as may be provided in any other Statement of Work mutually agreed to by the Parties, the Project may be structured into different phases (each a "Phase," and collectively the "Phases"), each of which consists of or pertains to the implementation of specified SAP Software modules and functionality (*e.g.*, functionality relating to the financial operations of the Board, to the procurement operations of the Board, or to the human resources and payroll operations of the Board). Each Phase, in turn, may be subdivided in the applicable Statement(s) of Work into different subphases or portions, each relating to specific

or related types of tasks and activities (*e.g.*, a "blueprint" subphase, a "realization" subphase, or a "final preparation" subphase). Unless expressly provided otherwise herein or in an applicable Statement of Work, Phases of the Project may be performed in parallel (*i.e.*, simultaneously active) and need not be conducted serially. Each Phase of the Project shall be deemed completed upon: (i) the successful completion, in all material respects of each of its component subphases or portions; (ii) the successful completion, in all material respects of the Services, Deliverables, tasks, and activities to be provided by Vendor during such Phase and each such subphase or portion, in accordance with the terms of this Agreement; and (iii) issuance, or deemed issuance, as the case may be, of the Board's Acceptance of all of the Deliverables to be provided by Vendor with respect to such Phase, in accordance with Section 13.

2.5 Critical Milestones

Each Statement of Work, and each Phase of the Project, shall be performed or implemented in accordance with the critical milestone dates ("Critical Milestones,") set forth in such Statement of Work and specified as "Critical Milestones" (or otherwise mutually agreed to in writing as "Critical Milestones" by the Parties from time to time) and in accordance with the Project Plan described in Section 2.6, below. Notwithstanding the foregoing in this Section 2.5, the Parties acknowledge, however, that the Schedules and attachments hereto are based on the Parties' good faith understandings and expectations that apply at the time such Schedules and attachments are executed and that the specific start and stop dates contained therein, except for any date identified as a "Firm Performance Date" therein, are good faith estimates that may need to be revised from time to time. Vendor agrees to notify the Board promptly in writing if it expects or encounters material delays in completing the Services.

2.6 Project Plan

Each of the Parties shall perform its obligations hereunder materially in accordance with the "Project Plan" for the applicable Statement of Work, the initial draft of which shall be produced by Vendor (with the reasonable cooperation, input, and assistance of the Board), shall be consistent in all material respects with such Statement of Work and the applicable Critical Milestones, and shall be delivered to the Board in accordance with the schedule provided in such Statement of Work. Unless otherwise mutually agreed in a Statement of Work, Vendor shall maintain and update, as mutually agreed upon by the Parties from time to time (in accordance with this Agreement and the Project governance procedures agreed upon by the Parties), the Project Plan throughout the duration of the Project and shall make the then-most current version of the Project Plan available to the Board at all times. The Project Plan for any given Statement of Work shall, at any given time, describe in detail the various activities, tasks, and responsibilities (on a task-by-task basis), task start dates and completion dates, and task interdependencies, then planned to be performed by each of the Parties, in accordance with the applicable Statement of Work. The Board will reasonably cooperate with, and provide input to, Vendor with regard to updating and maintaining the Project Plan. The Project Plan shall be created, updated, and stored using a current version of Microsoft Project. Tasks shall be defined at a detailed, discrete level in the Project Plan, such that each task identified in the Project Plan is assigned to one Party or the other, not to the Parties jointly (except that tasks may be specified as having one Party primarily responsible for performance thereof and the other Party having secondary responsibility with respect thereto). If a specific task or Deliverable is assigned to a given Party in the Project Plan, or if a given Party is specified in the applicable Statement of Work or Project Plan as having primary responsibility for a specific task or Deliverable, then, subject to (a) the other Party performing any tasks, and fulfilling any responsibilities, assigned or specified with respect to such other Party in the applicable Statement of Work or Project Plan or this Agreement, (b) any dependencies on other specific tasks that are indicated in the Statement of Work or Project Plan, and (c) any assumptions specified in such Statement of Work, the Party to which such task or Deliverable is assigned, or that is specified as having primary responsibility with respect to such task or Deliverable, shall be responsible for completing such task or Deliverable such that the requirements of this Agreement are met or satisfied. The Parties agree to work in good faith to resolve any disputes about the meaning or interpretation of descriptions of tasks, activities, Services, and Deliverables set forth in this Agreement or about the scope of work to be performed by each Party. If a dispute arises regarding the scope of work to be performed by either Party, or regarding whether a particular task, activity, or item falls within the scope of work to be performed by either Party, the Parties shall attempt to resolve the dispute through the dispute resolution process described in Section 16. Subject to the foregoing provisions of this Section 2.6, a particular task shall be considered to be part of a Party's responsibilities under any Statement of Work or Project Plan if such task is both a necessary component of, and reasonably inferable to be within, a task assigned to such Party in the applicable Statement of Work or Project Plan.

2.7 Data Conversion

In accordance with each applicable Statement of Work, the Project Plan, and the Critical Milestones, during each Phase of the Project, the Board, with the assistance and cooperation of Vendor, as described in the Project Plan, shall appropriately extract, transform or convert, load into the System (to the extent implemented through such Phase), and validate following such loading, the appropriate data contained in the Board's systems that are related to such Phase and the business processes or functions and SAP Software associated therewith, so that an appropriate and representative sample of such data is available for Acceptance testing (as described in Section 13), and so that all such data are readily accessible and usable through the System (to the extent implemented through such Phase) by the "Go Live Date" as described in the Statement of Work, for such Phase. With respect to such extracting, transforming or converting, loading and validating of the Board's data, Vendor shall provide guidance, and shall perform the tasks, specified as the responsibility of Vendor in the Statement of Work and the Project Plan. In addition, to the extent that any loss or corruption of any of the Board's data ("Data Loss") shall have been caused by or resulted from any Vendor's negligence, action or omission with malicious intent, or willful misconduct in performing the Services, or the negligence, action or omission with malicious intent, or willful misconduct of any of Vendor's subcontractors or any employee or other person or entity under the constructive direction or control of Vendor or any of its subcontractors, in connection with performing the Services, Vendor shall: (i) with respect to any applicable data that are under the control of Vendor or its subcontractors, promptly restore the lost or corrupted data at Vendor's sole expense, to the extent capable of being restored from available backup copies (in electronic or magnetic form); and (ii) with respect to any applicable data that are under the control of the Board or its third-party subcontractors and service providers, promptly, as directed by the Board, restore at Vendor's sole expense, or reimburse the Board for the reasonably incurred costs of the restoration of, the lost or corrupted data, to the extent capable of being restored from available backup copies (in electronic or magnetic form) maintained by the Board or its third-party subcontractors and service providers. Each Party shall at all times employ industry standard data backup and virus protection procedures. The Parties agree that Vendor shall be liable for any costs to replace or restore the Board's data only to the extent described above (and only to the extent that the applicable Data Loss did not result from the Board's failure to employ industry standard data backup and virus protection procedures) and that, if there is contributory negligence or misconduct on the part of the Board or any third party under its control in the applicable Data Loss, then the Board shall be responsible for such costs to the extent of it and such third party's respective proportional contributions toward such Data Loss.

2.8 Training; Documentation

In addition to the obligations described above in this Section 2, and in accordance with all applicable Statements of Work, the Project Plan, and the Critical Milestones, Vendor shall, to the extent specified in any given Statement of Work, recommend and provide any training for the Board's Project Team (as defined in Section 3.2), which training shall be provided at the times indicated in the Project Plan with respect to any given Statement of Work, so that such personnel are sufficiently trained in the methodology and tools for their assigned duties in connection with the Project. Vendor's personnel engaged in performance hereunder whose tasks require such knowledge shall have appropriate knowledge of the specific release of the SAP Software to be implemented hereunder, with respect to the areas and functionality identified in the release notes as having changed in such release, in comparison with the previous release of the SAP Software. Vendor shall also deliver to the Board, in accordance with the Project Plan, system administration documentation to the extent specified in the applicable Statement of Work.

2.9 Organizational Change Management

Throughout each Phase of the Project, and to the extent specified in the applicable Statement of Work and the Project Plan, Vendor shall utilize a strategic organizational change management approach and methodology tailored to the Board's particular culture and environment and the specific organizational issues of the Board's of which Vendor should reasonably be aware. During each Phase of the Project, Vendor shall develop, to the extent specified in the Project Plan, (and thereafter maintain throughout the Project and regularly share with the Board, a strategic change plan that appropriately addresses risks and barriers that are anticipated or actually encountered with regard to the Project and that is tailored to the unique characteristics of the Board's organization with regard to dealing with change (the "Strategic Change Management Plan"). The Strategic Change Management Plan shall provide recommendations to the Board regarding actions that need to be taken and communications that

should be made regarding the Project with regard to driving necessary change throughout the Board's organization. More specifically, the items addressed by the Strategic Change Management Plan with regard to each Phase of the Project may include change planning, change leadership training and development, necessary realignment of the Board's respective organizations, effective processes for managing resistance to change, communications planning, change technology transfer, and methodologies for continuous improvement (*e.g.*, the ongoing assessment and measurement of change that is realized by the Board).

2.10 Cooperation

Vendor shall reasonably cooperate with the other service providers of the Board to coordinate the development of the System and the provision of Services with the services and systems of such other service providers; provided that such coordination does not materially disrupt Vendor's ability to perform the Services. To the extent reasonably necessary, such coordination shall include: (i) communicating with such other relevant service providers with regard to the timely resolution of all known problems that arise and impact the System, the Services, or the Deliverables, regardless of the actual or suspected root-cause of such problems, and using all commercially reasonable efforts to actively assist the Board in coordinating the active participation, cooperation, and involvement of such other service providers as is required for such problem resolution; (ii) providing information, as reasonably necessary, concerning any or all of the resources, data, computing environment, and technology direction used in implementing the System and providing the Services and Deliverables; (iii) working and cooperating with SAP, as the licensor of the SAP Software, as reasonably necessary; and (iv) performing other reasonably necessary tasks in connection with the System, the Services, and the Deliverables, as such tasks are set forth in a Statement of Work, in order to accomplish the foregoing activities described in this sentence. The Board shall also require that its other contractors adhere to the same coordination obligations. In the event of any dispute between the Parties as to whether a particular service or function falls within the scope of the services to be provided by the Board's third-party service providers (or by the Board itself), or within the scope of Services to be provided by Vendor hereunder, Vendor shall actively manage and participate in such dispute. If any of the activities described above in this Section require the disclosure of any proprietary information or Confidential Information (as defined in Section 8) of Vendor to any third-party service provider of the Board, such third party shall be required to enter into a reasonable confidentiality agreement with the Board, with terms no less restrictive than those of this Agreement regarding the protection of such Confidential Information, and the Board shall be responsible for any further disclosure or misuse of any such information by any such third-party service provider.

2.11 Deloitte Online

Unless expressly otherwise provided in any given Statement of Work, Vendor shall, under each Statement of Work, utilize a project management methodology facilitated by a package of Web-based tools called "Deloitte Online." Deloitte Online shall be supported and maintained by Vendor and shall be provided at no cost to the Board. This tool will provide the combined project team (i.e., both Vendor's and the Board's project team members) with a centralized repository, communication, and collaboration tool for project related materials and information that is easily accessible via the Web. Deloitte Online shall be designed to increase interaction and communication between project teams, control document versions, access rights, track all document revisions in one centralized location, facilitate knowledge sharing regardless of location and time, and provide better visibility into engagements for the Board's executives and project management teams. Vendor shall provide Deloitte Online to the Board throughout the Term, unless Vendor ceases making Deloitte Online available to its customers in general prior to the end of the Term (in which case Vendor may cease providing Deloitte Online to the Board at approximately the same time as it ceases making Deloitte Online available to its other customers). Upon the earliest to occur of (a) any termination of this Agreement, (b) completion of Vendor's performance, and the Board's issuance of its Acceptance with respect to all Critical Milestones, under the Initial Statement of Work (and any other Statements of Work then in force and effect), or (c) in accordance with the immediately preceding sentence, Vendor's ceasing to make Deloitte Online available to the Board and its other customers, Vendor shall cooperate with the Board to transition all documents in the applicable e-rooms within Deloitte Online to a compact disc in a then-current Microsoft Office product format, and Vendor will have no further obligations with respect to providing or maintaining such e-room after such compact disc is delivered in a usable form to the Board.

2.12 Issues Log and Forms

Within a reasonable period of time after either Party's discovery of, or, if earlier, such Party's receipt of a notice from the other Party in respect of, any material failure, delay, or issue relating to the Project or the Services, any material security breach or material security incident relating to the Project or the Services, or any unauthorized use or disclosure of any Confidential Information in connection with the Project or the Services, such Party shall document such event in an "Issues Form" or such form as is mutually agreed upon by the Parties. As part of the Services, Vendor shall enter the information contained in each Issues Form into an "Issues Log." The Issues Log shall be maintained in an e-room in Deloitte Online and made available to both Vendor and the Board. Vendor shall promptly review and assign the event reported in each Issues Form to the appropriate Party (whether Vendor or the Board) or Project team, for such assignee to determine and identify the cause of each problem or incident entered into the Issues Log. If resolution of any given underlying cause of an issue falls within the scope of the Services then to be provided by Vendor hereunder, Vendor shall promptly: (i) perform a root-cause analysis to identify the cause of such failure; (ii) use commercially reasonable efforts to correct such failure; and (iii) provide the Board with a written report detailing the cause of, and procedure for correcting, such failure and recommending reasonable steps to be taken to avoid the recurrence of such failure. Vendor shall use reasonable efforts to cooperate in the mitigation of any adverse effects of any such problem or incident, to the extent within the control of Vendor or any subcontractors or third-party service-providers of Vendor and to the extent that it does not materially disrupt Vendor's ability to perform the Services. If the Board requests that Vendor assist in the resolution of any problem or incident and Vendor agrees to provide such assistance and such assistance does not otherwise fall within the scope of the Services then to be provided by Vendor under this Agreement, the Board and Vendor shall negotiate a Change Order for such assistance which shall include a fair and reasonable amount to be paid Vendor for such assistance (using, unless otherwise mutually agreed by the Parties in writing, the Applicable Hourly Rates, as defined in Section 4.4.1).

2.13 Non-Exclusivity

Nothing herein shall prevent the Board or its Affiliates (as defined below) from providing for themselves or obtaining from any third party, at any time during the Term (as defined in Section 11.1) or thereafter, any type of products or services (other than, during the Term, those then within the scope of Services to be provided hereunder) that are in any way similar or related to the Services, the Deliverables, or the System, as applicable, or any other products, goods, or services. Vendor shall at all times treat each of the Board's third-party service providers providing services relating to the Project in a nondiscriminatory manner. As used in this Agreement, an "Affiliate" means: (i) with respect to Vendor, any person or entity that, at any given time, directly or indirectly, through one or more intermediaries: (a) Controls (as defined below) Vendor; (b) is Controlled by Vendor; or (c) is under common Control with Vendor; and (ii) with respect to the Board, any entity for which the Board provides information technology services, support, or operation, including, but not limited to, all schools with students in grades from kindergarten through the twelfth grade, and any other schools, charter schools, or other entities or organizations, the information technology needs of which are served or supported by the Board, now or hereafter. As used in this Agreement, the term "Control" means the power (or, as applicable, the possession or exercise of the power) to direct or cause the direction of the management, governance, or policies of a given entity, directly or indirectly, through any applicable means (whether through the legal, beneficial, or equitable ownership, of more than fifty percent (50%) of the aggregate of all voting or equity interests or securities of such entity, through partnership, or through some other form of ownership interest, by contract or other applicable legal document, or otherwise).

3. PERSONNEL

3.1 Vendor's Personnel

3.1.1 Vendor's Key Personnel

Vendor shall initially assign each of the individuals identified in the applicable Statement of Work as "Key Personnel" to the respective positions indicated therein (all such individuals and any replacements therefor, and any other successors to such positions, collectively, Vendor's "Key Personnel," and any given such individual, replacement individual, or successor, a "Key Person"). Each replacement individual proposed as one of

the Key Personnel shall be subject to the Board's interview and approval, and Vendor shall make each such individual available for interviewing by the Board promptly at the time and place mutually agreed to by the Parties. Vendor represents that each of the individuals performing Services, at any given time, hereunder shall be appropriately qualified, trained, skilled, knowledgeable, and experienced for the respective positions and duties to which assigned and shall be permitted by Vendor to devote sufficient time to the Project to appropriately fulfill the duties to which respectively assigned, in accordance with standard industry practices. Vendor shall not, without obtaining the Board's written consent at least thirty (30) days in advance (which consent shall be in the Board's reasonable discretion) replace or reassign any of Vendor's Key Personnel, except in the event of grave personal circumstances, incapacitation, or separation from employment with Vendor, if doing so would require the material alteration or reduction of such individual's contribution to, or involvement with, the Project. If any of Vendor's Key Personnel is reassigned, becomes incapacitated, unable to perform services because of a grave personal circumstance, or ceases to be employed by Vendor, and therefore becomes unable to perform the functions or responsibilities that had been assigned to such Key Person, Vendor shall use commercially reasonable efforts to promptly replace such Key Person, with any replacement person required to be at least as well qualified to perform such functions and responsibilities as the Key Person being replaced (including that, unless otherwise agreed or approved by the Board in writing, all such individuals shall each personally have prior experience, in equivalent positions and in performing equivalent duties, with SAP software implementation and integration projects prior to being so assigned). The Board shall have the right to interview and approve each such replacement, each in accordance with Section 3.1.7. Vendor shall notify the Board as soon as reasonably possible after becoming aware of the need for any such replacement or reassignment of any of Vendor's Key Personnel and shall exercise commercially reasonable efforts to minimize the number of such replacements and reassignments. In making any such replacement or reassignment of Vendor's Key Personnel, Vendor shall provide a reasonable period of overlap during which the person being replaced transfers appropriate knowledge and provides appropriate training to the new holder of the position (except to the extent that such period is made impossible, due to circumstances beyond Vendor's reasonable control), and, if the Services are being provided on other than a fixed-fee basis, the Board shall not be charged fees for both individuals during such overlap.

3.1.2 Vendor's Project Partner

Vendor represents that the individual designated as Vendor's "Project Partner" in any given Statement of Work, and any replacement holder of such position, is an experienced executive who: (i) is generally knowledgeable of industry standard practices with regard to SAP software implementations and how such practices apply to public entities; and (ii) has significant prior experience in large, complex SAP implementation projects. Vendor's Project Partner shall at all times: (a) be deemed one of the Key Personnel; (b) serve as a member of the Steering Committee (as defined in Section 4.3); (c) have overall responsibility for managing all of Vendor's personnel and other resources that are engaged by Vendor hereunder; and (d) participate in Project activities as necessary and appropriate, in accordance with the Project Plan.

3.1.3 Vendor's Project Manager

Vendor represents that the individual designated as Vendor's "Project Manager" in any given Statement of Work, and any replacement holder of such position, is an appropriately qualified and experienced manager who is knowledgeable of large, complex SAP implementation projects and who has served in a position equivalent to Vendor's Project Manager hereunder in at least one prior such implementation. Vendor's Project Manager shall at all times: (i) be deemed one of the Key Personnel; (ii) act as the primary liaison between Vendor and the Board's Project Manager (as defined below); (iii) have overall responsibility for directing all of Vendor's activities hereunder; (iv) be dedicated to the Project on a full-time basis; and (v) be vested with the necessary authority to fulfill all of the responsibilities of Vendor's Project Manager described in this Section.

3.1.4 Vendor Personnel

As used in this Agreement, "Vendor Personnel" means Vendor's Project Partner, Vendor's Project Manager, the other Key Personnel, all other employees of Vendor, any subcontractors of Vendor's, and all employees of any such subcontractors', who are providing the Services at any given time during the Term. An individual within such description is a "Vendor Person." At any time, and from time to time during the Term,

upon the request of the Board, Vendor shall provide the Board with a list of all persons who at such time are Vendor Personnel, which list shall include the position occupied or job title held by each such person.

3.1.5 Employee Qualification and Verification Process

Subject to and in accordance with applicable law, prior to assigning an individual to perform Services hereunder, Vendor shall have appropriately verified, at Vendor's sole cost and expense, the qualifications of such individual in accordance with Vendor's personnel practices at the times such individual was employed or admitted by Vendor. Vendor's current and future personnel practices shall include verifying relevant employment history, conducting reference checks, verifying technical training or education completed or degrees awarded, and verifying immigration status. Vendor shall also permit the Board, at the Board's sole expense, to conduct a security background check that includes investigation and identification of all state or federal felony convictions of such individual, and any criminal charges pending against such individual, at any time during the immediately preceding five (5) years. In addition:

(a) Vendor shall submit all Vendor Persons to all such background screening to be performed by the Board as is required by Sections 1012.32, 1012.465, and 435.04, Florida Statutes (2004), as well by the requirements of HB 1877, The Jessica Lunsford Act (2005), all of the foregoing as from time to time amended, with respect to any individual who provides, or may provide, Services under this Agreement; provided that the Board will treat such information from such screening as Confidential Information pursuant to Section 8 hereof, except as required by law; and

(b) Upon obtaining such background screening clearance, each employee, representative, agent, subcontractor, and supplier of Vendor's who is permitted access on the Board's school grounds when students are present or who otherwise have direct contact with students, shall wear, at all times while on Board property when students are present, any photo identification or similar badge issued to him or her by the Board.

Of the individuals who are required to submit to such background investigations and screening, only those who reasonably pass, considering all relevant factors, such investigations and screenings as are described above in this paragraph may be assigned to the performance of the Services. Vendor shall require each Vendor Person to notify Vendor of any arrest or conviction of such individual of any offense enumerated in any of the laws or regulations described in paragraph (a), above, of this Section 3.1.5 (a "Disqualifying Offense") immediately after the occurrence thereof. Vendor agrees to notify the Board promptly upon becoming aware that any individual who had previously undergone a background investigation and screening hereunder meeting the statutory standards is subsequently arrested or convicted of any Disqualifying Offense. Vendor shall promptly remove any individual convicted of a Disqualifying Offense from performance of the Services onsite at the Board's facilities, if performance of Services by such individual onsite at the Board's facilities would be in violation of applicable law or regulations. Subject to compliance with applicable laws and regulations, the Board may reject the assignment of any of the proposed or existing Vendor Persons based upon the results of the investigation and screening procedures set forth in this Section, and Vendor shall promptly fill the position of any individual so rejected with an appropriately qualified person, in accordance with this Agreement.

3.1.6 Training

Vendor shall provide, or shall have provided, all such technical and interpersonal training to the Vendor Personnel as Vendor deems necessary and appropriate for them to collectively perform, on behalf of Vendor, all of Vendor's duties under this Agreement. In no event shall the Board be responsible in any way for any training of any Vendor Personnel.

3.1.7 Replacement of Personnel

Notwithstanding anything to the contrary elsewhere in this Agreement, the Board may object to any Vendor Person, or any subcontractor of Vendor, assigned to the performance of Services under this Agreement if such Vendor Person or subcontractor acts in an unprofessional manner or engages in misconduct or the performance or conduct of such Vendor Person or subcontractor otherwise does not comply with the requirements of this Agreement. Upon the Board notifying Vendor of such an objection, Vendor shall promptly and appropriately remedy the performance or conduct of such person, or immediately remove and, subject to availability and as

promptly as possible, replace such person with another person acceptable to the Board who meets all of the applicable requirements described in this Section 3.1.

3.2 The Board's Personnel

The Board shall assign each of the individuals identified in the applicable Statement of Work to the respective positions indicated therein with respect to the Project (collectively, the Board's "Project Team"), including the Board's "Project Manager" identified therein. The Board's Project Manager shall at all times: (a) act as the primary liaison between the Board and Vendor's Project Partner; (b) have overall responsibility for directing all of the Board's activities hereunder and the Project as a whole; and (c) be vested with the necessary authority to fulfill all of the responsibilities of the Board's Project Manager described in this Section, including the authority to coordinate and arrange for execution of amendments to this Agreement on behalf of the Board, unless such authority has been previously and specifically limited by the Board and the Board has provided Vendor with a writing evidencing such specific limitation. In the event of the unavailability of the Board's Project Manager as a result of his or her becoming incapacitated or ceasing to be employed by the Board, the Board will make promptly available, so as to not delay the Project, a suitable substitute qualified to perform such duties. In addition to the Board's Project Manager, the Board shall also assign such additional personnel to the Project as (i) specified by the Statement of Work, and (ii) even if not so specified in the Statement of Work, are necessary and appropriate to fulfill the Board's obligations in accordance with this Agreement, including any necessary or appropriate subject matter experts with respect to specific areas or issues ("Subject Matter Experts"). The Board will use commercially reasonable efforts to maintain continuity of the personnel assigned by the Board to the Project. If the Board's Project Manager or any member of the Board's Project Team becomes incapacitated, or ceases to be employed by the Board, and therefore becomes unable to perform the functions or responsibilities that had been assigned to such person, the Board shall promptly replace such person with another person at least as well qualified to perform such functions and responsibilities as the person being replaced (or, if and as appropriate, shift or reassign the former functions and responsibilities of such person regarding the Project to other of the Board's Project Team), and if such a replacement has an adverse impact upon Vendor, then Vendor may propose a Change Order pursuant to Section 4.4.

3.3 The Board's Policies and Procedures

3.3.1 General

Vendor covenants that, in the performance of the Services, Vendor, the Vendor Personnel, any subcontractors of Vendor and their respective employees, and all other agents and representatives of Vendor or its subcontractors, shall at all times comply with and abide by all workplace and security policies and procedures of the Board that reasonably pertain to Vendor or Vendor's performance hereunder (to the extent that such policies and procedures, as they may exist or be revised or established by the Board from time to time, have been provided or made available to Vendor, in writing or electronically, in advance of when compliance is required, such that Vendor has a reasonable opportunity to comply therewith, and to the extent that such policies and procedures do not conflict with this Agreement or increase the cost, risk or level of effort of Vendor's performance of its obligations hereunder by more than a de minimus amount (unless the Parties agree to a Change Order to address such increase)), including, but not limited to, all such policies as pertain to conduct on the Board's premises, use or possession of contraband, or the access to, or use or security of, the Board's information technology, data, or resources, or related systems, networks, equipment, property, or facilities. Prior to performing Services hereunder, each of the Vendor Personnel who will have access to the Board's data, software, or other Confidential Information shall be bound by confidentiality obligations to Vendor that are consistent with, and are sufficient to allow Vendor to meet, Vendor's obligations of confidentiality under this Agreement. Vendor shall issue to each Vendor Person (or, as applicable, Vendor shall work with the Board to facilitate the issuance of) appropriate access mechanisms (e.g., access IDs, passwords, and access cards), which mechanisms shall be used only by the specific individuals to whom issued. Vendor shall provide each Vendor Person with only the level of access that is appropriate and required to perform the tasks and functions for which such person is responsible. Vendor shall, from time to time, and promptly upon the Board's written request, provide the Board with an updated list of those Vendor Personnel who have the highest level of access to the Board's systems, software, and data. Vendor shall comply with the policies and procedures regarding the confidentiality and security of the Board's information systems, networks, software and data in accordance with the terms of this Agreement, and shall, in any event, and consistently with this

Agreement, treat all such materials with a level of security at least equivalent to that then being maintained by: (i) the Board with respect to such materials (to the extent that Vendor has been notified or made aware of such level of security, as it may exist or be revised or established by the Board from time to time, in writing or electronically and in advance of when compliance is required, such that Vendor has a reasonable opportunity to comply therewith, and to the extent that such level of security does not conflict with this Agreement or increase the cost, risk or level of effort of Vendor's performance of its obligations hereunder by more than a de minimus amount (unless the Parties agree to a Change Order to address such increase)); and (ii) Vendor with respect to its own similar systems and data. Vendor shall reasonably cooperate with the Board in ensuring Vendor's compliance with the policies and procedures described herein, and any violations or disregard of such policies or procedures shall, in addition to all other available rights and remedies of the Board, be cause for denial of access or use by the applicable Vendor Personnel to the Board's information systems, networks, equipment, property, and facilities.

3.3.2 Network Security

Vendor shall provide each of the Vendor Personnel with personal computers appropriate for them to perform their assigned duties. Before any personal computer ("PC") may be attached or in any way connected to the Board's networks, it must at least meet all of the applicable standards and requirements of the Board's reasonable and applicable policies (including those relating to computer virus protection and the like), to the extent that such policies, as they may exist or be revised or established by the Board from time to time, have been provided to Vendor in writing or electronically and in advance of when compliance is required, such that Vendor has a reasonable opportunity to comply therewith, and to the extent that such policies do not conflict with this Agreement or increase the cost, risk or level of effort of Vendor's performance of its obligations hereunder by more than a de minimus amount (unless the Parties agree to a Change Order to address such increase). Written copies of such existing standards, policies and requirements shall be provided to Vendor prior to the execution of this Agreement. Vendor shall thereafter maintain each such PC in compliance with such standards and requirements. For example, and not in limitation or restriction of such standards and requirements, Vendor shall cause each such PC to be actively running an appropriately licensed copy of a nationally-recognized anti-virus protection software at all times when used in connection with the Project (with virus definition files kept reasonably up-to-date). Vendor will immediately upon notice remove from the Board's computing networks any computing device used by any of the Vendor Personnel, or by any of Vendor's subcontractors or their respective personnel, if the Board reasonably determines that any such device contains any programs, subroutines, code, instructions, data or functions, (including viruses, worms, date bombs, time bombs, bots, or spy-ware), the purpose of which is to intentionally cause the network or system in which it resides to cease operating, or to damage, interrupt, interfere with or hinder the operation of any network, any systems, any software or data contained in any of such network or systems, or any other system with which any such network is capable of communicating. Vendor further agrees to cooperate with the Board's network security personnel and to remove any such device from the Board's computing networks.

3.4 Conduct on the Board's Premises

Vendor shall exercise due care and diligence to prevent any injury to persons or damage to property while on the Board's premises. The operation of vehicles by any Vendor Person on the Board's property shall conform to posted and other regulations and safe driving practices. Vehicular accidents on such property and involving any Vendor Personnel shall be reported promptly to the appropriate Board personnel. Vendor covenants that it and its subcontractors, and their respective employees, agents, and representatives (including all Vendor Personnel), shall, in performing the Services comply with any applicable federal, state, or local law, ordinance, regulation, or rule, including those regarding use or possession of contraband and those regarding confidentiality, privacy, security, or exportation.

3.5 Use of Affiliates and Subcontractors

Vendor shall provide notice to the Board, simultaneously with any given subcontractor commencing performance of any Services, of the subcontracting all or any part of the Services to be performed hereunder, except that if the Board notifies Vendor in writing of a reasonable objection to any given subcontractor within a reasonable period of time after Vendor provide notice to the Board with regard to Vendor's subcontracting to such subcontractor, then Vendor shall promptly remove that subcontractor from the performance of the Services. Notwithstanding the immediately preceding sentence, no notice by Vendor to the Board of subcontracting shall be

required for: (i) the use of the subcontractors identified on Schedule 3.5; or (ii) subcontracting of its duties and responsibilities hereunder to its Affiliates or related entities located within the United States or Canada or in India. Vendor agrees to, in good faith, use commercially reasonable efforts to agree upon terms with SAP under which SAP shall be engaged as a subcontractor of Vendor's hereunder with regard to at least ten percent (10%) of the total work to be performed by Vendor under the Initial Statement of Work. Vendor shall not be relieved of its obligations under this Agreement by use of any subcontractors (including Affiliates) and all such performance of such Services by each such subcontractor shall at all times be in accordance with the terms and conditions of this Agreement. Vendor shall be and remain fully responsible and liable for the performance of any such subcontractor (and of any of their respective personnel in connection with the performance of the Services), for all acts and omissions of any of the foregoing persons or entities in connection with the performance of their respective duties under this Agreement, and for fulfilling all of Vendor's obligations under this Agreement. Prior to performing any Services, each subcontractor of Vendor's shall agree to confidentiality obligations with respect to Confidential Information of or about the Board that are at least as restrictive as those set forth in this Agreement. If the Board determines, in its reasonable discretion, that the performance or conduct of any of Vendor's subcontractors hereunder is unsatisfactory, the Board shall notify Vendor of such determination (if not in writing, then to be confirmed in writing at Vendor's request), indicating the reasons therefor, and Vendor shall promptly take all necessary actions to immediately remedy the performance or conduct of such subcontractor, and if such performance or conduct is not remedied within a reasonable period of time, then Vendor shall remove such subcontractor from the performance of Services at the Board's request.

4. PROJECT ADMINISTRATION

4.1 Project Status Reports

At least once each month throughout the Term, Vendor, with the assistance and cooperation of the Board, shall deliver to the Board's Project Manager a written report summarizing the status and progress of the Project during the previous month, including problems that have occurred and are likely to delay the Project or Vendor's performance of anticipated activities and problems anticipated during the upcoming month (each such report, a "Status Report"). Each Status Report shall be of the form and format reasonably agreed upon by the Parties, and shall, to the extent mutually agreed upon by the Parties, include: (i) the current status and progress of the Project and each applicable Phase of the Project, the performance of the Services and the provision of the Deliverables, and the development of the System, including reasonable detail with regard to how such status and progress compares to the Critical Milestones, the Project Plan, and any schedules or deadlines set forth in the Project Plan; (ii) any actual delays; (iii) any reasonably anticipated delays; (iv) any failures, or correction of any failures, with regard to the Project, the Services, the Deliverables, or the System; and (v) such other information as the Board and Vendor may agree upon from time to time. In addition, Vendor shall provide to the Board, in a timely manner and in the form and format set forth in a Statement of Work or otherwise mutually agreed upon in writing by the Parties, any reports that are identified or described in any Statement of Work hereunder and such other reports as are mutually agreed upon by the Parties in writing from time to time with regard to the System, the Project, or performance hereunder. Each Status Report and all other documents and reports submitted to the Board by Vendor in connection with this Agreement shall be created and stored using a then-current and supported version of a Microsoft Office product (e.g., Word, Excel, Access, or Powerpoint) for the Microsoft operating system platforms then used by the Board.

4.2 Project Status Meetings

Each month during the Term, at the time and location reasonably designated by the Board, Vendor's Project Partner and Vendor's Project Manager (or their respective designees), and other appropriate Vendor Personnel, shall meet in person (or, if approved by the Board, via teleconference) with the Board's Project Manager (or his or her designee) and other appropriate members of the Board's Project Team for the purpose of reviewing and discussing the status and progress of the Project, the achievement of the goals and objectives of the Project, and the development and implementation of the System, since the last such meeting, including with regard to any problems that have occurred and could delay or impact performance of anticipated activities, and any problems reasonably anticipated in the future. In addition, each Party shall also conduct or participate in, as applicable, any other meetings identified or described in any Statement of Work or Project Plan, and each Party shall promptly inform the other of any material issues or irregularities in such Party's performance of its duties and

obligations hereunder of which such Party is aware, as well as any material issues or deficiencies with which such Party is concerned regarding the other Party's performance concerning the Project.

4.3 Steering Committee

Within ten (10) days after the Effective Date, the Parties shall establish a committee or body (the "Steering Committee"), whose membership shall be composed of the appropriate representatives of Vendor (as determined by Vendor's Project Partner) and of the Board (as determined by the Board's Project Manager) and that shall address matters of governance and administration of the relationship of the Parties only in connection with this Agreement, in accordance with the procedures mutually agreed upon by the Parties hereunder, including: (i) monitoring the general progress of the Project, the performance of the Services, the provision of the Deliverables, and the development and implementation of the System, in accordance with this Agreement, any applicable Statements of Work, the Critical Milestones, and the Project Plan; and (ii) analyzing and attempting to resolve, in a timely manner, problems referred or escalated to it by Vendor's Project Partner or by the Board's Project Manager. Each Party may replace any of its Steering Committee members at any time, in the discretion of such Party. Notwithstanding the foregoing, the Steering Committee shall at all times consist of the following members (or, in each case, their respective designees): (i) from the Board, the Board's: Deputy Superintendent, Business Operations; Executive Officer, Information Technology; Assistant Superintendent, Human Resources; Assistant Superintendent, Procurement Management; and Controller; and (ii) from Vendor, Vendor's Project Manager and Project Partner. Unless otherwise directed by the Board, the Steering Committee shall meet monthly, via teleconference or in person, and at such place and time as determined by the Board's Project Manager, and proxy representation of each Party's Steering Committee members at such meetings shall not be allowed except with the prior approval of the other Party, which approval shall not be unreasonably withheld.

4.4 Scope Management

4.4.1 A "Change Order" shall mean a modification or clarification of the Statement of Work, Services or Deliverables that is duly agreed to by the Parties in accordance with the scope management process set forth in this Section 4.4. In the event of: (i) change in applicable law that materially and adversely affects a Party's ability to perform hereunder, (ii) change to the requirements set forth in the Statement of Work or in a Deliverable for which the Board has issued its Acceptance (or such Acceptance is deemed to have been issued), in accordance with Section 13, (iii) modifications or additions to functions, processes, sub-processes, data stores, screens or reports, which functions, processes, sub-processes, data stores, screens or reports are within the scope of the Project, (iv) a new requirement of the Board which has not been included in the Statement of Work or in an approved Deliverable, (v) a proposed change to Vendor or Board tasks, including, but not limited to, the timing, level of effort or nature of the task, or (vi) a Performance Failure or an Assumption Failure (each as defined in Section 4.4.13 below) (each of the foregoing, a "Change"), then the Party who discovers a Change may so notify the other in writing and the Board and Vendor shall thereafter promptly negotiate in good faith with respect to such matters for the purpose of making such reasonable adjustments as may be necessary to perform the objective of this Agreement in accordance with the terms of this Section 4.4.

4.4.2 The Parties adopt the following procedures for tracking issues requiring decision by either Party hereunder, for tracking issues which potentially impact the cost or schedule under the Statement of Work and which therefore require resolution, and for tracking Changes.

4.4.3 When such issues, hereinafter referred to as "Change Order Requests", are raised by either Party, they shall be recorded and tracked on a "Change Order Authorization Form," to be developed by Vendor and approved by the Board, in accordance with the process set forth herein (which approval shall not be unreasonably withheld). The Change Order Authorization Form will serve as the tracking mechanism for the receipt of a Change Order Request through completion of all required approvals and actions hereunder.

4.4.4 As soon as reasonably possible after receipt of a Change Order Request, but in no event more than thirty (30) days thereafter, Vendor shall either provide to the Board a written statement defining the scope of work, estimating the time for completion, and a description of the price increase or decrease, if any, involved in implementing the Change Order Request ("Change Impact Estimate") or shall respond in writing indicating that Vendor elects not to provide a Change Impact Estimate. The fees to be charged by Vendor to implement the

requested change shall be based on, unless otherwise mutually agreed by the Parties, the rates set forth in Schedule 4.4.1A (the "Applicable Hourly Rates"). It is the intent of the Parties that the Services and Deliverables under the Initial Statement of Work will be delivered for a price no greater than the fixed price specified in the Initial Statement of Work. If any Change Order would increase such fixed price, the Parties agree to use reasonable good faith efforts to identify and consider alternatives to reduce scope, Services or Deliverables in other areas of the Statement of Work in order to accommodate such Change Order, while maintaining the stated fixed price and providing the general functionality described in the Statement of Work, but without increasing the cost of performance by Vendor.

4.4.5 Both Parties understand and agree that failure to act on and resolve Change Order Requests by a mutually agreed deadline for resolution may have consequences on the Project, including, without limitation, increases to cost and schedule. Change Order Request resolution is the responsibility of the Board's Project Manager and of Vendor's Project Manager, or their written designees, as appropriate to the specific Change Order Request.

4.4.6 The Board's consideration of a Change Order Request shall result in one of the following dispositions: (i) a decision to proceed to implement the Change Order Request in accordance with the Change Impact Estimate and to modify the applicable Statement of Work accordingly; (ii) a decision to defer implementation of the Change Order Request for additional evaluation by Vendor; or (iii) a decision not to proceed to implement the Change Order Request. However, in the event of a Performance Failure, or an Assumption Failure, that is outside of Vendor's control and that adversely impacts Vendor: (i) the Board's Project Manager and the Vendor's Project Manager shall pursue in good faith the development of a mutually acceptable Change Order to offset such adverse impact and, if agreed upon by both Parties, such Change Order will be executed by the Board; or (ii) failing that, the Board shall accomplish such offset through some other reasonable means.

4.4.7 In the case where a Change Order Request is approved by the Board's Project Manager (or his or her designee, with any such designation required to be evidenced in writing), such approval shall be documented by the Board's Project Manager's signature on the Change Order Authorization Form, which shall also then be signed by Vendor's Project Manager (if not already so signed), and the execution of such Change Order Authorization Form shall then be entered in a "Change Log" which shall be maintained by Vendor and available for inspection by the Board upon request. No Change Order Authorization Form shall be deemed to have been executed unless signed by duly authorized representatives of each of the Parties.

4.4.8 If any approved Change Order Request results in an increase or decrease in the cost of or time required for the performance of any part of the Services (whether or not such part of the Services is changed by reason of the Change Order Request) under this Agreement, an adjustment in accordance with the terms of a Change Impact Estimate shall be made in the price or delivery schedule, or both, and documented in the applicable Change Order Request and Change Order Authorization Form, which, when signed by the Parties' duly authorized representatives shall be deemed to modify the applicable Statement of Work accordingly.

4.4.9 If the Board's consideration of the Change Order Request and Change Impact Estimate results in a decision to modify the applicable Statement of Work other than in the manner set forth in the Change Order Request and Change Impact Estimate, the Board shall notify Vendor thereof, and the process described above with regard to a Change Order Request and Change Impact Estimate shall be repeated. For any modification to any Statement of Work that does not affect Vendor's level of effort, period of performance, payments, or any term or condition included in this Agreement, a Change Order Request and Change Authorization Form shall be prepared as described above, except that no fees shall be payable by the Board thereunder, and the Change Order Authorization Form shall be signed in accordance with this Section 4.

4.4.10 Notwithstanding the foregoing provisions of this Section 4.4, Vendor shall be entitled to equitable compensation if the Board elects not to proceed to implement a Change Order Request, and Vendor's work on such Change Order Request has materially altered its level of effort or resources, or available time period for performance under an applicable Statement of Work, and Vendor has expended more than ten (10) hours of work on such Change Order Request. Hourly rates used to calculate such compensation shall not exceed the Applicable Hourly Rates. No such compensation shall apply with respect to Change Order Requests initiated by Vendor.

4.4.11 Except for the specific provision or provisions of the Statement of Work that are modified to reflect the disposition of a Change Order Request in a Change Order Authorization Form, or in a written amendment to such Statement of Work, duly executed by the Parties in accordance with this Agreement, the Statement of Work shall remain in full force and effect after such modification.

4.4.12 Approvals and Procedures

For the avoidance of doubt regarding authority, the Parties expressly acknowledge that the Board shall be entitled to present to the Board's official governing body for approval or rejection any Change Order or other amendment to this Agreement or a Statement of Work that requires the approval of such body. The Parties agree to in good faith work together to consider reasonable alternatives to Change Orders. All Change Orders shall be governed by the terms and conditions of this Agreement, except as expressly specified otherwise by the terms of such Change Order.

4.4.13 Performance Failures; Assumption Failures

Each Party shall be excused from a failure to perform its obligations hereunder to the extent that such failure is caused by or results from a failure by the other Party to perform its obligations hereunder (each such failure, a "Performance Failure"). In addition, any failure that is more than de minimus, or any repeated failures that, individually or in the aggregate, are more than de minimus, of any one or more of the "assumptions" identified in any given Statement of Work (the assumptions that apply with respect to any given Statement of Work, the "Project Assumptions," and any such failure or set of repeated failures, an "Assumption Failure") shall be assessed on a case-by-case basis. If in Vendor's reasonable judgment such Performance Failure or Assumption Failure would constitute an appropriate basis or reason for the execution of a Change Order, Vendor shall provide the Board with a reasonable explanation of the need for, and shall propose, a Change Order Request, as described above in this Section 4.4. If the Parties fail to agree as to whether there has been a Performance Failure or Assumption Failure or as to whether any given Performance Failure or Assumption Failure would constitute an appropriate basis or reason for the execution of a Change Order, then the matter shall be addressed through the dispute resolution process described in Section 16. In the event of a Performance Failure or Assumption Failure, subject to the other terms of this Agreement, including, without limitation, the two immediately preceding sentences: (i) each Party shall continue to perform its respective duties hereunder to the extent, and in the manner, that such Party is reasonably able to do so in light of the applicable Performance Failure or Assumption Failure; (ii) each Party shall use reasonable efforts to promptly cure such failure of such Party to perform its obligations hereunder; and (iii) each Party shall reasonably cooperate with the other Party regarding resolution of such Performance Failure or Assumption Failure and shall use reasonable efforts to mitigate the effects of the applicable Performance Failure or Assumption Failure. A Party (the "Informing Party") shall use commercially reasonable efforts to inform the other Party (the "Failing Party") in a timely manner of any Performance Failure or Assumption Failure by the Failing Party of which the Informing Party is aware and for which the Informing Party believes a Change Order is merited. If the Informing Party breaches such obligation, and such breach materially prejudices the Failing Party's ability to correct or mitigate its Performance Failure or Assumption Failure in a timely manner, then the Failing Party shall not be liable to the Informing Party for increased costs incurred by the Informing Party as a result of such Performance Failure or Assumption Failure of the Failing Party to the extent of such prejudice.

4.4.14 Conflicts of Interest

The Board's policies expressly prohibit it and its employees from engaging in activities involving a conflict of interest. Vendor shall not, at any time during the Term, employ or otherwise engage any employee of the Board's for any purpose in any way related to Vendor's performance of its obligations hereunder. Vendor shall at all times exercise reasonable care and diligence to prevent any actions, circumstances, or conditions that would reasonably be expected to result in a conflict between Vendor (or any of its employees, agents, or subcontractors, or any other third parties otherwise associated with performance of the Services hereunder) and the Board. Such efforts by Vendor shall include establishing reasonable precautions to prevent its employees, agents, and subcontractors from making, receiving, providing, or offering to any employees of the Board any gifts, entertainment, payments, loans, or other considerations that would reasonably be expected to appear to, or would be deemed to, or create the impression of an attempt to, influence individuals to act in a manner contrary to the best interests of the Board.

5. BOARD-PROVIDED ASSISTANCE

5.1 Software

The Board shall be responsible for obtaining all necessary licenses to use, and to permit Vendor to use for the limited purpose of performing the Services contemplated hereunder for or on behalf of the Board, the SAP Software and all other applicable software and hardware of or licensed by the Board, including that specifically identified herein or in any Statement of Work as to be provided by the Board, in order for Vendor to perform the Services and fulfill its obligations hereunder. As between the Parties, all right, title, and interest in and to the SAP Software and all such other software and hardware shall remain vested in the Board and its applicable licensors.

5.2 Assistance and Cooperation

The Board will assist and cooperate with Vendor by promptly providing such information and access to the personnel, facilities, and information technology resources of the Board and its Affiliates (i) as set forth in the applicable Statement of Work, and (ii) even if not set forth in the applicable Statement of Work, as Vendor may reasonably request and require in order to perform its obligations in accordance herewith. Subject to Section 8 hereof, the Board shall also provide Vendor with such information about the Board's suppliers and service-providers as is reasonably necessary for Vendor to perform its obligations hereunder, except that the provisions of this Section shall not be construed as requiring the Board to provide Vendor with direct access to the Board's suppliers, or their respective facilities, unless expressly provided otherwise in a Statement of Work or in the Project Plan. The Board shall provide knowledgeable and qualified personnel having appropriate skills (as described in the applicable Statement of Work) to perform their assigned tasks and duties and to promptly notify Vendor of any issues, concerns or disputes with respect to the Services or Deliverables. The Board shall be responsible for the performance of its personnel and agents and for the accuracy and completeness of all data and information provided to Vendor for purposes of performing the Services. Vendor shall be entitled to rely on all decisions and approvals made by authorized representatives of the Board concerning the Services.

5.3 Office Space and Furnishings

The Board shall, in a timely manner, make available to the Vendor Personnel such reasonably unencumbered access, and such office space, furnishings, and storage space, (i) as set forth in a Statement of Work, and (ii) even if not set forth in a Statement of Work, as is reasonably necessary and appropriate for them to perform the Services and to otherwise fulfill Vendor's obligations under this Agreement, at the appropriate facilities and locations of the Board, in a manner similar to that in which the Board makes such access, space, furnishings, and storage space available to its own employees performing similar work. Any special furnishings (i.e., other than basic office furnishings) or equipment and supplies for the use of Vendor Personnel are the exclusive responsibility of Vendor unless otherwise specified as the Board's responsibility in the Statement of Work. The Board will be responsible for reasonable local telephone access charges of Vendor Personnel incurred in making calls from the Board's telephones at the Board's facilities in performing Vendor's duties hereunder. Vendor shall be responsible for all other telephone and telecommunications usage charges incurred by Vendor Personnel. All such office space, furnishings, and storage space, and all assets and facilities installed or operated on the Board's premises, are provided "AS IS, WHERE IS," without warranties of any kind, express or implied, and are to be used by Vendor solely as necessary and appropriate for the performance of its obligations under this Agreement.

5.4 Delays

The Board acknowledges and agrees that the performance by Vendor of its obligations hereunder may depend upon the Board performing its obligations hereunder and under the relevant Statement of Work and the decisions and approvals of the Board in connection with the Services. If a failure by the Board to perform its obligations hereunder has an adverse impact upon Vendor, then Vendor may propose a Change Order pursuant to Section 4.4.

5.5 Other Responsibilities

The Board shall be solely responsible for, among the other things set forth in this Agreement: (i) making all Board management decisions, and performing all Board management functions; (ii) appointing the Board's Project Manager to monitor the Project; (iii) evaluating the adequacy and results of the Services from the Board's perspective; and (iv) establishing and maintaining internal controls within the Board's organization with regard to the Project, including, without limitation, monitoring ongoing activities regarding the Project.

6. PRICE AND PAYMENT

6.1 Fees

6.1.1 General

Subject to the other provisions of this Section 6 and of this Agreement, as the sole and entire financial consideration for the Services to be performed and Deliverables to be provided by Vendor, the Board shall pay to Vendor the fees specified or described in the relevant Statement of Work (all such fees, the "Fees"). Except as otherwise expressly provided in this Agreement or in a Statement of Work or Change Order, the Fees are inclusive of all costs and expenses, and Vendor shall not be entitled under this Agreement to any additional or separate compensation or reimbursement, other than the Fees, for the provision of all such Services and Deliverables, with respect to any Statement of Work or Change Order.

6.1.2 Initial Statement of Work

The total amount of Fees that shall actually be payable by the Board with respect to the Initial Statement of Work shall be distributed among the Deliverables, as specified in the Invoicing Schedule set forth in Appendix E of the Initial Statement of Work (the "Invoicing Schedule"). Upon the Acceptance (as defined in Section 13 below) of each Deliverable associated with a Fees payment pursuant to the Invoicing Schedule, Vendor shall invoice the Board for the amount of Fees specified in the Invoicing Schedule for such Deliverable, less a holdback amount (the "Holdback Amount") equal to a percentage of such Fees as specified in this Section 6.1.2. All Holdback Amounts with respect to the Initial Statement of Work shall be calculated, invoiced by Vendor, and paid by the Board, as follows: The Holdback Amount percentage for Fees for all Deliverables preceding and through the Deliverable "Release 1-Final Configuration Cycle 2" shall be ten percent (10%). Upon Acceptance of the Deliverable "Release 1-Final Configuration Cycle 2", Vendor shall invoice the Board, and the Board shall pay, fifty percent (50%) of the aggregate Holdback Amounts accrued through such date (including, without limitation, for clarification purposes, the Holdback Amount for the Deliverable "Release 1-Final Configuration Cycle 2"). The Holdback Amount percentage for Fees for all Deliverables following the Deliverable "Release 1-Final Configuration Cycle 2" shall be five percent (5%). Upon Acceptance of the Deliverable "Release 2-Pier Report", Vendor shall invoice the Board, and the Board shall pay, one hundred percent (100%) of the aggregate of Holdback Amounts accrued for all Deliverables under the Initial Statement of Work and not yet invoiced by Vendor as of such date. There shall be no Holdback Amount for Fees for Deliverables following the Deliverable "Release 2-Pier Report". Upon termination of this Agreement or the Initial Statement of Work in accordance with this Agreement, any Holdback Amounts not previously invoiced by Vendor shall be invoiced by Vendor and paid by the Board.

6.1.3 Additional Statements of Work

Any Statement of Work in addition to the Initial Statement of Work, and any Change Order, mutually agreed to by the Parties in writing shall set forth the specific terms and conditions applicable thereto, including the fees that shall be payable therefor, which fees, unless otherwise mutually agreed by the Parties in such Statement of Work or Change Order, shall be calculated, on a pre-determined, fixed-fee basis, by applying the Applicable Hourly Rates to a reasonable and appropriate number and distribution of expected hours of work. Any such fees that are mutually agreed upon in writing by the Parties in such an additional Statement of Work or Change Order shall be deemed "Fees" hereunder and subject to and payable in accordance with this Section 6 and the other provisions of this Agreement.

6.2 Invoices

Vendor shall invoice the Board for the Fees payable as described in the relevant Statement of Work. Each invoice shall be accompanied by reasonable supporting written or electronic documentation, and, if Services were provided on other than a fixed fee basis, indicating both in summary form and in appropriate detail (at the level of hours worked by person), the number and distribution of hours worked by the Vendor Personnel and any of Vendor's subcontractors' personnel with respect to the Services to which such invoice applies. Vendor may also invoice the Board for Services provided pursuant to a Change Order, if not otherwise provided in such Change Order, no more frequently than on a recurring bi-weekly basis for Services rendered (*i.e.*, by submitting an invoice every two (2) weeks), using a single, combined invoice for all such Services that were provided, with reasonable supporting documentation attached. Each invoice shall be of such form, and in such format, as the sample invoice attached hereto as Schedule 6.2. Vendor shall use commercially reasonable efforts to invoice for the Fees applicable with respect to any given Critical Milestone within ninety (90) days after the Fees for such Critical Milestone became payable, as provided in the applicable Statement of Work. Payment of all amounts properly invoiced in accordance herewith shall be due and payable by the Board to Vendor on the date that is forty-five (45) days after the Board's receipt of the applicable invoice. Properly submitted invoices upon which payment is not received within thirty (30) days after the due date specified in the immediately preceding sentence shall, commencing upon the expiration of such thirty (30) day period, and in accordance with Section 218.74 of the Florida Statutes, bear interest at the rate of 1.0% per month on the unpaid balance.

6.3 Disputed Amounts

In accordance with the provisions of this Section, until determined otherwise pursuant to the dispute resolution process described in Section 16, the Board may in good faith dispute any invoiced amount as to whether due or owing hereunder. In such case, the Board shall, by the applicable due date, pay any undisputed amounts then due and provide Vendor with an explanation, in writing or in electronic form, of the basis of the dispute with regard to any withheld disputed amounts. Any such dispute shall be addressed through the provisions of Section 16 and, in the event of such a dispute, the Parties shall diligently pursue an expedited resolution thereof. During the pendency of the internal escalation process described in Section 16, Vendor shall not exercise any rights granted under this Agreement to suspend, halt, or terminate any Services, except as provided in Section 11.2.7.

6.4 Suspension or Termination of Services

Without limiting its other rights or remedies provided for in this Agreement, and subject to the provisions of Section 6.3 and Section 16, Vendor shall have the right to suspend or terminate entirely its Services only as provided for in Sections 11.2.2, 11.2.7, and 16.4.

6.5 Excluded Amounts / Out-of-Scope Services

The Fees do not include: (i) any software license fees with respect to any SAP Software or any other required third-party software or hardware products (other than software used by Vendor to perform the Services and which is not to be provided by the Board pursuant to the applicable Statement of Work), which license fees and products are the sole responsibility of the Board; and (ii) fees for services that are outside the scope of the Services to be provided hereunder, which out-of-scope services shall be subject to the Parties' mutual agreement to and execution of a Statement of Work or Change Order for such Services.

6.6 Expenses

The Fees to be charged by Vendor pursuant to the Initial Statement of Work include, and the Board shall not be required to separately reimburse or pay Vendor for, out-of-pocket expenses incurred with respect to any Services or Deliverables provided under such Statement of Work. Any out-of-pocket expenses associated with any additional Statements of Work or any out-of-scope work shall be treated in accordance with the applicable Statement of Work or Change Order. If the Board is obligated to reimburse or pay Vendor for out-of-pocket expenses in connection with any Statement of Work or Change Order, then Vendor shall comply with the travel and expense policies described or specified in such Statement of Work or Change Order.

6.7 Taxes

The Fees do not include sales, use, excise, occupation, privilege, value-added, or similar taxes. The Board has represented to Vendor that it is a tax-exempt entity, and the Parties therefor believe that Vendor's performance under this Agreement shall not be subject to any such taxes. In the event that Vendor's performance hereunder is determined to be subject to any such taxes (specifically excluding any taxes based on the properties or on the net income of Vendor and employment-related taxes pertaining to the Vendor Personnel), Board shall pay or reimburse Vendor for the gross amount of any such taxes, as described above, that are actually paid by Vendor or for which Vendor is otherwise liable. As between the Parties, Vendor shall be solely responsible for reporting, withholding, and paying all employment-related taxes and related deductions and payments with regard to the Vendor Personnel and Vendor's subcontractors and their respective employees, including, but not limited to, federal, state and local income taxes, social security, Medicare, unemployment and disability deductions, withholdings and payments.

7. PROPRIETARY RIGHTS AND OWNERSHIP

7.1 Work Product

7.1.1 Definition

As used in this Agreement, "Work Product" means information and developments, including source code and object code with respect thereto, configurations, configuration files, setup and initialization files, customized templates, other customized formats, customized reports, processes, programs, and materials, the Deliverables, and other work product first generated by Vendor or its subcontractors in the performance of the Services for delivery to the Board under this Agreement, and designs, specifications, improvements, materials, program materials, computer software, flow charts, compilations, writings, pictorial materials, schematics, other creations, and the like, regardless of whether patented or patentable, subject to copyright, constituting a trade secret, or otherwise protectable by law, that are first created by Vendor for delivery to the Board in its performance of the Services under this Agreement, or by any third party subcontractor engaged by Vendor in the performance of Vendor's obligations, and the intellectual property and proprietary rights in any of the foregoing, except for and with regard to any Vendor Technology (as defined in Section 7.2). For the avoidance of doubt, Vendor Technology shall not be considered "Work Product."

7.1.2 Form

All Work Product to be provided under this Agreement shall be provided to the Board in electronic form, and the electronic copies of all Work Product that does not constitute computer software shall be created and stored using a then-current and compatible version of a Microsoft Office product (e.g., Word, Excel, Access, or PowerPoint) for the Microsoft operating system platforms then used by the Board.

7.1.3 Ownership

Except for any Vendor Technology contained therein, the Board shall be the sole and exclusive owner of all Work Product created or produced in connection with performance under this Agreement, and all intellectual property and propriety rights in or pertaining to such Work Product, effective upon creation or production of such Work Product (subject to the last sentence of this Section). Vendor agrees that all copyrightable aspects of the Work Product (except for any Vendor Technology contained therein) shall be considered "work made for hire" within the meaning of the Copyright Act of 1976, as amended (the "Copyright Act"), that the Parties do not intend Vendor to be a joint author of the Work Product within the meaning of the Copyright Act, and that in no event shall Vendor be deemed a joint author of the Work Product. To the extent that any rights to any of the Work Product arise or vest in Vendor, or the Work Product is held not to constitute "work made for hire" under the Copyright Act, Vendor hereby assigns, effective upon delivery of such Work Product to the Board, all such rights, and the sole and exclusive right, title, and interest in and to the Work Product (except for any Vendor Technology contained therein), to the Board. Vendor hereby represents and warrants that it has the legal right, power, and authority to effectively and validly accomplish said assignment. The rights granted to Board in this Section are,

with respect to any given Deliverable, contingent upon Board's payment in full to Vendor hereunder with respect to the portion of the Services that are associated with such Deliverable.

7.1.4 Vendor's License

The Board hereby grants to Vendor a personal, limited, non-exclusive, and non-transferable license, without the right to sublicense, to use the Work Product during the Term solely and exclusively as necessary and appropriate for Vendor to fulfill its obligations under this Agreement.

7.2 Vendor Technology

7.2.1 Definition

As used herein, "Vendor Technology" means computer programs, programming code, operating instructions, and other similar or related materials, as well as concepts, methods, methodologies, procedures, processes, know-how, techniques, models, templates, the generalized features of the structure, sequence and organization of software, user interfaces, and screen designs, and general purpose consulting and software tools, utilities, routines, and logic, coherence and methods of operation of systems that were created, developed or acquired by Vendor, or which Vendor otherwise has rights in, prior to the Effective Date or independently of the performance of the Services, or created, developed or acquired by Vendor or its subcontractors as a tool for their use in performing the Services, plus any modifications or enhancements thereto and derivative works based thereon.

7.2.2 The Board's License

As between the Parties, Vendor shall retain all right, title and interest in and to the Vendor Technology and, except for the license expressly granted in this Section, the Board shall acquire no right or interest in the Vendor Technology. Vendor grants to the Board a perpetual, non-exclusive, non-transferable, royalty-free, world-wide license and right to copy, display, and use the Vendor Technology contained in each Deliverable for the Board's and its Affiliates' respective internal business purposes, in whole or in part, and including the right to add to, subtract from, arrange, rearrange, revise, modify, change and adapt such Vendor Technology, and any part or element thereof, for such purposes. The rights granted to Board in this Section are, with respect to any given Deliverable, contingent upon Board's payment in full to Vendor hereunder with respect to the portion of the Services that are associated with such Deliverable. Without limiting the Board's obligations with respect to the confidentiality of Vendor Technology contained in Section 8 of this Agreement, the Board shall not disclose any Vendor Technology to a third party engaged by the Board to assist it in completing the Project unless and until such third party has executed a confidentiality and non-disclosure agreement in favor of Vendor and containing terms no less restrictive than the confidentiality obligations set forth in this Agreement, and then such contractors may only use such Vendor Technology as necessary in their use of the Deliverables containing such Vendor Technology in their performance of their services for the Board. In connection with any Vendor Technology and Work Product provided hereunder, Vendor agrees that after completion of the Services provided under the applicable Statement of Work the Board shall not be required to re-engage Vendor to use any Vendor Technology licensed hereunder and included in such Work Product in accordance with the terms of this Agreement. To the extent any Vendor Technology provided to the Board hereunder is a product (*i.e.*, to the extent it constitutes merchandise within the meaning of Section 471 of the Internal Revenue Code), such Vendor Technology is licensed to the Board by Vendor as agent for Deloitte Consulting Product Services LLC, on the terms and conditions set forth herein.

7.3 Pre-Existing Property

Except for the rights expressly granted in this Agreement, to the extent that either Party uses any of its intellectual property or other property in connection with performance under this Agreement, such Party shall retain all right, title and interest in and to such property, and, except for any applicable license expressly granted to such property in this Agreement, the other Party shall acquire no right, title or interest in or to such property.

7.4 The Board's Data

As used in this Agreement, the "Board's Data" means all information and data used with, or created or generated through the use of, the SAP Software or the System or otherwise provided or made available to, or accessed by, Vendor in performance in connection with this Agreement, including, but not limited to, any information and data of or pertaining to any Affiliates of the Board or any employees, administrators, faculty, staff, students, parents of students, or third-party suppliers of the Board or any of its Affiliates. The Board grants to Vendor a limited, personal, non-exclusive, non-transferable, and non-assignable license to use, copy, store, and maintain the Board's Data during the Term, solely to the extent necessary for Vendor to perform its obligations under this Agreement. As between the Parties, all of the Board's Data, and all intellectual property and proprietary rights in or to the Board's Data, shall be and remain the sole property of the Board. The Board's Data shall constitute Confidential Information of the Board and shall be subject to the terms of Section 8 of this Agreement. Vendor shall have no rights to use, disclose, copy, store, or display the Board's Data other than as necessary and appropriate for Vendor's performance under this Agreement. Vendor may not at any time use any of the Board's Data for any purpose not expressly permitted by this Section, and Vendor shall not sell, assign, lease, otherwise disclose to third parties (other than to Vendor's authorized subcontractors for purposes of performance of the Services), or exploit in any manner any of the Board's Data. Vendor shall not possess or assert any lien or other right against any of the Board's Data. Vendor hereby assigns to the Board any rights that may at any time arise or vest in Vendor with respect to any of the Board's Data.

7.5 Residual Rights

The Board acknowledges that Vendor is in the business of providing similar products and services to a variety of customers and that nothing in this Agreement shall prevent Vendor from using in other engagements for other customers the general knowledge, concepts, methodologies, procedures, know-how, techniques, models, templates, the generalized features of the structure, sequence and organization of software, user interfaces, and screen designs, and general purpose consulting and software tools, utilities, routines, and logic, developed or produced (alone or jointly with the Board) in connection with the performance of the Services, or the provision of the Deliverables, hereunder that are retained in the memories of Vendor's personnel (excluding information intentionally memorized for the express purpose of permitting its subsequent use or disclosure) and related to Vendor's business or business practices, to the extent that such retained information and materials do not contain any Confidential Information of or about the Board or any Work Product. Similarly, nothing contained in this Agreement shall be construed as limiting Vendor's rights to use or market any other materials that are the property of Vendor, without obligation of any kind to the Board.

7.6 Further Assurances

Upon the Board's written request, from time to time, and upon any termination of this Agreement, Vendor shall promptly deliver to the Board copies of all Work Product then in-progress and all Work Product that has then been completed hereunder and for which payment for the applicable portion of the Services associated with such Work Product has been received by Vendor for amounts owed to Vendor through the date of such request or termination, provided that any Work Product in-progress provided hereunder shall be provided "as is," and the Board shall not be entitled to rely on, and Vendor shall have no liability with respect to, any such Work Product in-progress. Further, at the written request of the Board and at the Board's expense, Vendor shall make, execute, and deliver such documents as are necessary, or as the Board reasonably deems necessary, for the Board to protect its rights in any Work Product or to give effect to the provisions of this Section 7.

8. CONFIDENTIAL INFORMATION

8.1 Definition

Certain "Confidential Information" of or about each Party may be furnished or disclosed to, or created or used by, the other Party the other in connection with the Parties' performance of their respective obligations under this Agreement. As used in this Agreement, the "Confidential Information" of Vendor means the Vendor Technology and other information or materials of Vendor that are reasonably considered by Vendor to constitute or include confidential information or are so marked or identified as such by Vendor at the time of

disclosure by it to the Board. The "Confidential Information" of the Board means: (i) technical information, formulas, materials, data, reports, programs, documentation, diagrams, ideas, concepts, techniques, processes, inventions, knowledge, know-how, and trade secrets that are developed, created, or acquired by the Board whether in tangible or intangible form, in any specific form or media, or disclosed orally; (ii) information and data (including, but not limited to, the Board's Data) relating to or describing the Board's practices, personnel, administrators, faculty, staff, students, parents of students, agents, subcontractors, clients, customers, suppliers, products, services, orders, business, financials, costs, or margins that is not generally known or available to the public; (iii) subject to applicable law, this Agreement and the terms and conditions hereof; (iv) the Deliverables and the Work Product (excluding any Vendor Technology contained therein); and (v) any records, data, information, and other materials in the possession or control of the Board or Vendor, or created, collected, processed, handled, stored, transmitted, or received, in any form or media, in connection with this Agreement, the disclosure of which is prohibited, whether by law, statute, governmental regulation, or ordinance (including, but not limited to, information subject to the Health Information Portability and Accountability Act of 1996 ("HIPAA"), the Family Educational Rights and Privacy Act ("FERPA"), or any provision of the Florida Statutes).

8.2 Exclusions and Exceptions

Except with regard to Confidential Information in the nature of personally identifiable information of or about the employees, administrators, faculty, staff, students, or parents of students of the Board (which shall not be subject to any of the following exceptions), the obligations of confidentiality and non-disclosure imposed under this Section 8 shall not apply to, and Confidential Information shall not include, information that a Party can demonstrate: (i) was published or otherwise made a part of the public domain after disclosure to such Party, through no fault of such Party in breach of this Agreement; (ii) was in the public domain at the time of disclosure to such Party, through no fault of such Party in breach of this Agreement; (iii) was already in the possession of such Party, without such Party being under any obligations of confidentiality with respect thereto, at the time of disclosure by the other Party; (iv) was received or obtained by such Party, without such Party assuming any obligations of confidentiality with respect thereto, from a third party who had a lawful right to disclose such information to such Party; (v) was independently developed by such Party without reference to Confidential Information of the other Party; or (vi) constituted public records, or records otherwise required by law to be open or available to the public, under applicable law. Notwithstanding anything to the contrary set forth herein, all provisions of this Section 8 shall be interpreted and construed in a manner consistent with Chapter 119 of the Florida Statutes.

8.3 Protection of Confidential Information

Each Party shall, at all times: (i) maintain the confidentiality, security, and integrity of the Confidential Information of the other Party; (ii) take reasonable and appropriate steps to prevent the use, disclosure, dissemination, copying, alteration, or modification of the Confidential Information of the other Party other than copying, alteration, or modification as necessary and appropriate for such Party to perform its obligations under this Agreement; (iii) use at least the same care to prevent disclosure of the Confidential Information of the other Party to third parties as it employs to avoid disclosure of its own Confidential Information of a similar nature, but not less than a reasonable standard of care; (iv) use, alter, and modify the Confidential Information of the other Party solely as necessary and appropriate for the purpose of performing its obligations under this Agreement; (v) not acquire any express or implied right or license to any intellectual property or other proprietary right in or to, or assert any lien against, the Confidential Information of the other Party; (vi) use all commercially reasonable efforts to inform its employees, agents, representatives, and subcontractors who perform duties with respect to this Agreement about the restrictions with regard to Confidential Information set forth in this Section 8; and (vii) notify the other Party as soon as possible upon becoming aware of any use, disclosure, alteration, modification, or loss of Confidential Information of or about such other Party other than as permitted by this Agreement. The provisions of this Section 8 are in addition to, and not in replacement of, any protections afforded any information or materials by applicable law, and nothing in this Agreement shall reduce or restrict any protections provided by applicable law to the trade secrets or other confidential or proprietary information of either Party and its respective Affiliates.

8.4 Permitted Disclosures

Notwithstanding the restrictions set forth in this Section 8, each Party may disclose Confidential Information of the other Party to its Affiliates, employees, agents, subcontractors, and service providers (i) as

necessary and appropriate for the performance of their respective assigned duties in connection with the Services or the Deliverables; and (ii) who have a legal duty to protect the Confidential Information that is substantially equivalent to the obligations of confidentiality imposed upon such Party hereunder. In addition, the Board may disclose Confidential Information of Vendor to the Affiliates of the Board as necessary and appropriate for them to access and use the Deliverables as contemplated by this Agreement. A Party receiving Confidential Information of the other Party assumes full responsibility and liability for the acts or omissions of its Affiliates, employees, subcontractors, and service providers (and the employees of such Affiliates, subcontractors, and service providers) with respect to such Confidential Information. Notwithstanding anything to the contrary contained elsewhere in this Agreement, either Party may disclose the existence of this Agreement, or the terms of this Agreement, to the extent such disclosure is required to enforce the terms of this Agreement or the rights of such Party hereunder.

8.5 Required Disclosures

Either Party may disclose Confidential Information of the other Party to the extent disclosure is required by law, rule or regulation, subpoena or summons (including by Chapter 119 of the Florida Statutes or by order of a court or governmental agency). The Party that is subject to such law or order shall use all commercially reasonable efforts to: (i) maintain the confidentiality of the Confidential Information by giving the Party who owns such Confidential Information (or to whom such Confidential Information otherwise pertains) prompt notice; and (ii) cooperate with such other Party to protect the confidentiality of such Confidential Information. The Party who owns such Confidential Information (or to whom such Confidential Information otherwise pertains) shall have the right to seek, with the other Party's assistance and cooperation, a protective order or otherwise protect the confidentiality of such Confidential Information.

8.6 Injunctive Relief

Each Party acknowledges and agrees that any breach of any provision of this Section 8 by that Party, or by its personnel, agents, subcontractors, or service providers, may cause immediate and irreparable injury to the other Party that cannot be adequately compensated for in damages, and that, in the event of any such breach and in addition to all other remedies available at law or in equity, the other Party shall be entitled to seek injunctive relief from any court of competent jurisdiction, without bond or other security.

8.7 Return of Confidential Information

Upon written request upon termination or expiration of this Agreement, or otherwise upon the written request of the other Party, each Party shall (except to the extent prohibited or otherwise required by applicable law) promptly return or destroy, at the other Party's option, the other Party's Confidential Information and all copies thereof. Notwithstanding anything to the contrary in this Section 8.7, to the extent and for so long as such return or destruction is infeasible (*e.g.*, with regard to Confidential Information of the other Party retained in the memories of a Party's employees), the protections of this Section 8 shall continue to apply to such Confidential Information. In the event the return or destruction of Confidential Information of the other Party is infeasible, the Party unable to return or destroy such Confidential Information shall promptly notify the other Party in writing, indicating the reason for such inability, the expected duration, and the specific Confidential Information to which such inability applies. Notwithstanding the foregoing provisions of this Section 8.7, Vendor shall be entitled to retain one (1) copy of any Work Product for archival purposes and to evidence its Services for the Board, subject to Vendor's obligation to maintain the confidentiality of such Work Product in accordance with the provisions of this Section 8.

8.8 Confidentiality Agreements

Each Party shall require each of its employees, agents, and subcontractors to whom Confidential Information of or about the other Party is disclosed under this Agreement to agree to confidentiality obligations that provide no less degree of protection for the Confidential Information of or about the other Party than is provided for under this Agreement.

8.9 Duration

The obligations of the Parties with respect to Confidential Information set forth in this Section 8 shall remain in force and effect at all times during the Term and: (i) with respect to Confidential Information that constitutes a trade secret under applicable law, for so long as such trade secret status is maintained; and (ii) with respect to Confidential Information that does not constitute a trade secret, for five (5) years after termination or expiration of the Term (or for the maximum amount of time permitted under applicable law, if shorter than five (5) years).

9. REPRESENTATIONS AND WARRANTIES

9.1 Preparation for Performance

Vendor represents that, as of the Effective Date: (i) it is capable in all material respects of providing the Services and the Deliverables, in accordance with this Agreement; and (ii) it understands the nature, location, and scope of Services that it has agreed to perform hereunder.

9.2 Qualifications and Personnel

Vendor represents that: (i) it possesses skills and experience consistent with Vendor's position in the information technology industry in implementing the mySAP Business Suite of software products, and related products, to be implemented under this Agreement; (ii) Vendor is a timely, competent, qualified, experienced provider of the services to be provided hereunder, and that Vendor is experienced in providing these types of services to public entities; (iii) Vendor is presently designated by SAP as one of its Global Services Partners; and (iv) Vendor has sufficient personnel available meeting the requirements of this Agreement as Vendors deems necessary to fulfill its obligations under this Agreement.

9.3 Services

Vendor warrants that the Services shall be performed and completed, and the Deliverables and Work Product prepared and provided, by Vendor: (i) in a timely, professional, workperson-like manner; (ii) by competent, qualified, and experienced personnel; and (iii) in accordance with this Agreement, in compliance with all applicable laws, rules, regulations, and ordinances, and in accordance with the professional practices and standards adhered to by large nationally recognized providers of SAP integration services.

9.4 Deliverables

Vendor warrants that the Deliverables and Work Product prepared for and provided to the Board, shall, upon Acceptance thereof, conform in all material respects to the applicable specifications and other requirements specified in the relevant Statement of Work (including any technical and functional requirements specified therein or otherwise mutually agreed upon by the Parties in writing).

9.5 Disabling Devices

Vendor warrants that the Services, the Deliverables, and the Work Product, shall not knowingly or intentionally, after reasonable inquiry, contain, or knowingly or intentionally, after reasonable inquiry, result in the creation or insertion into the Board's or its Affiliates' systems of, any virus, timer, clock, counter, time-lock, time-bomb, or other limiting design, instruction, or routine (including, but not limited to, spyware, malware, and the like) that would erase data or programming or cause any of the foregoing materials or any portion thereof, or any other software, hardware, equipment, or data of the Board or its Affiliates, to become inoperable or otherwise become incapable of being used in the full manner for which designed, intended, and created, unless otherwise specified in the relevant Statement of Work (a "Disabling Device"). Vendor further warrants: (i) that it shall consistently employ industry standard practices to identify, screen, and prevent any Disabling Device in materials and resources utilized by Vendor in its performance of the Services under this Agreement; (ii) that it shall not knowingly or intentionally, after reasonable inquiry, install any Disabling Device in materials and resources utilized by Vendor in

the performance of the Services or by the Board and its Affiliates; and (iii) that it shall promptly assist the Board, at Vendor's expense, in reducing and mitigating the effects of any Disabling Device discovered in breach of this Section, to the extent caused by the negligence or intentional misconduct of Vendor, provided that the Board also consistently employs industry standard practices to identify, screen and prevent any Disabling Device from affecting its systems, hardware or software.

9.6 Authorizations and Approvals

Vendor represents that: (i) it is a limited liability partnership duly formed and in good standing under the laws of the State of Delaware; (ii) it is qualified and registered to transact business in the State of Florida and all other locations where the performance of its obligations hereunder would require such qualification; (iii) it has all necessary rights, power, and authority to enter into, to fulfill all of its obligations, and to grant the rights it purports to grant, under this Agreement, (iv) the execution, delivery, and performance of this Agreement by Vendor have been duly authorized by all necessary action; (v) the execution and performance of this Agreement by Vendor shall not violate any domestic or foreign law, statute, or regulation and shall not breach any agreement, covenant, court order, judgment, or decree to which Vendor is a party or by which it is bound which would render Vendor unable to perform its obligations hereunder or any material portion thereof; (vi) it has, and covenants that it shall maintain in effect, all governmental licenses and permits necessary for it to provide the Services and the Deliverables, as contemplated by this Agreement the absence of which would have a material adverse effect on the Project; and (vii) that Vendor owns or leases, and covenants that it shall own or lease, or have the right to use, free and clear of all liens and encumbrances, other than lessors' interests, or security interests of Vendor's lenders, appropriate right, title, or interest in and to the personal property that Vendor intends to use or uses to provide the Services and the Deliverables, in accordance herewith.

9.7 Pending Litigation

Vendor represents that, as of the Effective Date and as of the execution of each Statement of Work: (i) there is no outstanding or currently pending or threatened litigation, arbitrated matter, or other dispute to which Vendor is a party, that, if decided unfavorably to Vendor, would reasonably be expected to have a potential or actual material adverse effect on Vendor's ability to fulfill its obligations hereunder; and (ii) Vendor knows of no basis that would reasonably be expected to give rise to any such litigation, arbitration, or other dispute in the foreseeable future.

9.8 Conflict of Interest

Vendor represents, warrants, and covenants that, to the best of Vendor's knowledge after due inquiry, neither Vendor nor any of its Affiliates or subcontractors, nor any employee of any of the foregoing, has, shall have, or shall acquire, any contractual, financial, business, or other interest, direct or indirect, that would render Vendor unable to, consistently with applicable law, perform its duties and obligations under this Agreement, or otherwise create an appearance of impropriety with respect to the award or performance of this Agreement, and Vendor shall promptly inform the Board of any such interest upon becoming aware thereof.

9.9 Proprietary Rights

Vendor warrants that, to the best of Vendor's knowledge after due inquiry, at no time during the Term shall the Services, the Deliverables, or the Work Product infringe upon (or misappropriate) any third party's patent, trademark, copyright, trade secret, moral right, or other intellectual property right. In the event that Vendor becomes aware that any of the aforementioned items infringes (or misappropriates), or is alleged to infringe (or misappropriate), any third party's patent, trademark, copyright, trade secret, or other intellectual property or proprietary right, Vendor shall promptly notify the Board thereof in writing. Vendor's sole and exclusive liability, and the Board's sole and exclusive remedy, for a breach of the warranty contained in this Section shall be as set forth in Sections 10.2 and 10.4.

9.10 Compliance with Laws

Vendor warrants that, in performing the Services, preparing and providing the Deliverables and the Work Product, and participating with and assisting the Board in planning, developing, integrating, and implementing the System, Vendor shall comply with all applicable federal, state, and local laws, regulations, and ordinances of any relevant jurisdiction.

9.11 Remedy for Breach of Warranty

If, during the Term of this Agreement, Board believes that there is a breach of any of the warranties contained in Section 9.3 or 9.4, the Board will notify Vendor, in writing, setting forth the nature of such claim of breach. Vendor shall then promptly investigate such claim of breach and advise the Board of Vendor's planned action to correct such breach, if any. Thereafter, Vendor shall promptly use commercially reasonable efforts to cure such breach, at no additional charge to Board. If Vendor fails to correct any such breach of warranty within sixty (60) days after notice and verification of such breach, Board shall be refunded the fees paid by the Board for the Services or Deliverables giving rise to such breach.

9.12 Disclaimer of Warranties

THIS IS AN AGREEMENT FOR SERVICES. NEITHER VENDOR NOR THE BOARD MAKES ANY WARRANTIES OTHER THAN THOSE EXPRESSLY CONTAINED IN THIS SECTION 9 OF THIS AGREEMENT. EACH OF THE PARTIES HERETO EXPRESSLY DISCLAIMS ANY AND ALL OTHER WARRANTIES, WHETHER EXPRESS OR IMPLIED, INCLUDING ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

10. INDEMNIFICATION

10.1 Bodily Injury and Property Damage

Without limiting Vendor's obligations with respect to insurance, as provided in Section 14 hereof, and in accordance with Section 10.4, Vendor shall defend or, at its option, settle, and shall indemnify and hold harmless, the Board and its Affiliates, and the respective directors, administrators, officers, attorneys, employees, agents, representatives, independent contractors, and elected and appointed officials of the Board and its Affiliates (collectively, the "Board's Indemnitees") from and against all Losses (as defined below) arising out of any claims or demands brought by any third party alleging bodily injury, sickness, disease, or death of any person or persons or loss of or damage to any tangible personal or real property (including the loss of use resulting there from) to the extent that such injury, damage, or loss directly or proximately arises from any negligence, fraud or willful misconduct by Vendor or its subcontractors or the respective employees, agents, and representatives of Vendor and its subcontractors while engaged in the performance of the Services; provided, however, that if there also is fault on the part of the Board or any other entity or individual indemnified hereunder or any third party acting on the Board's behalf, the foregoing indemnification shall be on a comparative fault basis, subject, with respect to the Board, to the limitations set forth in Section 768.28 of the Florida Statutes. As used in this Agreement, "Losses" means: (i) amounts actually paid, or due and payable, to third parties by the Board's Indemnitees (including judgments, settlements, awards, liabilities, losses, damages, interest, fines, and civil penalties); (ii) reasonable attorneys' fees and court costs; and (iii) out-of-pocket expenses reasonably incurred by the Board's Indemnitees in connection with the applicable claims or demands.

10.2 Infringement

In accordance with Section 10.4, Vendor shall defend or, at its option, settle, and shall indemnify and hold harmless, the Board's Indemnitees from and against all Losses arising out of any claim, action, or demand brought by any third party against any of the Board's Indemnitees for actual or alleged infringement of any patent, trademark, copyright, moral right, or other intellectual property right (including misappropriation of trade secrets) enforceable in the United States, by the Services, the Deliverables, or the Work Product provided to the Board by Vendor (including any Vendor Technology embedded therein) or any other Vendor Technology used by Vendor or

its subcontractors in performance hereunder (all of the foregoing, collectively, the "Vendor Materials", and any such claim, action, or demand, an "Infringement Claim"). In the event that the Board's use of any of the Services, the Deliverables, or the Work Product provided to the Board by Vendor (including any Vendor Technology embedded therein), or any portion of any of the foregoing, is or is likely to be enjoined by order of a court of competent jurisdiction as such an infringement, Vendor may, in its reasonable discretion, either procure a license to enable the Board to continue to use the allegedly infringing Vendor Materials or develop or obtain, and provide the Board with, a non-infringing substitute therefor that provides substantially the same functionality, features, and performance, at no additional cost to the Board. Notwithstanding anything to the contrary in this Section 10.2, Vendor shall have no obligation with respect to indemnification of the Board's Indemnitees regarding any claim or action to the extent that it is based upon: (i) a modification by the Board of the Vendor Materials that was not approved or authorized by Vendor in writing or contemplated by an applicable Statement of Work; (ii) the Board's operation or use of the Vendor Materials in combination with apparatus, data, or programs not furnished by Vendor, not approved by Vendor in writing, or not otherwise contemplated by an applicable Statement of Work; (iii) the use by the Board of the Vendor Materials other than in accordance with the Board's applicable licenses or rights, as set forth in this Agreement; or (iv) Vendor's use, in accordance with this Agreement, of the SAP Software or related software licensed to the Board by any third-party or of any instructions, specifications, or materials provided by the Board for Vendor's use hereunder. The remedies described in this Section 10 shall be the Board's sole and exclusive remedies, and the Vendor's sole and exclusive obligation, for any Infringement Claim.

10.3 Third-Party Services

In accordance with Section 10.4, Vendor shall defend, indemnify, and hold the Board's Indemnitees harmless from and against all Losses arising from claims by Vendor Personnel and any of Vendor's subcontractors or their respective employees based upon an alleged breach by Vendor of its agreement with such third party in connection with the Services provided under this Agreement (e.g., an employment agreement or a subcontracting agreement).

10.4 Procedures

If any legal action governed by this Section 10 is commenced against any of the Board's Indemnitees, prompt written notice thereof shall be given to Vendor, except that failure to give prompt notice shall reduce Vendor's obligations under this Section 10 in the event and to the extent it is prejudiced thereby. Upon any such notice, Vendor shall promptly take control of the defense, investigation, and settlement of such claim and may employ and engage attorneys of its choice to handle, defend or settle same, all at Vendor's sole expense. The Board shall, at Vendor's expense, cooperate in all reasonable respects with Vendor and its attorneys in the investigation, trial, and defense of such claim and any appeal arising therefrom, except that the Board may, at its own expense, participate, through its attorneys or otherwise, in such investigation, trial, and defense of such claim and any appeal arising therefrom. No settlement of a claim that involves a remedy other than the payment of money (or the issuance of credits) by Vendor shall be entered into by Vendor without the prior written consent of the Board, which consent shall not be unreasonably withheld. Upon Vendor's assuming full control of the defense of any such claim, Vendor shall not be liable to the Board's Indemnitees for any legal expenses incurred thereafter by the Board's Indemnitees in connection with the defense of the claim.

11. TERM & TERMINATION

11.1 Term

The term of this Agreement (the "Term") shall commence on the Effective Date and shall continue in force and effect until terminated in accordance with Section 11.2 or another express provision of this Agreement.

11.2 Termination

11.2.1 Termination for No Outstanding Statements of Work

Either Party may terminate this Agreement upon providing written notice thereof to the other Party if, at such time, there are no outstanding Statements of Work hereunder.

11.2.2 Termination for Breach

Either Party may terminate this Agreement (and all Statements of Work then in force and effect hereunder) in the event that the other Party breaches a material term of this Agreement (or any such Statement of Work) and fails to cure such breach within thirty (30) days after receiving written notice from the non-breaching Party reasonably identifying and describing such breach. A Party terminating this Agreement pursuant to this Section 11.2.2 shall be also entitled to pursue any other available rights and remedies available hereunder, at law, or in equity.

11.2.3 Termination by the Board for Convenience

The Board may terminate this Agreement, any Statement of Work, or any separable portion of the Services, for any reason other than those giving grounds for termination pursuant to Section 11.2.2, at any time, by providing Vendor with written notice of termination, specifying a termination date that is not less than thirty (30) days' after the date of delivery of the notice. After receiving a notice of termination pursuant to this Section 11.2.3, Vendor shall promptly wind down the applicable Services and Deliverables that are then in progress and transition to the Board the performance of such Services, and the preparation of such Deliverables, in a reasonable manner. Unless directed otherwise by the Board pursuant to this Section 11.2.3, and notwithstanding anything to the contrary elsewhere in this Agreement, Vendor shall not begin work on any portions of the Services or the Deliverables that are not already in progress as of Vendor's receipt of a notice of termination pursuant to this Section 11.2.3.

11.2.4 Termination by the Board for Change in Control of Vendor

In the event of a Change in Control of Vendor (as defined below), whether resulting from a single transaction or a series of related transactions, the Board may terminate this Agreement, any Statement of Work, or all or any portion of the Services then being provided hereunder, by providing Vendor with at least thirty (30) days' prior written notice of such termination, which notice, to be effective, must be delivered within the first ninety (90) days after the Board's becoming reasonably aware of such Change in Control. As used in this Agreement: (i) Control has the meaning set forth in Section 2.13; and (ii) a "Change in Control" shall be deemed to have occurred whenever, as a result of a single transaction or a series of related transactions, a person or entity (or a group of persons or entities acting in concert) that had not previously had Control of Vendor obtains Control of Vendor. Notwithstanding the foregoing provisions of this Section, routine additions to, or resignations, retirements, or removals of, principals of Vendor shall not constitute a "Change in Control." After receiving a notice of termination pursuant to this Section 11.2.4, Vendor shall promptly wind down the applicable Services and Deliverables that are then in progress and transition to the Board the performance of such Services, and the preparation of such Deliverables, in a reasonable manner. Unless directed otherwise by the Board pursuant to this Section 11.2.4, and notwithstanding anything to the contrary elsewhere in this Agreement, Vendor shall not begin work on any portions of the Services or the Deliverables that are not already in progress as of Vendor's receipt of a notice of termination pursuant to this Section 11.2.4.

11.2.5 Termination for Force Majeure

If a delay or interruption of performance of the Services by Vendor resulting from its experiencing a Force Majeure (as defined in Section 12.5) exceeds fifteen (15) consecutive days, the Board, at any time thereafter, but before performance has been substantially resumed, may terminate this Agreement, or any affected Statement of Work, by delivering to Vendor a written notice of termination. In the event of any such termination, Vendor shall still use all commercially reasonable efforts to perform its obligations with respect to

transition assistance (as described in Section 11.3.2 hereof) in respect of any terminated Services until such obligations are fulfilled.

11.2.6 Termination for Non-Appropriation of Funds

The Board may, by sending at least thirty (30) days' advance written notice to Vendor specifying the applicable termination date, terminate this Agreement, any Statement of Work, or any or all of the Services or Deliverables to be provided pursuant to this Agreement (or any portion of any of the foregoing), effective at the end of the period for which funds have been appropriated by, or are otherwise available to, the Board, if and to the extent the terminated Statement of Work, Services, or Deliverables are, or the Agreement as a whole is, directly or indirectly involved in the performance a function with regard to which funds have not been appropriated, or are no longer available, for the continued performed thereof.

11.2.7 Termination by Vendor for Regulatory Change

If: (i) Vendor determines that a governmental, regulatory, or professional entity (including, without limitation, the American Institute of Certified Public Accountants, the Public Company Accounting Oversight Board, or the Securities and Exchange Commission), or other entity having the force of law, has introduced a new, or modified an existing, law, rule, regulation, interpretation, or decision, the result of which would render Vendor's performance of any part of the Services illegal or otherwise unlawful or in conflict with independence or professional rules pertaining to the accounting profession or in violation of laws, rules, or regulations pertaining to the accounting profession, or (ii) circumstances change such that Vendor's performance of any part of the Services would be illegal or otherwise unlawful or in conflict with independence or professional rules pertaining to the accounting profession or in violation of laws, rules, or regulations pertaining to the accounting profession, then Vendor shall, after consultation with Board, promptly and diligently attempt in good faith to assign or otherwise transfer this Agreement, and all of its rights and obligations hereunder, in accordance with Section 17.6, to an entity of sufficient financial wherewithal, and possessing sufficient resources, personnel, and capabilities, to be reasonably capable of fulfilling all of Vendor's obligations under this Agreement in accordance herewith (except that nothing herein shall require Vendor to incur any cost, other than a de minimus cost, associated with such assignment or transfer). If Vendor, through the exercise of reasonable and diligent efforts, cannot so assign or transfer this Agreement within a reasonable period of time, in accordance with the circumstances and such laws, rules and regulations and independence and professional rules, Vendor may, upon providing the Board with as much advance written notice as is reasonably possible under such circumstances and rules, terminate this Agreement and all Statements of Work then in effect. In the event of such a termination, Vendor shall still be obligated to provide transition assistance to the Board pursuant to Section 11.3.2 hereof, to the extent reasonably possible, but only to the extent consistent with such laws, rules and regulations and independence and professional rules. The Board and Vendor may, at their option, agree (with each Party acting reasonably with respect to any such agreement) that Vendor will continue to perform any portion of the Services that Vendor determines would not be illegal or otherwise unlawful or in conflict with the rules described above and to terminate this Agreement and the Statements of Work only with respect to the remaining Services, and, in such a case, the Board and Vendor shall agree on and execute a Change Order reflecting such a modification.

11.3 Effects of Termination

11.3.1 Termination of Statements of Work

Any termination of this Agreement shall simultaneously terminate all Statements of Work then in force and effect. Termination of only a particular Statement of Work (or any separable portion of the Services), as permitted by Section 11.2, shall not terminate this Agreement or any other Statements of Work (or any other portion of the Services, as applicable). In the event of any termination of this Agreement, each Party shall be entitled to pursue any other available rights and remedies available hereunder, at law, or in equity.

11.3.2 Transition Assistance

Unless requested otherwise in writing by the Board, and except as provided elsewhere in this Agreement, Vendor shall not discontinue or suspend its performance under this Agreement or any given Statement of Work until this Agreement or such Statement of Work has been terminated in accordance with Section 11.2, and Vendor shall continue to provide Services in accordance herewith through the effective date of any such termination. Upon Vendor's receipt or sending of any notice of termination, and upon the written request of the Board from time to time, Vendor shall promptly deliver to the Board copies of all Work Product, all Deliverables, and all other results of the Services, to the extent that they have then been completed, and the Board shall be entitled to use, or continue to use, all such Work Product, Deliverables, and other results of the Services for such purposes as the Board deems appropriate after such termination, in accordance with the rights granted in this Agreement and subject to payment in full, in accordance with Section 11.3.3, for the applicable Services rendered (except that, consistently with Section 7.6, any uncompleted Work Product, Deliverables, and results of the Services provided hereunder shall be provided "as is," and the Board shall not be entitled to rely on, and Vendor shall have no liability with respect to, any such uncompleted Work Product, Deliverables, and results of the Services). Vendor shall assist and cooperate with the Board to provide for a timely and orderly transition of the terminated Services that have not yet been completed to the Board or its designee in connection with any termination of this Agreement or any Statement of Work under Section 11.2 (provided that, in the event of a termination by Vendor pursuant to Section 11.2.2, the Board will be required to pay all outstanding amounts then due and owing to Vendor hereunder, prior to Vendor being obligated to provide such assistance and cooperation, and the Board shall also pay Vendor for such transition assistance and cooperation, at the Applicable Hourly Rates unless otherwise mutually agreed). Upon the Board's written request, and on a time and materials basis at the Applicable Hourly Rates, Vendor shall promptly document in reasonable detail the status of the performance of the Services, and the preparation of the Work Product and Deliverables, that were to have been provided hereunder, to the extent not yet completed (provided that, in the event of a termination by Vendor pursuant to Section 11.2.2, the Board will be required to pay all outstanding amounts then due and owing to Vendor hereunder, as well as the amount of fees reasonably expected to apply to such documentation services, prior to Vendor being obligated to perform such documentation).

11.3.3 Amounts Payable

In the event of any termination of this Agreement, any Statement of Work, or any portion of the Services, Vendor shall promptly invoice the Board, and the Board shall thereafter pay to Vendor in accordance with this Agreement: (i) any outstanding amounts that are payable according to the terms of this Agreement (other than clause (ii) of this sentence) as of the termination date with respect to this Agreement, the terminated Statement of Work, or the terminated portion of the Services, as applicable; (ii) an amount that reasonably and fairly represents, on a proportionate basis, the extent of completion of the Services, Deliverables, and Work Product with respect to this Agreement, the terminated Statement of Work, or the terminated portion of the Services, as applicable, that were in-progress as of the date of termination, but for which Vendor has not otherwise invoiced the Board hereunder; and (iii) all reasonable wind-down costs directly relating to the performance of the terminated Services, including those resulting from lease terminations (i.e., leases for extended stay facilities and rental cars), unused airline tickets, and the like and expenses incurred through the effective date of termination, but excluding, for the avoidance of doubt, any costs related to the placement (or the failure to place) Vendor Personnel on another engagement.

12. LIMITATION OF LIABILITY

12.1 Maximum Liability of Vendor

EXCEPT AS OTHERWISE EXPRESSLY PROVIDED IN SECTION 12.4, VENDOR'S AND ITS AFFILIATES', AND THEIR RESPECTIVE OFFICERS', DIRECTORS', PARTNERS', PRINCIPALS', PERSONNEL'S AND SUBCONTRACTORS', MAXIMUM, CUMULATIVE, AND AGGREGATE MONETARY LIABILITY FOR ALL CLAIMS, LIABILITY, AND DAMAGES OF ANY KIND ARISING OUT OF OR RELATING TO THIS AGREEMENT OR ANY STATEMENT OF WORK OR THE SERVICES, AT ANY TIME OR TIMES, INCLUDING CLAIMS REGARDING VENDOR'S PERFORMANCE OR NONPERFORMANCE OF THE SERVICES OR OF ANY OTHER WORK OR OBLIGATIONS SET FORTH IN THIS AGREEMENT, WHETHER BASED ON CONTRACT, WARRANTY, TORT (INCLUDING NEGLIGENCE), STRICT

LIABILITY, STATUTE, OR OTHERWISE, SHALL IN NO EVENT EXCEED THE GREATER OF: (i) FIVE HUNDRED THOUSAND DOLLARS ($500,000); AND (ii) AN AMOUNT EQUAL TO THE AMOUNT OF FEES THAT HAVE THEN BEEN PAID TO VENDOR BY THE BOARD UNDER THE APPLICABLE STATEMENT OF WORK AND ANY AND ALL CHANGE ORDERS THERETO.

12.2 Maximum Liability of the Board

SUBJECT TO THE LIMITATIONS SET FORTH IN SECTION 768.28 OF THE FLORIDA STATUTES, EXCEPT AS OTHERWISE EXPRESSLY PROVIDED IN SECTION 12.4, THE BOARD'S AND ITS AFFILIATES', AND THEIR RESPECTIVE OFFICERS', DIRECTORS', PERSONNEL'S AND SUBCONTRACTORS', MAXIMUM, CUMULATIVE, AND AGGREGATE MONETARY LIABILITY FOR ALL CLAIMS AND ACTIONS ARISING UNDER OR RELATING TO THIS AGREEMENT, AT ANY TIME OR TIMES, WHETHER BASED ON CONTRACT, WARRANTY, TORT (INCLUDING NEGLIGENCE), STRICT LIABILITY, STATUTE, OR OTHERWISE, SHALL IN NO EVENT EXCEED AN AMOUNT EQUAL TO THE AMOUNT OF FEES PAID TO VENDOR AND FEES THEN SHOWN TO BE OWED, PAYABLE, AND UNPAID BY THE BOARD FOR SERVICES RENDERED, AND DELIVERABLES PROVIDED, BY VENDOR UNDER THE APPLICABLE STATEMENT OF WORK AND ANY AND ALL CHANGE ORDERS THERETO.

12.3 Exclusion of Indirect Damages

EXCEPT AS OTHERWISE EXPRESSLY PROVIDED IN SECTION 12.4, IN NO EVENT SHALL EITHER PARTY OR ITS AFFILIATES, OR THE RESPECTIVE OFFICERS, DIRECTORS, PARTNERS, PRINCIPALS, PERSONNEL, AND SUBCONTRACTORS OF EITHER PARTY AND ITS AFFILIATES, BE LIABLE FOR ANY SPECIAL, INCIDENTAL, EXEMPLARY, CONSEQUENTIAL, PUNITIVE, OR OTHER INDIRECT DAMAGES, COSTS, EXPENSES, OR LOSSES (INCLUDING, BUT NOT LIMITED TO, LOST PROFITS AND OPPORTUNITY COSTS) IN CONNECTION WITH THIS AGREEMENT, ANY STATEMENT OF WORK, OR THE SERVICES. THE LIMITATION ON THE TYPES OF RECOVERABLE DAMAGES SET FORTH IN THIS SECTION 12.3 SHALL APPLY IRRESPECTIVE OF WHETHER THE POSSIBILITY OF ANY SUCH DAMAGES WAS KNOWN OR HAD BEEN DISCLOSED TO A PARTY IN ADVANCE, OR COULD HAVE REASONABLY BEEN FORESEEN BY SUCH PARTY, AND NOTWITHSTANDING THE FORM IN WHICH ANY CLAIM OR ACTION IS BROUGHT. NOTWITHSTANDING ANYTHING TO THE CONTRARY IN THIS SECTION 12.3 OR ELSEWHERE IN THIS AGREEMENT OR IN ANY STATEMENT OF WORK, THE REASONABLE FEES THAT THE BOARD IS REQUIRED TO PAY AND ACTUALLY PAYS, TO AN ALTERNATIVE SERVICE PROVIDER TO PERFORM THE TERMINATED SERVICES (OR ANY PORTION OR PORTIONS OF SUCH TERMINATED SERVICES) NOT YET PERFORMED BY VENDOR AS OF TERMINATION OF THIS AGREEMENT BY THE BOARD UNDER SECTION 11.2.2 AS A RESULT OF ANY MATERIAL BREACH OF THIS AGREEMENT BY VENDOR, TO THE EXTENT IN EXCESS OF THE FEES THAT THE BOARD WOULD OTHERWISE HAVE PAID TO VENDOR PURSUANT TO THIS AGREEMENT TO PERFORM SUCH SERVICES, SHALL BE CONSTRUED AS DIRECT DAMAGES, AND NOT AS INCIDENTAL, CONSEQUENTIAL, OR OTHER INDIRECT DAMAGES, HEREUNDER.

12.4 Exceptions

THE LIMITATIONS SET FORTH ABOVE IN THIS SECTION 12 UPON THE TYPES AND AMOUNTS OF EACH PARTY'S LIABILITY, AND THE EXCLUSIONS SET FORTH ABOVE IN THIS SECTION 12 OF CERTAIN TYPES OF DAMAGES, SHALL NOT APPLY TO: (i) CLAIMS, LIABILITY, AND DAMAGES FOR WHICH A PARTY IS OBLIGATED TO PROVIDE INDEMNIFICATION HEREUNDER, AS PROVIDED IN SECTION 10 OF THIS AGREEMENT; (ii) CLAIMS WITH RESPECT TO A BREACH OF ANY LICENSE GRANTED IN SECTION 7 HEREOF; (iii) CLAIMS FOR MATERIAL BREACH OF ANY OBLIGATIONS OF CONFIDENTIALITY SET FORTH IN SECTION 8 HEREOF; AND (iv) CLAIMS FOR DAMAGES FOR BODILY INJURY (INCLUDING DEATH) AND DAMAGE TO REAL OR TANGIBLE PERSONAL PROPERTY CAUSED BY THE NEGLIGENT OR TORTIOUS CONDUCT OF SUCH PARTY; (v) CLAIMS FOR LOSSES ARISING OUT OF THE WILLFUL MISCONDUCT, OR THE RECKLESS, WANTON, OR BAD FAITH CONDUCT, OF SUCH PARTY.

12.5 Force Majeure

Neither Party shall be liable to the other for any delay or failure in such Party's performance, or such Party's inability to perform, to the extent caused by Force Majeure. As used herein, "Force Majeure" includes any acts of God (i.e., fires, floods, hurricanes, tornadoes, and the like), any acts or omissions of the other Party or its subcontractors (or their respective employees, agents, and representatives) other than in accordance with this Agreement, non-availability of electrical power, heat, light, air-conditioning, or telecommunications equipment, or any other act, omission, or occurrence beyond such Party's reasonable control, to the extent that the results or consequences thereof could not reasonably have been foreseen, prevented, avoided, or mitigated by such Party. A Party whose performance is so affected by Force Majeure shall give the other Party written notice of the nature and anticipated duration of such inability to perform, promptly upon first being affected by such Force Majeure, shall use commercially reasonable efforts to mitigate the effects of such Force Majeure, and shall use commercially reasonable efforts to resume performance as soon and to the extent reasonably possible. .

13. ACCEPTANCE TESTING

Each Deliverable prepared by Vendor shall be provided to the Board by Vendor for testing to determine whether such Deliverable is in conformance in all material respects with all applicable requirements (including technical and functional requirements), specifications, and acceptance criteria for such Deliverable that are set forth in (i) this Agreement or (ii) the applicable Statement of Work or, (iii) another Deliverable that was previously accepted by the Board pursuant to this Section, but only to the extent that any acceptance criteria in such previously-accepted Deliverable is expressly identified as acceptance criteria for the particular Deliverable that is subject to acceptance testing hereunder (all of the foregoing, with respect to a Deliverable subject to acceptance testing hereunder, the "Acceptance Criteria"). Vendor shall utilize reasonable acceptance testing procedures, and appropriate acceptance criteria, and acceptance testing activities shall not be deemed completed until all applicable Acceptance Criteria have been successfully met in all material respects. In addition, the Board shall review, test, and either accept or reject, in accordance with the provisions of this Section 13, any Deliverable provided by Vendor to the Board hereunder. Except as otherwise expressly provided herein, any payment of Fees associated with the Achievement of any Critical Milestone shall not be due, payable, or made before the Board issues its Acceptance, or is deemed to have issued its Acceptance, as defined below, of all of the Deliverables to be provided for such Critical Milestone, in accordance with the provisions of this Section 13. For the avoidance of doubt, any references to the Board's "Acceptance" of any particular item in this Agreement, or in any Statements of Work or other Schedules, Exhibits, or attachments incorporated herein shall be deemed to refer to acceptance in accordance with this Section.

13.1 Testing Procedures and Criteria

(a) All Deliverables prepared by Vendor shall be delivered to the Board for review, as described herein, and subject to the written acceptance of the Board's Project Manager or his or her designee (with any such designation required to be in writing) that such Deliverables comply in all material respects with the applicable Acceptance Criteria, which Acceptance shall not be unreasonably withheld.

(b) The Board shall complete its review of a Deliverable in not more than the number of business days that is specified in the applicable Statement of Work for the Board's review of such Deliverable. If not specifically identified in the Statement of Work, then the number of business days for the Board's review of a Deliverable shall be ten (10) business days. Within the applicable time period, the Board shall provide Vendor (i) with written notice of the Board's Acceptance of the Deliverable or (ii) with a written statement, as described below, of the deficiencies or nonconformities of the Deliverable that prevent Acceptance. The number of business days for review of a Deliverable shall be counted from and include the first business (i.e. working) day following the delivery of the Deliverable to the Board. Vendor shall inform the Board of its delivery of a Deliverable for Acceptance review by email.

(c) The Board's review and Acceptance of Deliverables shall be solely for the purpose of determining compliance in all material respects with the applicable Acceptance Criteria for such Deliverable and not for any other purpose, including, without limitation, format or style of the Deliverables (if not part of the Acceptance Criteria) or the incorporation at that time of additional ideas or functionality not a part of the Acceptance Criteria. Acceptance shall be granted if the Deliverable conforms in all material respects to the

applicable Acceptance Criteria. In the event a Deliverable fails to conform in all material respects to the applicable Acceptance Criteria, the Board shall provide Vendor with a written statement that identifies in reasonable detail, with references to the applicable Acceptance Criteria, the deficiencies and nonconformities of the Deliverable and which references the types of corrective actions or changes expected to be made by Vendor in order to make the Deliverable conform in all material respects to such applicable Acceptance Criteria. Deliverables requiring only cosmetic corrections (or changes that the parties agree are minor) and not requiring extensive re-review by the Board and for which corrections are promised by Vendor and made within specified times will be deemed accepted.

(d) Vendor shall have thirty (30) business days to complete all appropriate corrective actions or changes so that such Deliverable conforms in all material respects with the applicable Acceptance Criteria. The number of such business days shall be counted from and include the first business day following Vendor's receipt of the written statement of deficiencies as described above. When such corrections have been made, Vendor shall deliver such corrected Deliverable to the Board, and Vendor shall inform the Board of its delivery by email.

(e) The Board shall have ten (10) business days to complete a review of the corrective actions or changes made to the Deliverable in response to Board's written statement of deficiencies as set forth in paragraph (b) of this Section and to notify Vendor in writing of Acceptance or rejection. The number of such business days shall be counted from and include the first business day after Board receives the corrected or changed Deliverable from Vendor. The Board's review and, if applicable, Acceptance of such corrected or changed Deliverable shall be solely for the purpose of determining that corrections have been made to bring the Deliverable into compliance in all material respects with the Acceptance Criteria.

(f) The Board and Vendor may mutually agree to extend the period of time allotted for any review, correction or change under this Section, and to modify any other dates that the parties agree should be modified in light of such extensions.

(g) Notwithstanding the foregoing provisions of this Section, Acceptance of a Deliverable shall be deemed given by the Board if the Board fails to deliver to Vendor a notice of deficiencies in writing for such Deliverable prior to the expiration of the time period for the Board's review thereof as set forth in this Section. Notwithstanding the foregoing provisions of this Section, Acceptance of corrective actions or changes with respect to a Deliverable shall be deemed given by the Board if the Board has not rejected in writing, in accordance with this Section, such corrective actions or changes with respect to such Deliverable prior to the expiration of the time period for the Board's review thereof as set forth in this. To the extent that the Board has Accepted any Deliverables at any stage of Vendor's performance hereunder, Vendor shall be entitled to rely on such Acceptance for purposes of all subsequent stages of Vendor's performance hereunder. The Parties agree that upon the Board's Acceptance of a Deliverable, a contradiction between the relevant Statement of Work or Acceptance Criteria and the approved Deliverable shall be resolved by the approved Deliverable controlling.

14. INSURANCE

14.1 General Requirements

Without limiting Vendor's undertaking to defend, indemnify, and hold harmless the Board's Indemnitees, as provided in Section 10 hereof, Vendor shall purchase and maintain insurance to protect Vendor from claims of the type set forth below that arise out of or result from Vendor's operations, services, or performance under this Agreement and for which Vendor may be liable, whether such operations, services, or performance are provided by Vendor, by any of Vendor's agents, consultants, suppliers, or subcontractors, or by anyone directly employed by any of them, or by anyone else for whose acts Vendor may be liable.

14.2 Coverages

The insurance required hereunder shall be: (i) maintained by Vendor at all times during the Term and (if and for so long as such coverage is available at commercially reasonable rates, as determined by Vendor) for

at least one (1) years after the last date on which Vendor provides Services pursuant to this Agreement (except that, with regard to the Professional Liability Insurance coverage described in clause (e), below, if such coverage is provided on a claims-made basis, as described below, and if, at any time prior to the expiration of such one (1) year period as is described above, such coverage is cancelled, or not renewed, and not replaced with another claims-made policy form meeting the requirements set forth below in such clause and having a retroactive date prior to the Effective Date, Vendor shall purchase and maintain, throughout such one (1) year period as is described above, "extended reporting" coverage, if commercially available at reasonable rates as determined by Vendor, in such amount as is indicated in clause (e)); and (ii) written for not less than the limits of coverage specified herein or as otherwise required by law in any jurisdiction with authority over Vendor's operations, services, or performance, whichever is greater. Coverage shall be written on an occurrence basis, (except for Professional Liability Insurance, which may be written on a claims-made basis), and shall include at least the following:

(a) Worker's Compensation Insurance affording compensation benefits for all of Vendor's employees in an amount sufficient by virtue of the laws of the jurisdiction in which the work or any portion of the work is performed and Employers' Liability Insurance with limits of at least One Million Dollars ($1,000,000) for each accident or disease;

(b) Commercial General Liability Insurance with a combined single limit of at least One Million Dollars ($1,000,000) per occurrence, and Three Million Dollars ($3,000,000) in the aggregate, for personal injury, bodily injury (including wrongful death), and property damage liability inclusive of coverage for all premises and operations, property damage, independent contractors, contractual liability, products liability, and completed operations coverage;

(c) Owned, Hired, and Non-Owned Automobile Liability Insurance with a combined single limit of at least One Million Dollars ($1,000,000) per occurrence for injuries, including accidental death and property damage;

(d) Umbrella or Excess Liability Insurance, with limits of not less than Five Million Dollars ($5,000,000) per occurrence, that provides additional coverage and combined higher limits for employers' liability, general liability, and automobile liability insurance;

(e) Professional Liability Insurance, covering errors and omissions of Vendor in connection with the Services, with limits of not less than Five Million Dollars ($5,000,000) per claim and Ten Million Dollars ($10,000,000) in the aggregate;

(f) Commercial Crime Insurance, or Fidelity Bond coverage, with limits of not less than One Million Dollars ($1,000,000) per claim; and

(g) All Risk Insurance covering loss or destruction of, or damage to, any item of Vendor's property that is in transit, or in the care, custody, or control of the Board, as well as any item of the Board's property that is in transit, or in the care, custody, or control of Vendor, in the amount of the full replacement value thereof and providing protection against all perils normally covered in an "all risk" physical damage insurance policy.

14.3 Other Insurance Requirements

Vendor shall abide by and comply with the following terms for all insurance coverage required by this Section 14:

(a) Vendor shall provide insurance coverage by insurance companies having policy holder ratings no lower than "A-" and financial ratings not lower than "VII" in the A.M. Best's Insurance Guide, latest edition in effect as of the Effective Date, except that for Worker's Compensation Insurance, the State Compensation Fund of Florida is acceptable. All required insurance shall be written with insurers licensed to do business in the State of Florida;

(b) Vendor shall verify that all of Vendor's agents, consultants, suppliers, and subcontractors are insured against claims arising out of or relating to their performance in connection with this Agreement;

(c) The insurance policies described in Section 14.2(b), (c), and (d) shall each be endorsed to include the Board as an additional insured on a primary basis with respect to liability arising out of or in any way connected with Vendor's performance under this Agreement, and shall each provide specifically that any insurance carried by the Board which may be applicable to any claim or loss shall be deemed excess, and Vendor's insurance primary;

(d) Vendor hereby waives and shall cause its insurers to waive their rights of subrogation against the Board and all of its subsidiaries, Affiliates, directors, officers, and employees under the insurance policies described in clauses (a), (b), (c) and(d) of Section 14.2;

(f) (e) Vendor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability. Vendor's insurance limits shall apply separately to School Board of Miami-Dade County, Florida, its subsidiaries, officers, and employees. The failure or delay by any of Vendor's insurers in covering any claim, or any termination or lapse in coverage under any insurance policy, shall not relieve Vendor from liability to the Board for such claim or otherwise affect Vendor's obligations under this Agreement;

(g) The insurance policy requirements set forth in this Section 14 shall be subject to the laws of the United States and the State of Florida. In the case of Services performed outside the United States, and whenever required by applicable law, the required insurance must be placed with a company admitted to do business in that country, except that the Vendor may use non-admitted policies, if permissible within the country in which Services are being performed, where the same are necessary and appropriate under the circumstances;

(h) Within thirty (30) days after the Effective Date, and from time to time during the Term, at the Board's reasonable request, Vendor shall supply the Board with certificates of insurance, and copies of any endorsements thereto , evidencing the insurance coverage required by this Section 14, as well as documents evidencing that the respective insurers will endeavor to provide not less than thirty (30) days' written notice to the Board prior to any cancellation or non-renewal of any such insurance policies and that the waivers of subrogation herein required are in force;

(i) Vendor shall provide thirty (30) days prior written notice to the Board of any impending cancellation or termination of any insurance required by this Section 14; and

(j) Any self-insurance, self-retained layer, deductibles, and exclusions in coverage in the insurance polices required by this Section 14 shall be assumed by, for the account of, and at the sole risk of, Vendor. In no event shall Vendor's liability be limited or expanded to the extent of the minimum limits of insurance required above.

15. RECORDKEEPING AND AUDIT RIGHTS

Vendor shall maintain reasonably complete and accurate records and books of account with respect to its charges for Fees and expenses under this Agreement utilizing appropriate accounting principles, consistently applied, and complying in all material respects with all applicable laws. Such records and books of account shall be maintained by Vendor at an appropriate business office in the United States. Vendor shall retain such records and books of account as are sufficient to verify amounts invoiced under this Agreement at all times throughout the Term and for a period of three (3) years after the end of the Term or such longer period as may be required by applicable law or regulation. The Board, or, subject to the execution of appropriate confidentiality agreements in favor of Vendor, the third-party auditors designated by the Board, shall be granted access upon request from time to time to the aforesaid records and books of account, at no charge, for the purpose of verifying or inspecting the accuracy of Vendor's invoicing. All such inspections shall be conducted during business hours, with reasonable advance notice

(which shall not be less than ten (10) business days) and, notwithstanding anything to the contrary elsewhere in this Agreement, shall not include access to proprietary or Confidential Information except to the extent necessary to confirm the accuracy of Vendor's invoices. Nevertheless, subject to such limitations, during such hours and with such advance notice, Vendor shall grant the Board and its representatives access to the relevant portion of such Vendor books, records, documents, data, or information, as necessary for the Board to ascertain the accuracy of Vendor's invoicing hereunder. In the event of an actual overcharge (net of any undercharges) to the Board with respect to the Fees or other charges hereunder, then Vendor shall promptly refund such overcharge, and if the amount of such actual overcharge (net of any undercharges) exceeds seven and one-half percent (7.5%) of the total amount of Fees payable under this Agreement by the Board with respect to the period of time covered by the investigation, then Vendor shall promptly pay or reimburse the Board for the reasonably incurred cost of the investigation.. If there is an undercharge (net of any overcharges), Vendor shall invoice for such undercharge, subject to the other provisions of this Agreement.

16. DISPUTE RESOLUTION

16.1 Dispute

If, during the Term, any issue, dispute, or controversy (a "Dispute") arises hereunder, then the designated representatives of Vendor and the Board (Vendor's Project Partner and the Board's Project Manager, unless otherwise designated) shall promptly confer and exert commercially reasonable efforts to attempt to reach a reasonable and equitable resolution of such Dispute. If such representatives fail to resolve such Dispute within five (5) business days after such Dispute arises, the Dispute shall be referred promptly to the responsible senior management of each Party. If such Dispute is not resolved within five (5) business days after such referral to senior management, each Party shall promptly make an appropriate member of its senior executive team available on-site at the location designated by the Board, and the Parties shall exert all commercially reasonable efforts to resolve such Dispute in good faith during such meeting. Except as expressly provided in Section 16.2, neither Party shall seek any means of resolving any Dispute arising in connection with this Agreement other than as described in this Section 16 before the end of the fifth (5th) business day after the date that such Dispute was referred to the responsible senior management of each Party. If the Parties' responsible senior management representatives fail to resolve a Dispute in accordance with the foregoing procedure within the period of time specified above, either Party may, at any time after the expiration of such time period, pursue any rights or remedies available hereunder, at law, or in equity. Nevertheless, if mutually agreed upon in writing by the Parties with respect to any given Dispute from time to time, the Parties may choose to pursue any available form of alternative dispute resolution (such as, for example, mediation or arbitration, whether binding or non-binding) with respect to such Dispute. Agreement to arbitrate or mediate any given Dispute shall not serve as agreement to mediate or arbitrate any other Dispute arising hereunder.

16.2 Exceptions

Neither Party shall be obligated to comply with the procedures set forth in the foregoing provisions of this Section 16 with regard to breaches, or alleged breaches, of Section 7 or of Section 8, with regard to any other breach, alleged breach, or violation as to which injunctive or other equitable relief is sought, with regard to any third-party claims, or with regard to disputed matters for which less than thirty (30) days remain before the period provided by the applicable statute of limitations governing the claim or cause of action underlying the disputed matter shall expire.

16.3 Remedies

The procedures described and remedies provided in this Section 16 shall not be deemed to limit either Party's rights under Section 11 or Section 12. Each Party acknowledges that any breach of such Party's obligations under Section 7 or Section 8 may cause immediate and irreparable injury to the other Party that cannot be adequately compensated for in damages, and that, in the event of any such breach, and in addition to all other remedies available to it, the other Party shall be entitled to seek injunctive or other equitable relief from any court of competent jurisdiction, without bond or other security.

16.4 Termination or Suspension of Services

During the pendency of any internal escalation conducted or held in accordance with this Section 16, both Parties shall continue to perform their respective obligations under this Agreement, except as otherwise specified in this Section or in Section 11.2. Without limiting its other rights or remedies, with respect to a dispute regarding non-payment of an otherwise past-due, disputed amount that remains unresolved for thirty (30) days after first being addressed by the Board's Project Manager and Vendor's Project Partner pursuant to Section 16.1, and with respect to non-payment of a past-due undisputed amount that remains unpaid for thirty (30) days after Vendor's having provided the Board with written notice of delinquency, if such disputed or undisputed amount exceeds $100,000, then Vendor shall have the right to halt, suspend, or terminate the Services upon twenty (20) business days' advance written notice to the Board.

17. MISCELLANEOUS

17.1 Integration and Amendment

This Agreement, including the Schedules and Exhibits attached hereto and any Statements of Work executed in accordance herewith (each of which Schedules, Exhibits, and Statements of Work is incorporated herein by this reference), contains the complete agreement between the Parties with respect to the subject matter hereof. All other previous and collateral agreements (including letters of intent or purchase orders prepared by Vendor or the Board), representations, warranties, promises, and conditions relating to the subject matter of this Agreement are superseded by this Agreement. Any understanding, promise, representation, warranty, or condition not incorporated into this Agreement shall not be binding on either Party. This Agreement may only be modified, amended, or otherwise altered by a written agreement signed by an authorized representative of Vendor and approved with all requisite authority by, and signed by an authorized representative of, the Board, consistently with the requirements of Section 4.4.12. As used herein, this Agreement consists of the Terms and Conditions, all Schedules and Exhibits attached hereto, any Statements of Work executed in accordance herewith, and all Change Orders executed hereunder, together with any appendices or exhibits expressly referenced herein or therein.

17.2 Governing Law

The construction, formation, and interpretation of this Agreement, and all performance hereunder, shall be governed by and construed in accordance with the laws of the State of Florida, as if the execution hereof and all acts or omissions related hereto occurred in such State and without regard to any conflicts of laws provisions. Any dispute with respect to this Agreement shall be subject to the laws of the State of Florida. The exclusive forum and venue for all actions or proceedings arising out of, or related to, this Agreement shall be in either a state or federal court located in Miami-Dade County, Florida, as applicable. Each Party hereby expressly consents to the jurisdiction of such courts over themselves and the subject matter of any such actions or proceedings and irrevocably waives any claim or objection that such courts represent an inappropriate or inconvenient venue. This Agreement will not be governed or interpreted in any way by referring to any law based on the Uniform Computer Information Transactions Act (UCITA), even if any such law is at any time adopted or enacted in Florida.

17.3 Board Action

With respect to use of the defined term the "Board" in any provision of this Agreement or of any Statement of Work incorporated herein, except as expressly otherwise provided in this Agreement (including as provided in Section 4.4.12 with regard to approval of Change Orders or other amendments to this Agreement on behalf of the Board), only in the event and to the extent that the duly authorized, formal and official action of the Board is required by applicable law, regulations, policies, or procedures, or otherwise sought by the Board Representatives (as defined below), acting in their respective, appropriate, and authorized capacities, to effectuate the intent of any such provision, shall such formal and official action of the Board be deemed to be required hereunder. In all other instances, with respect to use of the defined term the "Board" in any provision of this Agreement or of any Statement of Work incorporated herein, the intent of such provision shall be deemed capable of being effectuated by the Board Representatives. As used herein, the "Board Representatives" means the appropriate, authorized directors, administrators, officers, attorneys, employees, agents, representatives, and elected

and appointed officials of the Board, acting in their respective, appropriate, and authorized capacities for and on behalf of the Board.

17.4 Governmental Immunity

Notwithstanding anything to the contrary set forth elsewhere in this Agreement, the Board has not, and in no event shall be construed to have, waived any rights or defenses of governmental immunity that it may have with respect to any matters arising out of this Agreement or performance hereunder.

17.5 Performance Bond

Within ten (10) business days after the Effective Date, Vendor shall provide to the Board, at Vendor's sole expense, an irrevocable performance bond, in the form attached hereto as Schedule 17.5, from an insurer reasonably acceptable to the Board, in the penal amount of $5,000,000 to assure the completion of the Project in the event of a breach of this Agreement by Vendor or any other failure to complete the Project by Vendor.

17.6 Assignment

Subject to Section 3.5, and except as otherwise provided below in this Section, neither Party may, directly or indirectly, assign, transfer, or otherwise dispose of this Agreement or any interest herein, or assign, transfer, or delegate any of the rights, duties, and obligations of such Party hereunder, in whole or in part, without the prior written consent of the other Party.

17.7 Counterparts

This Agreement may be executed in duplicate counterparts. Each such counterpart, if executed by both Parties, shall be an original and all such counterparts together shall constitute but one and the same document. This Agreement shall not be deemed executed unless and until at least one counterpart bears the signature of each Party's designated signatory.

17.8 Independent Contractor

Each Party is and intends to be an independent contractor with respect to the other Party and all performance hereunder. No employee, agent, or other representative of either Party shall at any time be deemed to be under the control or authority of the other Party or under the joint control of both Parties. As between the Parties, Vendor shall be fully responsible and liable for all applicable worker's compensation premiums and liability, and all federal, state, and local withholding taxes or charges, with respect to it and its subcontractors, and their respective employees, and Vendor agrees to save the Board harmless from and against any claims brought against the Board in respect thereto. By executing this Agreement, Vendor acknowledges and agrees that it and its subcontractors, and their respective employees, shall not be considered as having an employee status with the Board or as being entitled to participate in any of the Board's employee benefit programs, including workers compensation and disability insurance, group health and dental insurance, unemployment insurance, retirement plans, and other benefits or plans. Neither Party shall act as an agent of the other Party in connection with this Agreement, nor shall either Party be authorized or entitled to enter into any agreements, or incur any obligations or liability, on behalf of the other Party. No form of joint employer, joint venture, partnership, or similar relationship between the Parties is intended or hereby created. As an independent contractor, Vendor shall be solely responsible for: (a) determining the means and methods for performing the professional and technical Services described with respect to it herein; and (b) any persons employed by Vendor or its subcontractors and engaged in the performance of the specified work, including responsibility for all applicable employee-related tax, salary, and benefit programs, and Vendor agrees to indemnify and save the Board harmless from and against any and all liability, claims, penalties, costs, and taxes related thereto. Any indemnification hereunder shall be governed by the procedures set forth in Section 10.4.

17.9 Inclusive Reference

As used herein, the word "including" herein shall be interpreted as meaning "including, but not limited to," and the word "include" shall be interpreted as meaning "include, but are not limited to."

17.10 Neither Party Considered Drafter

Despite the possibility that one Party may have prepared the initial draft of this Agreement or played the greater role in the physical preparation of subsequent drafts, the Parties agree that neither of them shall be deemed the drafter of this Agreement and that, in construing this Agreement in case of any claim that any provision hereof may be ambiguous, no such provision shall be construed in favor of one Party solely on the ground that such provision was drafted by the other. Rather, this Agreement shall be construed as if both Parties jointly participated in preparing all of its provisions.

17.11 Nondiscrimination

With respect to Vendor's performance of the Services under this Agreement, Vendor shall not unlawfully discriminate against, harass, or allow harassment of, any employee or applicant for employment because of sex, sexual orientation, race, color, ancestry, religious creed, national origin, disability (including HIV and AIDS), medical condition (including cancer), age, or marital status or by denial of family care leave. Vendor shall use all reasonable efforts to ensure that the evaluation and treatment of its employees and applicants for employment are free from any such discrimination and harassment. Vendor shall comply in all respects with all other applicable federal, state, and local laws, statutes, regulations, rules, orders, ordinances, and the like, including those concerning any form of discrimination or harassment. Vendor shall give written notice of its obligations under this Section to labor organizations with which it has a collective bargaining agreement, if any. In addition, Vendor shall include nondiscrimination and legal compliance provisions equivalent to those set forth in this Section in all subcontracts entered into by Vendor with third parties in connection with this Agreement, and Vendor shall cause each of its subcontractors to comply in all respects with the same duties and obligations as apply to Vendor pursuant to this Section.

17.12 Minority Business Enterprises

17.12.1 The Board's Policy

It is the policy of the Board to actively increase contracting opportunities for "minority firms," as such term is defined in the Board's administrative rules 6Gx13-3G-1.01 through 3G-1.05, as updated from time to time by the Board, and a current copy of which rules shall be provided or made available to Vendor upon request from time to time (collectively, "Minority Firms").

17.12.2 Goals

The Board has established an overall goal for Vendor to subcontractor to Minority Firms at least ten percent (10%) of the total work to be performed by Vendor under each Statement of Work under this Agreement (as measured in terms of the fees to be paid by the Board to Vendor under such Statement of Work). In achieving this goal, the Board has established additional goals that: (i) if fees for Services provided under a Statement of Work under this Agreement are charged on a time and materials basis, the rates charged to the Board by Vendor for personnel of any Minority Firm performing the Services under such Statement of Work shall be the same as the rates charged to the Board by Vendor on a time and materials basis for Vendor's own personnel of the same level as such Minority Firm personnel performing the Services under such Statement of Work; and (ii) the fees paid by Vendor to any given Minority Firm for Services under a Statement of Work shall be no less than eighty percent (80%) of the fees paid by the Board to Vendor with respect to the Services under such Statement of Work actually rendered, and the Deliverables under such Statement of Work actually provided, by such Minority Firm.

17.12.3 Commitments

Vendor acknowledges the Board's policy and goals with respect to Minority Firms that are stated above in this Section 17.12. Vendor agrees to use commercially reasonable efforts to utilize Minority Firms consistently with the Board's policy and goals in connection with this Agreement. In the event that Vendor fails to meet the goals of the Board set forth herein with regard to Minority Firms, Vendor shall be required to demonstrate to the Board that Vendor applied commercially reasonable efforts to locate and utilize Minority Firms in accordance with the requirements of this Section 17.12 of this Agreement.

17.12.4 Reports

Vendor shall inform the Board, on a calendar quarterly basis, of all payments made by Vendor to Minority Firms during the immediately preceding calendar quarter for the Services performed under Statements of Work under this Agreement, in a report of the form of the "M/WBE Quarterly Expenditure Report" made available via the Internet at http://mwbe.dadeschools.net/forms/4831.pdf. In each such report, Vendor shall indicate how its actual use of Minority Firms compares with the Board's policy and goals stated above.

17.13 Non-Exclusive Remedies

Unless expressly provided otherwise in this Agreement, no remedy set forth in this Agreement is intended to be, nor shall be, exclusive of, or mutually exclusive with regard to, any other remedy, and each such remedy shall be in addition to every other remedy given hereunder, or now or hereafter existing or available at law, in equity, by statute, or otherwise, individually or in any combination thereof.

17.14 Non-Solicitation

During the period beginning with Effective Date and ending two (2) years after any termination or expiration of the Term, each of Vendor and Board agrees that its personnel (in their capacity as such) who had direct and substantive contact in the course of performing or receiving Services hereunder with personnel of the other Party shall not, directly or indirectly, except with the express prior written consent of the other Party, offer employment to, solicit for employment, hire, or employ or retain the services of any personnel of the other Party whom they had direct and substantive contact with in the course of performing or receiving Services hereunder. In the event of a breach of this Section, at the request of the non-breaching Party, the breaching Party shall promptly pay the non-breaching Party liquidated damages equal to thirty percent (30%) of the amount of the annual base compensation that the breaching Party offers or pays, as applicable, to each of such personnel of the other Party. Although such payment shall be the aggrieved Party's exclusive means of monetary recovery from the breaching Party for breach of this provision, the aggrieved Party shall be entitled to seek injunctive or other equitable relief. Notwithstanding the foregoing provisions of this Section, each Party acknowledges and agrees that this Agreement will not prohibit solicitations through general advertising or other publications of general circulation by either Party and the employing, hiring, or engaging of any individuals as a result thereof.

17.15 Notices

All notices, consents, and approvals given by a Party under this Agreement shall be in writing and shall be delivered in person, or by first class or express mail, overnight carrier, or receipted facsimile, addressed as follows:

If to the Board:

The School Board of Miami-Dade County, Florida
Attention: Deputy Superintendent of Business Operations
School Board Administration Building
1450 Northeast Second Avenue
Miami, FL 33132
Fax: (305)995-1354

With a copy to:

The School Board of Miami-Dade County, Florida
Attention: School Board Attorney
School Board Administration Building
1450 Northeast Second Avenue
Miami, FL 33132
Fax: (305)995-1412

If to Vendor:

Deloitte Consulting LLP
Attention: Michael A. Weeks
191 Peachtree Street NE, Suite 1500
Atlanta, GA 30303-1924
Fax: 404-443-9456

With a copy to:

Deloitte & Touche USA LLP
Attention: Office of General Counsel
1633 Broadway
New York, New York 10019-6754
Fax: 212-492-4380

Either Party may designate a different or additional address or addressee for the purposes of this Section by providing the other Party with notice in accordance with this Section. Notice given in accordance with this Section shall be deemed given when received, in the case of personal delivery or delivery by mail or overnight carrier, or when sent, in the case of transmission by receipted facsimile, if such facsimile is followed by a printed copy sent by overnight carrier within one (1) day after the sending of the facsimile.

17.16 No Waiver

Waiver by a Party of any term or condition of this Agreement, or of any breach or default by the other Party hereunder, shall be effective only if made in writing and signed by an authorized representative of the Party waiving compliance herewith. Any such waiver so signed shall be effective only in the specific instance, and for the specific purpose, stated in such writing, and no waiver shall be deemed a waiver of any other term, condition, breach, or default, irrespective of whether similar to that waived. No failure to exercise, and no delay in exercising, on the part of either Party, any right, power, or privilege hereunder shall constitute a waiver thereof, nor will either Party's exercise of any right, power, or privilege hereunder preclude further exercise of the same right, power, or privilege, or the exercise of any other right, power, or privilege, hereunder.

17.17 Order of Precedence

The various documents that, at any given time, constitute this Agreement shall be interpreted so as to give all of the provisions thereof as full effect as possible. In the event of any conflict or inconsistency of terms among the various documents that, at any given time, constitute this Agreement, the order of precedence that shall apply is as follows, with each listed document or type of document superseding and prevailing over any subsequently listed document or type of document, and with later-executed documents prevailing over earlier documents of the same type, each solely to the extent of any irreconcilable conflict or inconsistency of the terms and conditions thereof: (i) the Terms and Conditions; (ii) any Schedules and Exhibits to this Agreement other than the Initial Statement of Work or other Statements of Work; (iii) Change Orders executed in accordance with Section 4.4.1; and (iv) any Statements of Work.

17.18 Publicity

Each Party shall submit to the other all advertising, written promotional materials, press releases, and other publicity matters relating to this Agreement, or the execution hereof, that mention or contain the other Party's name or mark, or that contain language from which said name or mark may be inferred or implied, and

neither Party shall publish or disclose any such advertising, promotional materials, press releases, or publicity matters without the prior written approval of the other Party. Nevertheless, a Party may disclose the other Party's name and the fact of the existence of this Agreement whenever required by applicable laws or regulations and Vendor may reference the name of the Board as a part of its general client list without the need to first obtain the Board's prior written approval.

17.19 Reference Site

Unless otherwise directed by the Board in writing, during the Term, Vendor may identify the Board as a customer reference site for Vendor with respect to ERP implementation services in any formal proposal made by Vendor to any customer or prospective customer that is seeking similar services and that constitutes a large public entity.

17.20 Severability

If any provision of this Agreement is determined to be invalid or unenforceable, that provision shall be deemed stricken herefrom and the remainder of this Agreement shall continue in full force and effect insofar as it remains a workable instrument to accomplish the intent and purposes of the Parties, as evidenced herein. In such an event, the Parties shall promptly replace the severed provision with the provision that will come closest to reflecting the intention of the Parties underlying the severed provision, but that is valid, legal, and enforceable.

17.21 Survival

Any provisions of this Agreement that impose continuing obligations upon a Party or, by their nature or terms, would be reasonably understood to have been intended to survive and continue in force and effect after expiration or termination of this Agreement, shall remain in force and effect after such expiration or termination for so long as intended, including the provisions of Sections 6.2, 6.3, 6.6, 7, 8, 9.12, 10, 11.3, 12, 14, 15, 16, and 17.

17.22 Third-Party Beneficiaries

This Agreement is an agreement between the Parties, and neither: (i) confers any rights upon any of either Party's respective employees, agents, or contractors, or upon any other person or entity not a Party hereto; or (ii) precludes any actions or claims against, or rights of recovery from, any person or entity not a Party hereto.

17.23 Interpretation

The Board acknowledges and agrees that no affiliated or related entity of Vendor, whether or not acting as a subcontractor of Vendor, shall have any liability hereunder to the Board or any other person and the Board will not bring any action against any such affiliated or related entity under this Agreement or any Statement of Work. Any affiliated or related entity of Vendor may in its own right enforce this provision.

[SIGNATURE PAGE FOLLOWS.]

SIGNATURES

IN WITNESS WHEREOF, each of the Parties has caused this Agreement to be duly executed as of the Effective Date by its authorized officer or representative whose signature appears below.

Deloitte Consulting LLP

By: Michael A Weeks

Name: Michael A. Weeks

Title: Principal

Date: July 13, 2007

Federal Tax ID #: 06-1454513

The School Board of Miami-Dade County, Florida

By: _____

Name: Carolyn Spaht

Title: ~~Superintendent of Schools~~ Chief of Staff (Designee)

Date: 8/2/07

Approved as to form: Legal Sufficiency

By: _____

Name: Stephen L Shochet

Title: Sr Asst Bd Atty

Date: 7/31/07

SCHEDULE 2.3

INITIAL STATEMENT OF WORK

[ATTACHED HERETO]

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Section 1.0

Overview

This Statement of Work (SOW) describes the scope, approach, timeline, resources, methodology, and tools to be used to configure and customize the SAP Business Suite software to meet the Miami-Dade County Public School's (M-DCPS) detailed business requirements as defined in Appendix D – Business Requirements Tables, of this document. This work effort also includes testing, change management, user training, knowledge transfer, and post implementation support, as described herein.

Section 2.0

Project Structure

2.1 Project Organization

The following organization chart represents the Project Implementation Team structure required for the M-DCPS ERP Implementation project. It does not depict actual reporting relationships, lines of authority, or responsibility for deliverables.

2.1.1 Organization Structure

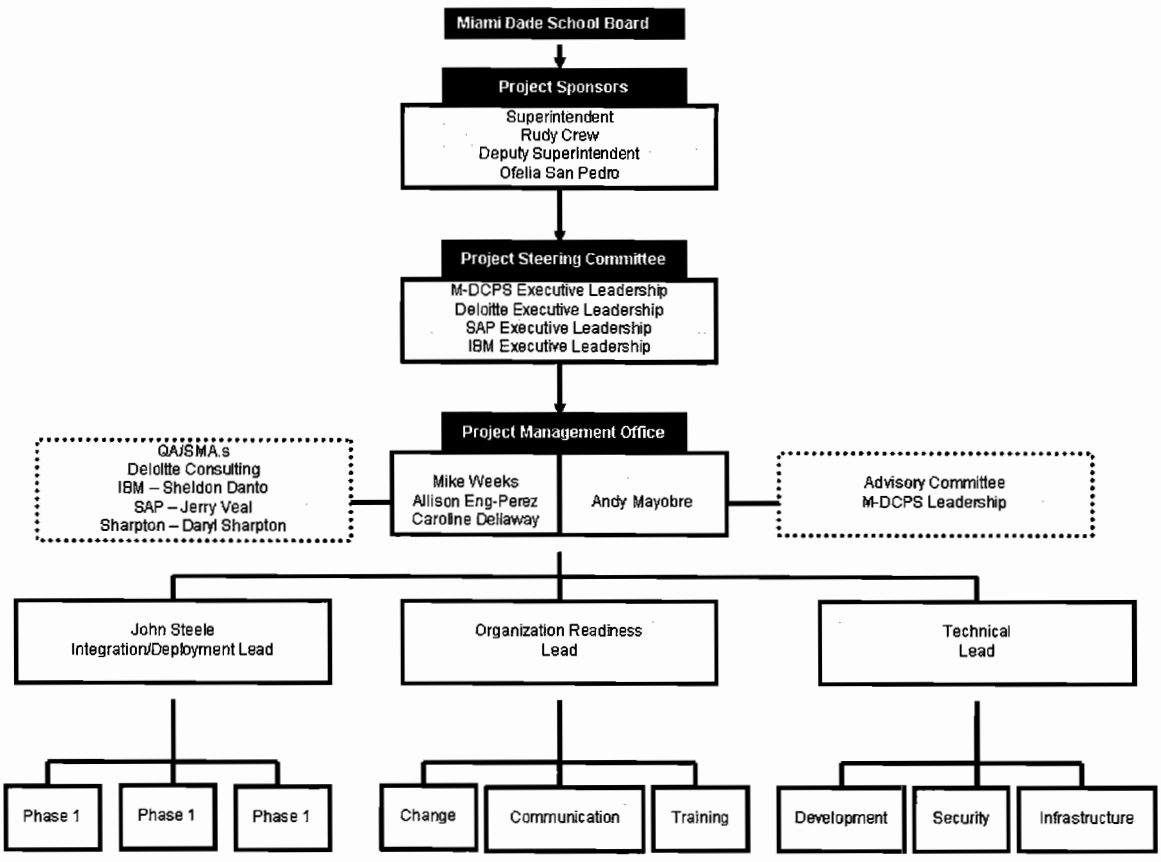


Figure 2.2.1 – Project Organization Chart

2.2 Definition of Roles

2.2.1 Deloitte Consulting's Project Team Roles

M-DCPS and Deloitte Consulting are committed to providing adequate staffing to complete the Deliverables listed in Appendix C of the Statement of Work. The roles described below represent Deloitte Consulting's project staff required to complete the M-DCPS implementation.

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Project Partner	• Manage overall client relationship • Advise M-DCPS on business and risk issues related to the project • Responsible for overall quality of Deloitte Consulting services • Review and approve overall project plan, schedules, timeframes, and budget • Participate on executive steering committee • Manage the QA review process and communications • Validate the effectiveness of resources, organizational structure and roles • Establish project/program standards and processes • Facilitate improvement in project processes and standards
Project Manager	• Manage overall project plan, schedules and timeframes on day-to-day basis • Manage development of detailed team work-plans • Establish processes and standards for team Deliverables • Report project status to Project Director, Steering Committee and Project Sponsor • Manage issue identification and assist in resolution • Assist in scope management
Quality Assurance Partner	• Provide leadership with respect to quality and risk issues in support of the Project Director and Project Managers • Undertake regular, formal quality reviews • Provide advice, support, facilitation and review of resolutions related to quality/risk related issues
Advisory Partner	• Provide periodic guidance, review and consultation on a variety of business and technology issues, including school district business processes, SAP functionality, and implementation approach and methodology
Project Director	• Manage overall client relationship • Advise M-DCPS on business and risk issues related to the project • Responsible for overall quality of Deloitte Consulting services • Review and approve overall project plan, schedules, timeframes, and budget • Participate on executive steering committee • Manage the QA review process and communications • Validate the effectiveness of resources, organizational structure and roles • Establish project / program standards and processes • Facilitate improvement in project processes and standards

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Project Controller	• Control Deloitte Consulting project budget and cost tracking • Manage Deloitte Consulting invoicing • Develop and manage on-boarding / team member orientation processes and other administrative project activities
Integration Lead	• Responsible for contributing to the quality, consistency and completeness of the overall design • Work with functional and technical leads to identify and resolve both intra-phase and inter-phase integration issues • Participate in the development of the phase deployment strategy • Review sub-process designs, key activity designs and data designs • Team with Functional Leads in creation and maintenance of project plans • Work with the Functional Leads and the Technical Leads to manage the fit/gap analysis • Help manage design issues and scope change requests • Lead development of Integration test plan • Manage integration with competing / parallel M-DCPS initiatives
Deployment Lead	• Develop deployment strategy for the phase • Co-manage the deployment team • Develop detailed team work plan and manage to plan • Identify need for functional/technical team involvement in the deployment activities • Communicate resource requirements and timing to the functional/technical teams • Manage team progress against plan • Identify deployment issues, risks, and mitigating actions in conjunction with the Project Manager and Phase Integration Manager • Lead the overall technical cutover and deployment effort, including the "command central" to provide hot-line support immediately after go-live • Identify and manage development of business continuity plans and interim business procedures, if needed • Manage cutover rehearsals during integration test cycles, go/no-go process and final cutover • Work with Organizational Readiness Lead to manage and direct Local Implementation Teams and their work • Develop initial production support strategy and plan
Testing Lead	• Define and communicate testing strategy and approach • Develop detailed team work plan and manage to plan • Identify resource and time requirements for integration, parallel and stress testing • Communicate resource requirements and timing to the functional/technical teams • Manage team progress against plan • Assist in overall integration, parallel and performance test execution plans and process • Helps promote cross-team alignment • Escalate "critical" issues to Deployment Lead • Control the approval of system changes • Facilitate daily testing status/issue meetings • Communicate daily status updates

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Testing Support	• Assist the test manager in the execution of the testing plan • Assist in the development of content for testing kick offs • Develop daily testing status reports during testing • Manage MS Project plan for testing • Coordinate daily meetings to review test defects • Assist the teams in the resolution of defects through coordination and follow up • Assist in preparation for testing cycles • Assist teams in the use of testing tools
Process Leads	• Facilitate design of new business processes • Review/QA of new designs • Help manage integration between all phase modules • Assist in identification of test requirements • Help verify that phase design fits with overall vision of future phases • Assist in identifying reporting requirements • Identify interim processes
Functional Leads	• Co-manage the functional teams through all phases of the project • Work with Project Manager, Phase Integration Manager and Thread Team Managers to identify phase Deliverables and functional team resource requirements • Review resource requirements and resource contention issues with Project Manager and/or Phase Integration Manager • Direct development of detailed team work plan and manage to plan • Monitor and report team progress against plan • Manage work product and Deliverable creation • Monitor and manage issue management, escalation and resolution • Advise the functional team members in the design and configuration of the SAP modules • Work with other team leads to help provide integration across teams • Guide the team in developing and building business process designs • Provide experience in configuring SAP to support M-DCPS's requirements • Provide business process experience and guidance to M-DCPS team members • Make knowledge regarding the SAP system available to M-DCPS team members
Functional Team Members	• Develop and build business process designs for Human Resources, Supply Chain and Finance areas • Provide experience in configuring SAP to support business process requirements • Participate in development of detailed team work plan • Design detailed business activities to support to-be Human Resource, Supply Chain and Finance processes • Configure and unit test the business activities within the SAP system (Human Resources, Supply Chain and Finance) • Document gap analysis and facilitate the resolution process • Identify and raise business process and system design issues to Functional Team Lead • Provide business process experience and guidance to M-DCPS team members • Make knowledge regarding the SAP system available to M-DCPS team members

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Organizational Readiness Lead	• Co-manage the Change Leadership, Communication and Training Team throughout all phases of the project • Develop detailed team work plan and manages to plan • Work with Project and Functional Team Leads to identify and obtain resources • Assist with the identification, management and resolution of change management and training issues • Lead the planning, strategy and development of communications to key stakeholders external to the project • Approve the end-user training strategy • Approve the change leadership strategy and approach including workforce transition • Deploy change leadership approaches, tools and templates to process teams • Assist Functional Team Leads with identification of key sponsors and development of appropriate sponsor shaping plans • Assist with development of stakeholder communication for relevant functional team • Participate in to-be visioning and process design activities • Assess impact of to-be process designs on as-is organization and jobs and create appropriate workforce transition plansDefine leadership alignment and stakeholder enrollment strategies and plans • Define communication strategy and plan • Assist in defining workforce transition strategies and plan • Assist in the design, development, and facilitation of leadership alignment and stakeholder enrollment sessions and workshops • Facilitate and coordinate communication with key stakeholders • Assist in the design, development and rollout of role-to-position mapping • Coordinate with the Deployment Team Lead on the development and execution of the Local Implementation Team Strategy and execute plan
Change Support	• Identify key stakeholders for relevant functional team and conduct stakeholder analysis, communication and engagement • Participate in Design Phase activities for relevant functional team • Assess impact of process design changes on the existing organization and jobs and assist in creating appropriate workforce transition plans • Assist with design, development and rollout of role-to-position mapping • Provide input on end-user training curriculum and course outlines • Identify and escalate Change Leadership and training issues to Organizational Readiness Team Lead and process team leads as required

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Training Lead	• Coordinate the execution and deployment of the education and training program, including design, development, scheduling, resource allocation, equipment, systems, materials distribution, logistics, version management, and performance support • Develop the overall quality standards and approach of the education and training effort and collaborate with M-DCPS Training Team Lead to monitor progress • Communicate education, training and performance support issues • Liaise with M-DCPS subject matter advisors (SMAs) to validate training and documentation course designs • Develop and finalize documentation using Productivity Pak (step-by-step work instructions, scenario based classroom exercises, and interactive simulations) • Develop end-user training database strategy • Manage the data loading into the training database
Training Developer	• Provide knowledge where available, experience and guidance to M-DCPS training development team members • Develop courseware development standards and templates for instructor-led and web-based online training. • Develop training cases and materials (e.g., user manuals, training workbooks) • Coordinate development of web-based online training • Deliver training for the Train-the-Trainer program • Monitor and report progress against plan • Assist with development of stakeholder communication for relevant process team
Productivity Pak Consultant	• Advisor to team on the development of all user training and documentation created using Productivity Pak • Coordinate with the Deloitte Consulting Training Development Lead and reports to the Training Team Lead
Communication Consultant	• Report to the Organizational Readiness Team Lead • Develop and manage M-DCPS's project team end external stakeholder communication plans • Develop and implement new communications vehicles to support the business change process and the implementation of SAP • Develop and coordinate delivery of key messages throughout the business change process and SAP implementation • Establish communication feedback mechanisms and respond to feedback • Work with Team Leads, Process and Change Analysts and Project Managers to develop communication content as appropriate • Monitor status and effectiveness of communication activities
Technology Lead	• Manage and direct the day-to-day activities of the Basis, technology and development team members • Lead the development of detailed team work plan and manage to plan • Manage development of landscape strategy for all system environments • Responsible for system builds, testing, and technical cutover validation • Manage work product and Deliverable creation • Identify issues and manage to resolution • Liaise with other team managers

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Application Development Lead	• Reports into the Technology Team Lead • Participate in development of detailed team work plan and manage to plan • Manage work product and Deliverable creation • Identify issues and manage to resolution • Work with Project Manager, Phase Integration Manager and Functional Leads to identify and obtain resources • Monitor and report team progress against plan • Make knowledge regarding the SAP system available to M-DCPS team members • Guide the team in developing and building interface designs and conversion strategies and approaches • Manage development of interfaces and conversion programs
Developer	• Provide development knowledge, experience and guidance to M-DCPS application development team members • Design and create technical specifications for custom development requests • Support development of ESS/Workflow • Serve as coach to M-DCPS's system analysts/programmers learning ABAP • Define and implement specific development standards • Design and develop any required extensions or enhancements • Develop and unit test conversion programs, interfaces and reports • Support integration testing • Make knowledge regarding the SAP system available to M-DCPS team members
Basis and Infrastructure Lead	• Manage Basis and Infrastructure tasks on a day-to-day basis • Provide knowledge where available, experience and guidance to M-DCPS IT team members • Design and implement the technical infrastructure to support the configuration, development, testing and production SAP environments • Serve as coach to M-DCPS's system analysts/programmers learning Basis • Create technical documentation for all support procedures such as backup procedures, client copy, restore efforts • Perform client maintenance, including client copies, deletes, and transports • Perform transports utilizing SAP's Correction and Transport System • Act as a technical liaison with technical staff at the data centers, District departments, and production support team • Manage installation of required hardware • Provide capacity planning and system resource management • Make knowledge regarding the SAP system available to M-DCPS team members • Provide support for automated testing activities, as needed
Employee Self-Service Technical Consultant	• Design and implement the technical infrastructure to support the development, testing and production SAP Employee Self-Service environments • Assist Functional Team members with design considerations and enabling of R/3 transactions via ESS • Stress test the ESS environment to determine and achieve capacity to handle anticipated volume of District users

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Workflow Consultant	• Design and implement the technical infrastructure to support the development, testing and production workflow environments • Assist Functional Team members with design considerations and enabling of R/3 transactions via workflow • Stress test the workflow environment to determine and achieve capacity to handle anticipated volume of M-DCPS users
Portal Consultant	• Provide knowledge where available, experience on SAP Portals • Design and implement the technical infrastructure to support the configuration, development, testing and production SAP portals • Create technical documentation for all support procedures related to the portals • Coordinate with the Basis Specialist on all integrated activities • Make knowledge regarding the SAP system available to M-DCPS team members
Security & Controls Lead	• Identify and manage to resolution security and business controls issues • Promote the integration of business controls and security activities with other teams • Provide leadership in defining security and business control strategies • Perform quality assurance review of all security and control designs • Make knowledge regarding the SAP system available to M-DCPS team members • Provide SAP security and control experience and guidance to M-DCPS team members • Manage the determination of security and control requirements for development and production environments • Develop SAP security and controls strategy for each SAP instance in the architecture, including the Production environment • Define and implement SAP security and controls policy and standards • In conjunction with process team and the change leadership team, manage the design of security for all business roles • Manage the development of SAP security profiles
Business Intelligence Lead	• Manage and direct the Business Intelligence Team through all phases of the project • Advise the BI Team members in the design and configuration of the SAP BW info providers and extractors • Advise the BI Team members in the design and configuration of the SAP BW queries and reports • Guide the team in developing and building logical data model designs • Provide experience in configuring SAP BW to support M-DCPS's requirements • Work with Project Manager, Phase Integration Manager and Functional Leads to identify and obtain resources • Manage work product and Deliverable creation • Monitor and report team progress against plan • Make knowledge regarding the SAP system available to M-DCPS team members • Work with other team leads to help promote integration across teams

Deloitte Consulting Project Team Roles	
Role/Type	Task Description
Business Intelligence Team Member	• Provide experience in developing and building functional report specifications • Provide experience in configuring SAP BW to support reporting requirements • Configure and unit test the reports within the SAP BW system • Document gap analysis and facilitate the resolution process • Identify and raise reporting design issues to BW Team Lead • Provide SAP BW experience and guidance to M-DCPS team members • Make knowledge regarding the SAP system available to M-DCPS team members

Table 2.2.1 – Deloitte Consulting's Project Team Roles

2.2.2 Deloitte Consulting Key Personnel

The table below lists Deloitte Consulting Key Personnel:

Position	Resources
Project Partner	**Michael Weeks**
Project Director	**Allison Eng-Perez**
Project Manager	**Caroline Dellaway**
Advisory Partner	**Dave Bowen**
Integration Manager	**John Steele**

Table 2.2.2 – Deloitte Consulting's Key Personnel

2.2.3 M-DCPS Team Roles

Deloitte Consulting and M-DCPS acknowledge that the success of the project will require adequate full-time staffing to meet the Deliverables mutually agreed to in Appendix C – Deliverables and Descriptions of this Statement of Work. The roles described below represent Deloitte Consulting's requirement for M-DCPS's Project staff to complete the Deliverables.

The following table lists M-DCPS project team roles that are required:

PROJECT SPONSOR AND ADVISORY GROUP		
Position #: S1 **Role**		
Steering Committee Member	The individuals fulfilling this role will provide direction on key issues, final issue resolution, policy, strategic direction and guidance on the program risk mitigation.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **5 – 10%** Duration: **Sep 07 – Aug 09**	– Provide Project Sponsorship and overall Leadership – Approve project budget expenditures – Develop broad scope definition and set overall direction, objectives and deadlines – Provide appropriate level of resources within M-DCPS to ensure the project success – Create buy-in to the project at the Senior Executive level – Provide access / bridge to other projects that are aligned to the M-DCPS Transformation and ERP Implementation – Validate and approve final project charter – Provide support to the team and empower them to implement the system while reengineering the business processes – Monitor progress against project milestones and manage risks – Approve project changes that require revising project scope, budget, or timeline – Communicate organization messages to the project team that may have an impact of the project	– Strong leadership skills – Member of the Board, Cabinet, Principal Groups, Regional offices – Driver of strategy for Schools and District – Has decision making authority within the M-DCPS and Schools – Committed to project success

Position #: S2 **Role**		
Advisory Committee Member	As a member of the Advisory Committee you will provide overall project implementation specialization and ensure consistent quality through the duration of the project	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **As requested** Duration: **Sep 07 – Aug 09**	– Check go-live readiness – Assist project to minimize project risks – Provide selected school / district process knowledge – Assist in evaluating impact of implementing selected design alternatives (i.e. policy, procedural and/or organizational) – Provide Project Sponsorship and overall	– Strong understanding of District / School processes – Strong leadership skills – Member of the Principal Groups and /or Regional offices in addition to internal back office departments – Driver of strategy for Schools

Position #: S2 Role		
Advisory Committee Member	As a member of the Advisory Committee you will provide overall project implementation specialization and ensure consistent quality through the duration of the project	
Dedication	**Responsibilities**	**Skills Required**
	Leadership – Assist in provision of appropriate level of resources within M-DCPS to ensure the project success – Create buy-in to the project at the School and Administrative Office level – Provide access / bridge to other projects that are aligned to the M-DCPS Transformation and ERP Implementation – Provide support to the team and empower them to implement the system while reengineering the business processes – Communicate organization messages to the project team that may have an impact of the project	and District – Has decision making authority within the District and School – Known as a "thought leader" for the school system – Highly respected with strong motivation and influencing skills – Committed to project success

Position #: S3 Role		
Business Process Owner (Stakeholder)	As a Business Process Owner (Stakeholder) your role would be to provide direction on key issues, final issue resolution, policy, strategic direction and guidance on the program risk mitigation with regard to the Business Processes of which you own.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **20-50% during Design / Build** **Up to 100% during peak deployment and site implementation** Duration: **Sep 07 – Aug 09**	– Identify key M-DCPS subject matter advisors for critical design reviews – Provide guidance in resolution of key issues – Provide continued guidance on the prioritization and achievement of the M-DCPS end state vision – Lead enrollment efforts at the school locations – Identify M-DCPS attendees for iterative process / system walkthroughs throughout the project – Provide guidance on policy and procedure changes and definitions – Ensure formal signoff on ERP / process solution – Provide guidance on implementation impacts on key design decisions	– Leadership skills – Highly respected within the District/School – Committed to project success – Self-motivated, and able to motivate others – Willing to "break new ground" to achieve process improvement – Decision maker or directly aligned with decision makers – Influential over an entire process or school site

Position #: S4 Role		
Project Director	As a Project Director your role would be to manage and provide direction on key issues, final issue resolution, policy, strategic direction and guidance on the program risk mitigation.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **As Required** Duration: **Sep 07 – Aug 09**	– Manage overall project relationships – Serve as advisor on business and risk issues – Participate on executive steering committee – Facilitate improvement in project processes and standards	– Leadership skills – Highly respected within the District/School – Committed to project success – Self-motivated, and able to motivate others

	– Responsible for overall quality of project services – Participate on executive steering committee – Facilitate implementation of project controls and business process controls – Manage communications between M-DCPS and Consulting partners – Oversee project issues and executive leadership concerns	– Willing to "break new ground" to achieve process improvement – Decision maker or directly aligned with decision makers – Influential over an entire process or school site

Position #: S5 Role		
Project Sponsor	The Project Sponsor will take ownership of the M-DCPS transformation program and will provide direction on key issues, final issue resolution, policy, strategic direction and guidance on the program risk mitigation	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **30%** Duration: **Sep 07 – Aug 09**	– Provide Project Sponsorship and overall Leadership – Approve project budget expenditures – Develop broad scope definition and set overall direction, objectives and deadlines – Provide appropriate level of resources within M-DCPS to ensure the project success – Create buy-in to the project at the Senior Executive level – Provide access / bridge to other projects that are aligned to the M-DCPS Transformation and ERP Implementation – Validate and approve final project charter – Provide support to the team and empower them to implement the system while reengineering the business processes – Monitor progress against project milestones and manage risks – Approve project changes that require revising project scope, budget, or timeline – Communicate organization messages to the project team that may have an impact of the project	– Strong leadership skills – Member of the, Cabinet – Driver of strategy for Schools and District – Has decision making authority within the District and Schools – Committed to project success

PROJECT MANAGEMENT OFFICE Position #: P1 Role		
Project Manager	The Project Manager will manage and control scope, secure resources, assess design issues and meet with Senior Leadership. This person would also provide independent perspective in leading cross-team coordination within the business, school and technical functions and anticipate and prepare for major cross-team integration points	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Sep 07 – Aug 09**	– Take ownership and responsibility for the effective delivery of high quality project deliverables – Develop the approach, deliverables and plans to agreed budgets and timescales – Ensure that defined standards and policies are established on the project team – Manage project resources and activities on a day-to-day basis	– Fully operational in: Project Management, Change Management, Business planning and Implementation, Information Management – Working knowledge in: Process Design and Management, Application and Working knowledge of IT – Ability to motivate

	– Track and control project progress and costs – Monitor progress by project phases – Ensure coordination between project and other initiatives – Monitor and report overall progress – Provide planning and coordination to the transformation and implementation project – Manage and resolve day-to-day project issues and risks exercising sound judgment to escalate to Leadership as appropriate – Regularly report progress, issues and risks to other project leadership and Executive sponsors	– Strong communication skills – Strong project delivery skills – Management of projects and participation in complex change programs – Committed to project success

Position #: P2 Role		
Project Admin Assistant	Your role as the Project Admin Assistant will be to provide administrative support to the Project Management Office, including scheduling meetings, room reservations, copy services and printing of documents. You will also be required to enable general communication on the Project as identified by the Project Manager.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Provide high-quality administrative support in a project office setting – Support administrative aspects of project including scheduling meetings, meeting room reservations, creating and maintaining spreadsheets and reports – Support project team, project manager and project controller regarding administrative task and procedures – Enable general information communication across team and management – Adhere to project standards	– Good documentation and communication skills – Ability to recognize priorities and manage sensitive materials in a secure manner – Self-motivated and detail-oriented – Capable of managing multiple tasks – Committed to project success

Position #: P3 Role		
Integration Manager/ Deployment Lead	The Integration Manager will provide strong overall leadership to the Business Process, Technology, and Organizational Effectiveness components of the ERP Program, and regularly monitor program integration status, recommending justified revisions to program scope, budget and timeline for review by the PMO. The position will also act as subject matter advisor for business process design and serve as a key change agent. The successful candidate should possess extensive management experience, strong knowledge of the organization and culture of M-DCPS, and a comprehensive understanding of the M-DCPS current business processes and technology use across multiple departments. The successful candidate should also have highly developed verbal and written communication skills, deep issue resolution and conflict management skills, and be results oriented.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Sep 07 – Aug 09**	– Take ownership and responsibility for the effective delivery of workable standardized business solutions across the process areas – Lead prioritization of enhancements across the teams for approval by PMO – Provide a cross-functional view to the Business Teams to ensure a solution that meets the overall requirements of M-DCPS – Work with the Business Team Leads in providing an environment in which to	– Fully operational in: Project Management, Change Management, Business Planning, Implementation and Information Management – Deep knowledge of integrated systems functionality – Appreciation for the overall components of a successful SAP implementation project environment – Knowledge of overall project lifecycle methodology and discipline – Expertise to drive integration of

Position #: P3 Role		
Integration Manager/ Deployment Lead	The Integration Manager will provide strong overall leadership to the Business Process, Technology, and Organizational Effectiveness components of the ERP Program, and regularly monitor program integration status, recommending justified revisions to program scope, budget and timeline for review by the PMO. The position will also act as subject matter advisor for business process design and serve as a key change agent. The successful candidate should possess extensive management experience, strong knowledge of the organization and culture of M-DCPS, and a comprehensive understanding of the M-DCPS current business processes and technology use across multiple departments. The successful candidate should also have highly developed verbal and written communication skills, deep issue resolution and conflict management skills, and be results oriented.	
Dedication	**Responsibilities**	**Skills Required**
	review and understand available technical options to solve business issues with the Development team – Work closely with the IT Architecture Lead to ensure the technical environment is set up and the Promote to Production landscape is reviewed – Ensure proper cross-team communication to aid quality resolution of integration issues – Take ownership of complex and integrated design issues across project teams and involve SMAs as necessary – Manage and resolve day-to-day cross functional issues and risks, escalating to Project Management when necessary – Regularly report integration process, issues and risks to Project Management throughout the Project phases – Ensure work delivered across teams is consistent with program quality standards – Develop approach for the ownership of key data objects that are shared across business functional teams – Create a uniform approach to the creation and administration of Master Data – Facilitate integrated walkthroughs and design sessions where necessary – Work with Deloitte Consulting Integration / Deployment Lead in the overall cutover and deployment effort, including the implementation strategy supporting new processes, technology and people changes – Co-manage rehearsals and final cutover – Facilitate and work with Organization Readiness team in the management and direction of Local Implementation teams	strategy, organization, process and system components of the project – Excellent analytical and communication skills – Excellent facilitation and issue resolution skills – Strong understanding of current business and technology landscape – Proactive leadership style providing team with direction, support and structure – Ability to identify M-DCPS specific implementation risks and mitigation actions in conjunction with the PMO – Committed to project success

Position #: P4 Role		
Deployment Coordinator	The Deployment Coordinator will work very closely with the Integration Manager to provide strong overall leadership to the Business Process, Technology, and Organizational Effectiveness components of the ERP Program, and regularly monitor program integration status, recommending justified revisions to program scope, budget and timeline for review by the PMO. The position will also act as subject matter advisor for business process design and serve as a key change agent.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Aug 08 – Aug 09**	– Take ownership and responsibility for the effective delivery of workable standardized business solutions across the process areas – Lead prioritization of enhancements across the teams for approval by PMO – Provide a cross-functional view to the Business Teams to ensure a solution that meets the overall requirements of M-DCPS – Work with the Business Team Leads in providing an environment in which to review and understand available technical options to solve business issues with the Development team – Work closely with the IT Architecture Lead to ensure the technical environment is set up and the Promote to Production landscape is reviewed – Ensure proper cross-team communication to aid quality resolution of integration issues – Take ownership of complex and integrated design issues across project teams and involve SMAs as necessary – Manage and resolve day-to-day cross functional issues and risks, escalating to Project Management when necessary – Regularly report integration process, issues and risks to Project Management throughout the Project phases – Ensure work delivered across teams is consistent with program quality standards – Develop approach for the ownership of key data objects that are shared across business functional teams – Create a uniform approach to the creation and administration of Master Data – Facilitate integrated walkthroughs and design sessions where necessary – Work with Deloitte Consulting Integration / Deployment Lead in the overall cutover and deployment effort, including the implementation strategy supporting new processes, technology and people changes – Co-manage rehearsals and final cutover – Facilitate and work with Organization Readiness team in the management and direction of Local Implementation teams	– Fully operational in: Project Management, Change Management, Business Planning, Implementation and Information Management – Deep knowledge of integrated systems functionality – Appreciation for the overall components of a successful SAP implementation project environment – Knowledge of overall project lifecycle methodology and discipline – Expertise to drive integration of strategy, organization, process and system components of the project – Excellent analytical and communication skills – Excellent facilitation and issue resolution skills – Strong understanding of current business and technology landscape – Proactive leadership style providing team with direction, support and structure – multi-faceted implementations – Ability to identify M-DCPS specific implementation risks and mitigation actions in conjunction with the PMO – Committed to project success

Position #: P5 Role		
Testing Team Lead	As the Testing Team Lead you will be required to manage and direct the day-to-day testing activities for each release and full Integration Testing Cycles. You will work with the Functional and Technical Teams to ensure that all business scenarios are identified and documented for testing. You will work with the Deployment Manager to define the Project Testing Strategy, Standards as well as the testing tools that will be used during the different testing cycles	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Apr 08– Aug 09**	– Reports to the Deployment Manager – Manage and direct testing resources – Develop detailed team work plan and manage to plan – Manage team progress against plan – Work with Project Manager, Integration/Deployment Manager, Deployment Lead and Team Leads to identify and obtain resources – Define and communicates testing strategy and approach – Manage and maintains overall test execution plans and processes – Help confirm that cross-team alignment occurs – Identify M-DCPS specific implementation risks, and mitigating actions in conjunction with the Project Manager and Phase Integration Manager	– Ability and/or experience in managing large-scale projects – Understanding of M-DCPS business processes – Strong leadership skills with diverse groups – Ability to recognize priorities and guide others towards the accomplishment of business goals and objectives – Excellent analytical and organizational skills – Excellent verbal and written communications skills – Understand the security controls and sensitivity of data Committed to project success

Position #: P6 Role		
Testing Coordinator	The Testing Coordinator is responsible for the execution of simulated business processing. He/she should coordinate with all teams the resources required for establishing the business cases and the infrastructure needed to perform the test cases. The Coordinator must work with all the teams to develop and manage scope, assign and schedule resources, and to monitor deliverable progress. He/she is also responsible for tracking any changes that may be needed during this phase	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **May 08 – Jan 09**	– Obtain and confirm participation in integration testing activities – Coordinate test facilities and logistics (room, PC's, etc.) – Schedule and monitor integration test activities – Work with Testing Team to define list of Integration Test Scenarios (not test cases) – Facilitate integration test process and regular sessions to discuss daily test plans Report status and progress to management - including production of integration test metrics – Document and monitor resolution of critical issues and change requests and escalate issues as required – Determine any regression test requirement and plans	– Understanding of M-DCPS business processes – Strong leadership skills with diverse groups – Strong Organizational skills – Ability to recognize priorities and guide others towards the accomplishment of business goals and objectives – Excellent analytical and organizational skills – Excellent verbal and written communications skills – Understand the security controls and sensitivity of data – Committed to project success

FINANCE AND PROCUREMENT FUNCTIONAL TEAM		
Position #: F1 Role		
Finance and Procurement Lead	The Finance and Procurement Lead will be accountable for the overall Finance Transformation and Procurement Transformation design, delivery and implementation of new process and procedures. He/She will ensure Business ownership, commitment, escalation of issues, resolution of issues, management of day-to-day activities across all Finance, Procurement and Human Resource functional sub teams.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Develop and manage project plans for Business Team – Manage business team, assign tasks and monitor progress – Take ownership and responsibility for the definition and effective delivery of workable business solutions within their process area – Work closely with Integration Management to ensure successful Process and SAP Technical Team delivery – Provide quality control over all development activities and deliverable products, ensuring work delivered by team is consistent with project standards and procedures – Work with Business Areas, Internal HR and Project Management to recruit team members – Ensure communication with Process Owner and obtain approval and sign off for all deliverables – Ensure completeness of deliverables which includes program and testing documentation – Manage and resolve day-to-day Business team issues and risks, escalating to Project Management office as necessary – Regularly report progress, issues and risks to Project Management Office throughout each phase of the Business Transformation and Implementation – Communicate approach to team members and coach Business team members – Manage business process / system trade-offs in Process Area – Work with Business Teams to ensure integrated solutions are delivered – Estimate the resource requirements necessary to complete specific tasks and activities in the Integrated project plan – Plan and coordinate stakeholder involvement	– Leadership skills and team commitment – Strong communication skills – Solid understanding of and fully functional in M-DCPS Finance / Procurement / Business Process and Procedures – Excellent issue resolution and conflict management skills – Proactive leadership style – Knowledge of existing business process procedures and policies, including where needed any union specific contractual agreements – Working knowledge in Project Management, Business Process Design and Management, Information Management, Business Planning and Implementation, and Learning Management including coaching preferred – Basic appreciation in: Business Application and working knowledge of IT – Detailed understanding of the vision and objectives of the project – Committed to project success

Position #: F2 Role		
Funds Management Team Member	The Funds Management Team Members will assist in the overall Funds Management design, delivery and implementation of new M-DCPS Fund processes and procedures. Within a Fund Accounting implementation, you will be required to design the processes for recording, tracking, reporting and controlling budgeted revenues, expenditures, encumbrances, fund transfers, and fund balances on a budgetary accounting basis.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Feb 09** Duration: (2) **Jan 08 – Feb 09**	– Design and configure processes for recording, tracking, reporting and controlling budgeted revenues, expenditures, encumbrances, fund transfers and fund balances for accounting basis – Integrate funds between FM, Financial Accounting (FI), Controlling (CO), and Project System (PS) – Create Funds user-definable at the lowest level necessary for budgeting requirements, creating balance sheets, and for tracking specific cash balances – Group individual funds for reporting purposes – Work with the technical team to translate business requirements for funding – Adhere to project standards	– Sound knowledge of Budgeting, planning and tracking, approval and management reports – Good analytical and organizational skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Working knowledge in the M-DCPS Fund Management process – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Good documentation and communication skills – Committed to project success

Position #: F3 Role		
Grants Management Team Member	The Grants Management Team Member will design the processes and procedure to provide M-DCPS with an integrated toolset to plan, budget, identify, obtain, and record all funding related to received grants.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Oct 07 – Feb 09** Duration: (2) **Jan 08 – Feb 09**	– Work with the project teams to design and configure best practices to Grants processes – Configure the SAP system to support the planning, budgeting, identifying, obtaining, scheduling, performing, and recording the tasks and activities related to managing the sponsored programs and classes – Develop all stages of grant development, from proposal through application to award and closing. Create user-defined statuses to complement any of the lifecycle statuses delivered as standard. – Configure the sponsored programs – Identify and raise issues to process team lead – Implement solution for funding integration process according to the identified business requirements – Day-to-day duties working closely with the Finance Team lead and the rest of the Finance team – Works with the technical team to translate business requirements for funding – Adhere to project standards	– Sound knowledge of M-DCPS Grants Management processes and procedures – Excellent analytical and organizational skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Working knowledge in the M-DCPS process – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Good documentation and communication skills – Committed to project success

Position #: F4 Role		
Cost/Job/ Project Accounting Team Member	The Cost/Job/Project Accounting Team member will design business processes and procedures related to cost allocations and project cost tracking across M-DCPS operating and capital expenditures. In addition he/she will configure the Controlling and Project Systems Components of the SAP environment to support and meet the M-DCPS business requirements.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Oct 07 – Jan 09** Duration: (2) **Jan 08 – Dec 08**	– Analyze cost and project tracking across M-DCPS – Support management decision-making by enabling, monitoring and optimization of all cost related processes in M-DCPS. – Ensure proper recording of both the consumption of capital goods and the services consumed and provided by M-DCPS – Work with the technical team to translate business requirements for indirect procurement – Adhere to project standards	– Sound knowledge of the M-DCPS Cost Accounting and Project Systems business processes and all or a subset of management reporting functions – Good analytical skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Working knowledge in the M-DCPS process – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Good documentation and communication skills – Committed to project success

Position #: F5 Role		
Cost (General Ledger) Team Member	The Cost (General Ledger) Team member will design business processes and procedures related to properly recording cost allocations and project cost tracking across M-DCPS operating and capital expenditures. In addition he/she will configure the Controlling and Project Systems Components of the SAP environment to support and meet the M-DCPS business requirements.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Dec 07 – Feb 09**	– Help design the Global Chart of Accounts, Fund and cost object structures, grants structures and collaborate with other members to design other Enterprise Structure elements – Ensure each functional area's (i.e. Tax, Audit, Treasury, Corporate Finance, etc.) requirements are incorporated in the best practice design. – Work with Finance Leadership to obtain sign-off for General Ledger future state process design and policies and procedures by stakeholders from all business segments. – Manage design and/or revise relevant policies and procedures. – Build solutions in financial accounting according to M-DCPS business requirements – Works with the technical team to translate business requirements for indirect procurement. – Adheres to project standards	– Sound knowledge of the M-DCPS Cost Accounting and General Ledger to support Cost Accounting business processes and all or a subset of management reporting functions. – Good analytical skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Working knowledge in the M-DCPS process – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Good documentation and communication skills – Committed to project success

Position #: F6 Role	
General Ledger Team Member	The General Ledger Team Member will design and build the organizational structure to support the overall framework of M-DCPS. You will configure Company Codes, Business Area, Functional Areas and General Ledger Accounts according to the M-DCPS business requirements.

Dedication	Responsibilities	Skills Required
Dedication to the project: **100%** Duration: **Dec 07 – Feb 09**	– Configure the M-DCPS Chart of Accounts – Build M-DCPS financial organization structures to present the overall framework of the M-DCPS entity – Configure Company Codes to reflect the actual legal entity required to process vendor payments and perform 1099 and W2 reporting – Configure Business Areas to represent agencies or lines of business for which full financial statements are required – Configure Functional Areas to represent the lowest-level programs, functions, or activities for which revenue and expenditure reporting is required – Configure GL Accounts to represent the lowest-level categories or classifications of assets, liabilities, revenues, and expenses necessary for internal and external reporting – Work with the technical team to translate business requirements for indirect procurement – Adhere to project standards	– Sound knowledge of the M-DCPS Financial Organization Structures and General Ledger – Good analytical skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Working knowledge in the M-DCPS process – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Good documentation and communication skills – Committed to project success

Position #: F7 Role	
Financials for HR Team Member	As a Financials for HR Team Member you will work closely with the Organizational Management Team and the Payroll Team to identify and coordinate the assignment of the cost center structure and General Ledger accounts mapping to the HR master data to ensure the smooth postings of payroll costs to the Financial environment.

Dedication	Responsibilities	Skills Required
Dedication to the project: **100%** Duration: (1) **Dec 07 – Aug 09** Duration: (2) **May 08 – Aug 09**	– Work with the Organizational Management Team to assign the cost center structure to the organizational structure – Work with the Payroll Team to map all Payroll wage types to General Ledger accounts and configure the HR postings to Finance environment – Prepare the Banking settings to support Payroll ACH file preparation – Configure and prepare the check printing environment to support Payroll checks – Participate in Integration and Parallel testing to ensure that the system work as required and to sign-off on the readiness to move to the Production environment. – Adhere to project standards	– Working knowledge of the M-DCPS Fund Management, Controlling and General Ledger environment and how Payroll data gets posted to the Financial environment – Strong analytical skills – Good communication and documentation skills – Committed to project success

Position #: F8 Role		
Accounts Receivable/ Billing Team Member	The Accounts Receivable Team member will be responsible for creating the future state process for Cash Collections and open item processing within M-DCPS. Key elements of this process include Customer Master Records, Accounts Receivables transactions, credit card processing and building the clearing and payment environment in SAP to support the M-DCSP business requirements.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Dec 07 – Feb 08**	– Build Customer Master Records – Configure Accounts Receivable transactions – Configure settings for credit card processing – Building the Clearing and Payment Processes – Configure Special General Ledger Transactions – Collect, review, analyze, evaluate and prioritize business, system and user requirements from business users. – Document business requirements and process flows	– Working knowledge of M-DCPS Accounts Receivable and Billing processes and procedures – Working knowledge and access to Customer Master records and Vendor records – Understanding the M-DCPS clearing and payment processes – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner. – Good communication and documentation skills – Ability to manage time and complete multiple tasks in a timely manner – Committed to project success

Position #: F10 Role		
Project Systems Team Member	The Project System Team member will design and deliver the future state processes and procedures for Cost and Budget Projects at M-DCPS in SAP's Project System.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Feb 08** Duration: (2) **Feb 08 – Jan 09**	– Design and/or revise all relevant project cost and budget policies and procedures – Identify new technical solutions that could make processes more efficient (for example: Budget approval, Unit costs, workflow). – Work with Budget Control Team Members to design best practices with regard to budget approval and availability control of funds – Work with Fixed Asset Team Members to design best practices with regard to Assets capitalization process – Work with Finance experts to design best practices with regard to accounting and settlement procedures. – Work with Purchase experts to design best practices with regard to material and service cost procedures. – Configure PS Structure, PS Costs and Budget and Workflow to support M-DCPS specific business needs.	– Working knowledge of Projects, Fixed Asset creation and maintenance, control of costs and budget for assets and projects, purchase requisition for Assets and projects and budget approval within M-DCPS. – Working knowledge of M-DCPS Sourcing policies, procedures and practices. – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Work well in teams – Committed to project success

Position #: F11 Role		
Supplier Relationship Management (SRM)Team Member	The Supplier Relationship Management Team members (including Sourcing and Contracting) will design and deliver the future state processes and procedures for Procurement of goods and services at M-DCPS in SAP's Supplier Relationship Management Tool.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (2) **Dec 07 – Aug 09**	– Design and/or revise of all relevant purchasing policies and procedures – Identify new technical solutions that make processes more efficient (for example: catalog based buying, EDI, workflow) – Work with Subject Matter Experts in the business to design best practices with regard to Procurement – Configure SRM to support M-DCPS specific business needs	– Working knowledge of Requisitions for materials and services, purchase orders for materials and services, approval process for requisitions / purchase orders and procurement card processing within M-DCPS – Working knowledge of M-DCPS Sourcing policies, procedures and practices. – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Works well in teams – Committed to project success

Position #: F12 Role		
Procurement Team Member	The Procurement Team member will design and build the future state business processes and procedures for procurement of goods and services. Integrates procurement and materials management design in the Procurement work stream. Collaborates with experts in the District and other key business stakeholders to coordinate design decisions and drive value. Supports evaluation and identification of new technical solutions that make processes more efficient. Will support deployment of solution across the District.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (2) **Oct 07 – Feb 09**	– Design and/or revise all relevant purchasing policies and procedures – Identify new technical solutions that make processes more efficient (for example: catalog based buying, EDI, workflow) – Work with Subject Matter Experts in the business to design best practices with regard to Procurement – Configure SAP MM-Purchasing to support M-DCPS business needs	– Working knowledge of Requisitions for materials and services, purchase orders for materials and services, approval process for requisitions / purchase orders and procurement card processing within M-DCPS – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Works well in teams – Committed to project success

Position #: F13 Role		
Materials Team Member	The Materials Team member will design and build the future state business processes and procedures for Materials Management. Integrates procurement and materials management design in the Materials work stream. Collaborates with experts in the District and other key business stakeholders to coordinate design decisions and drive value. Supports evaluation and identification of new technical solutions that make processes more efficient. Will support deployment of solution across the District	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Feb 09**	– Design and/or revise of all relevant materials policies and procedures – Identify new technical solutions that make processes more efficient (for example: inventory methods and workflow)	– Working knowledge of Requisitions for materials and services, purchase orders for materials and services, and inventory processes within M-DCPS – Ability to recognize priorities and manage confidential and sensitive

	– Work with Subject Matter Experts in the business to design best practices with regard to Materials Management – Configure SAP Materials Management to support M-DCPS business needs	materials in a secure manner – Works well in teams – Committed to project success

Position #: F14 Role		
Inventory Management Team Member	The Inventory Management Team member will design and build the future state business processes and procedures for Inventory Management. Integrates Materials Management and Inventory design in the Inventory Management work stream. Collaborates with experts in the District and other key business stakeholders to coordinate design decisions and drive value. Supports evaluation and identification of new technical solutions that make processes more efficient. Will support deployment of solution across the District	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Feb 09** Duration: (1) **Dec 08 – Aug 09**	– Design and/or revise of all relevant Inventory Management policies and procedures – Identify new technical solutions that make processes more efficient (for example: inventory methods and workflow) – Work with Subject Matter Experts in the business to design best practices with regard to Inventory Management – Configure SAP Inventory Management to support M-DCPS business needs	– Working knowledge of all Inventory processes and procedures within M-DCPS – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Works well in teams Committed to project success

Position #: F15 Role		
Fixed Assets Team Member	The Fixed Assets Team Member will design the future state business processes and procedures for fixed asset management within M-DCPS.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Dec 07 – Feb 09**	– Provides expertise in the area of fixed asset management – Configure the SAP Fixed Assets environment to support the asset life cycle, change in asset location, change in asset class, asset retirement, depreciation of fixed assets and tax reporting for fixed assets – Responsible for testing and implementation of all configuration and development – Work with the technical team to translate business requirements for fixed asset management – Adhere to project standards	– Familiar with enabling technologies like document scanning, workflow and EDI – Excellent verbal and written communications skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Work well in teams – Committed to project success

Position #: F16 Role		
Accounts Payable Team Member	The Accounts Payable Team member will be responsible for designing and building the future state processes and procedures to support Accounts Payable for M-DCPS. It will also include building Vendor Master Records.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%**	– Configure accounts payable and outbound payments in SAP – Configure settings for Check printing,	– Working knowledge of the M-DCPS with invoice verification, accounts payables and outbound payments business processes and all or a

Position #: F16 Role		
Accounts Payable Team Member	The Accounts Payable Team member will be responsible for designing and building the future state processes and procedures to support Accounts Payable for M-DCPS. It will also include building Vendor Master Records.	
Dedication	**Responsibilities**	**Skills Required**
Duration: (1) **Dec 07 – Feb 09** Duration: (1) **Jan 08 – Feb 09**	Electronic Fund Transfers, Evaluated Receipt Settlement, down payments, recurring payments, 1099 reporting. – Responsible for testing and implementation of all configuration and development – Work with the technical team to translate business requirements for fixed asset management. – Adhere to project standards	subset of enabling solutions like ERP software, document scanning, workflow and ED – Excellent analytical and organizational skills – Excellent verbal and written communications skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Work well in teams – Committed to project success

Position #: F17 Role		
Travel Management Team Member	The Travel Management Team Member will design and build the future state processes and procedures to support the Travel Management business needs within M-DCPS. The role will support the processes involved in handling business trips, including settlement, taxation, and payment processes. Travel Management includes travel expense reports and transferring expense data to other functional areas. Collaborates with experts in the District and other key business stakeholders to coordinate design decisions and drive value. Supports evaluation and identification of new technical solutions that make processes more efficient. Will support deployment of solution across the District	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Feb 08** Duration: (1) **Dec 08 – Aug 09**	– Design and build the complete, integrated management of all processes involved in a business trip and the travel expenses incurred – Configure settings to maintain procedure for accounting of travel expenses and the correct taxation in Payroll Accounting (HR) – Configure posting of the travel expenses in Financial Accounting (FI), and clearing in Controlling (CO) and Funds Management (FI-FM)	– Working knowledge of the M-DCPS Travel Management and expense processes – Excellent analytical and organizational skills – Excellent verbal and written communications skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Work well in teams – Committed to project success

Position #: F18 Role		
Budget Control Team Member	The Budget Control Team Member will work closely with the Financial Team to define the information and process required to support Budget Control within M-DCPS.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Feb 09**	– Participate in process workshops to define the information and data required to support Budget Control – Define future state processes and procedures	– Working knowledge of M-DCPS Budget Control – Excellent analytical and organizational skills – Excellent verbal and written communications skills

Position #: F18 Role		
		– Self-motivated and detail-oriented; capable of managing multiple tasks – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Work well in teams – Committed to project success

Position #: F19 Role		
Position Budget Control Team Member	The Position Budget Control Team Member will work closely with the Financial and HR Teams to define the information required supporting Position Budgeting within M-DCPS.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Jan 08 – Dec 08**	– Participate in process workshops to define the information and data required to support Position Budgeting – Define future state processes and procedures	– Working knowledge of M-DCPS Position Budgeting – Excellent analytical and organizational skills – Excellent verbal and written communications skills – Self-motivated and detail-oriented; capable of managing multiple tasks – Ability to recognize priorities and manage confidential and sensitive materials in a secure manner – Work well in teams – Committed to project success

HR AND PAYROLL FUNCTIONAL TEAM		
Position #: H1 Role		
Human Resource/ Payroll Lead	The Human Resource/Payroll Lead will manage the day to day activities of the HR and Payroll Teams. He/she will provide guidance to the Teams during design, delivery and implementation of new process and procedures. Ensure all aspects of project are documented according to project standards and procedures. The HR and Payroll Lead will report to the Integration Manager on project status and issues.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Develop and manage project plans for Business Team – Manage business team, assign tasks and monitor progress – Take ownership and responsibility for the definition and effective delivery of workable business solutions within their process area – Work closely with Integration Management to ensure successful Process and SAP Technical Team delivery – Provide quality control over all development activities and deliverable products, ensuring work delivered by team is consistent with project standards and procedures – Work with Business Areas, Internal HR and Project Management to recruit team members – Ensure communication with Process Owner and obtain approval and sign off for all deliverables – Ensure completeness of deliverables which includes program and testing documentation – Manage and resolve day-to-day Business team issues and risks, escalating to Project Management office as necessary – Regularly report progress, issues and risks to Project Management Office throughout each phase of the Business Transformation and Implementation – Communicate approach to team members and coach Business team members – Manage business process / system trade-offs in Process Area – Work with Business Teams to ensure integrated solutions are delivered – Estimate the resource requirements necessary to complete specific tasks and activities in the Integrated project plan – Plan and coordinate stakeholder involvement	– Leadership skills and team commitment – Strong communication skills – Solid understanding of and fully functional in M-DCPS Human Resource Business Process and Procedures – Excellent issue resolution and conflict management skills – Proactive leadership style – Knowledge of existing business process procedures and policies, including where needed any union specific contractual agreements – Working knowledge in Project Management, Business Process Design and Management, Information Management, Business Planning and Implementation, and Learning Management including coaching preferred – Basic appreciation in: Business Application and working knowledge of IT – Detailed understanding of the vision and objectives of the project – Committed to project success

Position #: H2 Role		
eRecruitment Lead	As the eRecruitment Team Lead you will coordinate your team's day to day activities. Ensuring that all M-DCPS business requirements with regard to your specific Recruitment needs are identified and a full gap analysis conducted. You will participate in defining the future state process and identify the integration points with other SAP environments and other systems. You will coordinate the tasks within your team to ensure that the SAP system is build to meet all the M-DCPS business needs for Recruitment. You will also ensure that project standards and procedures are followed and to report project status and issues to the HR and Payroll Leads. You will be required to participate in Process and Requirement Gathering Workshops to ensure full integration among the teams and to provide guidance in the design of the new system.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Jan 08 – Aug 09**	– Coordinate day to day team activities – Ensure that all project decisions, inputs, outputs systems and process future state vision are fully, clearly and accurately documented – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Monitor your team's work-plan and report any potential risks and issues to the HR and Payroll leads, immediately – Ensure that the SAP system settings are configured according to M-DCPS business requirements and all configuration is documented – Monitor the execution of Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Review interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Develop and manage detailed team project plan	– Full and extensive working knowledge of the current M-DCPS Recruitment processes and procedures – Extensive knowledge of all systems that the new SAP Recruitment system will have to integrate with – Know and understand the reporting requirements – Understand any legal or union agreements that could impact the configuration and settings within the new system – Working knowledge of the approval process, templates and forms used – Leadership skills and team commitment – Strong communication skills – Solid understanding of and fully functional in M-DCPS Recruitment Process and Procedures and the integration to HR – Working knowledge in process design and management – Objective Analytical skills – Good documentation and skills – Detailed understanding of the vision and objectives of the project – Committed to project success

Position #: H4 Role		
Organizational Management Team Member	The Organizational Management Team Member will work together with Business Process Owners, Finance and your Deloitte Consulting team to design the organizational structure and people reporting structure for M-DCPS. You will utilize your specific M-DCPS organizational expertise and business knowledge, to ensure the organizational structure meets the needs of the Business and that all aspects of the Organizational Structure are documented according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Jan 08 – Jul 09**	– Fully, clearly and accurately document systems and process for future state vision of M-DCPS – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Configure SAP system settings according to M-DCPS business requirements and document all configuration – Build Organizational Unit, Positions and Jobs – Work with Compensation Management to link the Salary structures to the Jobs – Work with Finance to link the cost center structure to the organizational structure – Execute and document Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Develop interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Assist in developing detailed team project plan	– Fully operational functional skills of the organizational and reporting structure and process area – Working knowledge in the M-DCPS process – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H5 Role		
Personnel Administration Lead	As the Personnel Administration Lead you will work with your Deloitte Consulting team to design, deliver and implement the SAP Personnel Administration processes and procedures to support Personnel Actions such as Hiring, Termination, Retirement, Leaves, Rehiring and maintenance of master data. You will utilize your specific Personnel Administration expertise and business knowledge to design and build the future Personnel Administration environment for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the	– Coordinate day to day team activities	– Fully operational functional skills of

Position #: H5 Role		
Personnel Administration Lead	As the Personnel Administration Lead you will work with your Deloitte Consulting team to design, deliver and implement the SAP Personnel Administration processes and procedures to support Personnel Actions such as Hiring, Termination, Retirement, Leaves, Rehiring and maintenance of master data. You will utilize your specific Personnel Administration expertise and business knowledge to design and build the future Personnel Administration environment for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
project: **100%** Duration: **Oct 07 – Aug 09**	– Ensure that all project decisions, inputs, outputs systems and process future state vision are fully, clearly and accurately documented – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Monitor your team's work-plan and report any potential risks and issues to the HR and Payroll leads, immediately – Ensure that the SAP system settings are configured according to M-DCPS business requirements and all configuration is documented – Monitor the execution of Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Review interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Develop and manage detailed team project plan	the M-DCPS Personnel Administration process area – Understand the personnel actions/events used at M-DCPS – Understand the business reporting requirements – Know and understand M-DCPS union agreements – Understand and know the regulatory requirements to be met by Master Data – Understand the different types of employees within M-DCPS – Working knowledge in process design and management – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H6 Role		
Personnel Administration Team Member	As a Personnel Administration Team Member you will work with your Deloitte Consulting team to design, deliver and implement the SAP Personnel Administration processes and procedures. You will utilize your specific Personnel Administration expertise and business knowledge to design and build the future Personnel Administration environment for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%**	– Fully, clearly and accurately document systems and process for future state vision of M-DCPS – Assist in gap analysis between M-DCPS	– Fully operational functional skills of the M-DCPS Personnel Administration process area – Understand the personnel

Position #: H6 Role		
Personnel Administration Team Member	As a Personnel Administration Team Member you will work with your Deloitte Consulting team to design, deliver and implement the SAP Personnel Administration processes and procedures. You will utilize your specific Personnel Administration expertise and business knowledge to design and build the future Personnel Administration environment for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Duration: **Jan 08 – Aug 09**	requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Configure SAP system settings according to M-DCPS business requirements and document all configuration – Execute and document Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Develop interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Assist in developing detailed team project plan	actions/events used at M-DCPS – Understand the business reporting requirements – Know and understand M-DCPS union agreements – Understand and know the regulatory requirements to be met by Master Data – Understand the different types of employees within M-DCPS – Working knowledge in process design and management – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H7 Role		
Benefits Lead	As the Benefits Lead you will work with your Deloitte Consulting team to design, deliver and implement the SAP Benefits processes and procedures. You will utilize your specific M-DCPS Benefits expertise and business knowledge to design and build the Benefits rules and plans for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Coordinate day to day team activities – Ensure that all project decisions, inputs, outputs systems and process future state vision are fully, clearly and accurately documented – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Monitor your team's work-plan and report any potential risks and issues to the	– Fully operational functional skills of the M-DCPS Benefits process area – Understand the personnel actions/events used at M-DCPS – Understand the M-DCPS Benefits eligibility rules – Understand the business reporting requirements – Know and understand M-DCPS union agreements – Knowledge of the Vendors used by M-DCPS and the specific requirements for Benefits information transmitted between

Position #: H7 Role		
Benefits Lead	As the Benefits Lead you will work with your Deloitte Consulting team to design, deliver and implement the SAP Benefits processes and procedures. You will utilize your specific M-DCPS Benefits expertise and business knowledge to design and build the Benefits rules and plans for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
	HR and Payroll leads, immediately – Ensure that the SAP system settings are configured according to M-DCPS business requirements and all configuration is documented – Monitor the execution of Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Review interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Develop and manage detailed team project plan	vendors and M-DCPS – Working knowledge in process design and management – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H8 Role		
Benefits Team Members	The Benefits Team Members will work closely with your Deloitte Consulting team to design and configure the SAP Benefits processes and procedures. You will utilize your specific Benefits expertise and business knowledge to ensure all aspects of Benefits are documented according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Aug 09**	– Fully, clearly and accurately document systems and process for future state vision of M-DCPS – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Configure SAP system settings according to M-DCPS business requirements and document all configuration – Execute and document Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Develop interface designs to the identified legacy systems and applications – Develop work procedures for user related	– Fully operational functional skills of Benefits process area – Working knowledge of the M-DCPS Benefits eligibility rules – Working knowledge in the M-DCPS process design – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

	to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Assist in developing detailed team project plan	

Position #: H9 Rolex		
Time Lead	As the Time Lead you will work with your Deloitte Consulting team to design, deliver and implement the SAP Time and Attendance processes and procedures. You will utilize your specific M-DCPS Time and Attendance expertise and business knowledge to design and build the Time and Attendance rules and work-schedules for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Responsibilities**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Coordinate day to day team activities – Ensure that all project decisions, inputs, outputs systems and process future state vision are fully, clearly and accurately documented – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Monitor your team's work-plan and report any potential risks and issues to the HR and Payroll leads, immediately – Ensure that the SAP system settings are configured according to M-DCPS business requirements and all configuration is documented – Monitor the execution of Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Review interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Develop and manage detailed team project plan	– Fully operational functional skills of the M-DCPS's Time and Attendance process area – Understand the Time rules and regulations specific to Differentials, Overtime, Time-off, etc. – Understand the M-DCPS Time Quota calculations and eligibility rules – Understand the business reporting requirements – Know and understand M-DCPS union agreements – Working knowledge in process design and management – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H10 Role		
Time Team Members	The Time Team Members will work closely with your Deloitte Consulting team to design and configure the SAP Time and Attendance processes and procedures. You will utilize your specific Time and Attendance expertise and business knowledge to ensure all aspects of Time and Attendance are documented according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Aug 09** Duration: (1) **Jan 08 – Aug 09**	– Fully, clearly and accurately document systems and process for future state vision of M-DCPS – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Configure SAP system settings according to M-DCPS business requirements and document all configuration – Execute and document Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Develop interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Assist in developing detailed team project plan	– Fully operational functional skills of Time and Attendance process area – Working knowledge of the M-DCPS Time and Attendance union rules, eligibility rules, Quotas calculations – Working knowledge in the M-DCPS process design – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H11 Role		
Payroll Lead	As the Payroll Lead you will work with your Deloitte Consulting team to design, deliver and implement the SAP Payroll processes and procedures. You will utilize your specific M-DCPS Payroll expertise and business knowledge to design and build the Payroll rules, features posting to the Financial environment for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Coordinate day to day team activities – Ensure that all project decisions, inputs, outputs systems and process future state vision are fully, clearly and accurately documented – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Monitor your team's work-plan and	– Fully operational functional skills of the M-DCPS's Payroll process area – Understand the payroll rules and regulations, deduction types, payment types, eligibility rules, taxation, etc. – Understand the M-DCPS integration between Time, Benefits HR, Payroll and Finance – Understand the business reporting requirements – Know and understand M-DCPS union agreements

Position #: H11 Role		
Payroll Lead	As the Payroll Lead you will work with your Deloitte Consulting team to design, deliver and implement the SAP Payroll processes and procedures. You will utilize your specific M-DCPS Payroll expertise and business knowledge to design and build the Payroll rules, features posting to the Financial environment for M-DCPS, according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
	report any potential risks and issues to the HR and Payroll leads, immediately – Ensure that the SAP system settings are configured according to M-DCPS business requirements and all configuration is documented – Monitor the execution of Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Review interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Develop and manage detailed team project plan	– Working knowledge in process design and management – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H12 Role		
Payroll Team Members	The Payroll Team Members will work closely with your Deloitte Consulting team to design and configure the SAP Payroll processes and procedures. You will utilize your specific Payroll expertise and business knowledge to ensure all aspects of Payroll are documented according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Dec 07 – Aug 09** Duration: (1) **Sep 07 – May 09** Duration: (1) **Jan 08 – Aug 09**	– Fully, clearly and accurately document systems and process for future state vision of M-DCPS – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Configure SAP system settings according to M-DCPS business requirements and document all configuration – Execute and document Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team	– Fully operational functional skills of Payroll process area – Working knowledge of the M-DCPS Payroll deductions, payments, frequencies, union rules, eligibility rules, taxation, payment, etc. – Working knowledge in the M-DCPS process design – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

	– Develop interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Assist in developing detailed team project plan	

Position #: H13 Role		
Employee Self-Service Member	The Employee Self-Service Team Member will work closely with your Deloitte Consulting team to design and configure the Employee Self-Service processes and procedures. You will utilize your specific Self-Service expertise, if currently used, and business knowledge to ensure all aspects of Employee Self-Service are documented according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Apr 08 - Jul 09**	– Fully, clearly and accurately document systems and process for future state vision of M-DCPS – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Configure SAP system settings according to M-DCPS business requirements and document all configuration – Execute and document Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Develop interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Assist in developing detailed team project plan	– Fully operational functional skills of Payroll process area – Working knowledge of the M-DCPS Employee Self-Service functionality, rules, union agreements, information that could be accessed, etc. – Working knowledge in the M-DCPS process design – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

Position #: H14 same as F18 but HR specific Role		
Budget Control Team Members	The Budget Control Team Members will work closely with your Deloitte Consulting team to design and the Budget Control processes and procedures. You will utilize your specific Budget Control expertise and business knowledge to ensure all aspects of Budget Control are documented according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Feb 08 – May 09**	– Fully, clearly and accurately document systems and process for future state vision of M-DCPS – Assist in gap analysis between M-DCPS requirement and SAP functionality, review and adopt new functionality in SAP – Review M-DCPS process requirements and suggest further enhancements and improvements where possible – Configure SAP system settings according to M-DCPS business requirements and document all configuration – Execute and document Unit, Integration and Parallel Testing – Define User Authorization profiles – Identify needs for systems development, specify requirements and review data requirements with Development team – Develop interface designs to the identified legacy systems and applications – Develop work procedures for user related to SAP system – Assist in the preparation and validation of end user training and documentation – Work with other teams to ensure an integrated end-to-end solution is delivered – Report delays and risks to team leads – Assist in identifying data to be cleansed – Assist in developing detailed team project plan	– Fully operational functional skills of Budget Control process area – Working knowledge of the M-DCPS Budget Control functionality, rules, union agreements, etc. – Budget Control Reporting Requirements knowledge – Working knowledge in the M-DCPS process design – Basic appreciation in: Project Management, Change Management, Planning and Implementation of new processes – Objective Analytical skills – Good documentation and communication skills – Committed to project success

CHANGE MANAGEMENT AND COMMUNICATION TEAM		
Position #: C1 **Role**		
Organization Readiness Lead	The Organization Readiness Lead will work with their Deloitte Consulting team to develop, manage and implement Service Delivery Strategy, Communication Strategy, Training Strategy, Organization Readiness Strategy and assist in the development and management and identification of Organization impacts due to process improvements and design	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Develop and maintain a communications strategy and supporting plan covering all MDCPS stakeholders – Participate in business process decisions and openly contribute new ideas to improve business processes – Advise PMO on Communications and Change issues – Mobilize and align leadership teams within SAP project and other MDCPS initiatives – Develop a retention plan for MDCPS project team members – Ensure consistency, professionalism and continuity in all communications – Manage the distribution of general program information and focused work package communication – Work closely with the Training and Communications Lead to define the training and communications approach – Manage the provision of training to core team members – Assess and where necessary, manage resolution of language issues in project deliverables (training materials, documentation, newsletters etc.) – Work with PMO, Business Teams, Systems Development to ensure change aspects and organization re-design implications are correctly understood and accounted for – Manage Training team and act as facilitator at training sessions – Work closely with PMO on project delivery issues, relevant to training plans – Agree scope and content of deliverables with PMO – Report progress and issues to PMO throughout the project – Develop feedback mechanisms to maintain communication between Business, Roll-Out and Training Teams	– Solid understanding of the Finance, Human Resource and Supply Chain processes and business organization – Solid understanding of MDCPS in relation to its integration with the SAP implementation – Commitment to project success – Fully operational in Change Management, Organization Development and Change, Learning Management – Working knowledge in: Project Management, Business Strategy Formulation, Business Process Design and Management – Basic appreciation of functional skill areas – Key competencies: Practical creativity, entrepreneurial drive, leadership, team commitment, influencing others – Working knowledge and relationship with Unions leads – Extensive exposure to business re-engineering initiatives especially within MDCPS – Large scale training efforts covering skills and knowledge transfer, as well as Business Process training – Intimate knowledge of MDCPS policies and procedures – Excellent presentation skills including presentation tools and technical support tools – Ability to understand the issues related to change and its implementation at MDCPS – Committed to project success

Position #: C2 **Role**		
Communications Specialist	As a Communications Specialist, you will assist in delivering Communication tools and support the process team in the development of the overall full process master list of all processes executed by the District / Schools.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the	– Develop and execute District / Schools	– Excellent communication and

Position #: C2 Role		
Communications Specialist	As a Communications Specialist, you will assist in delivering Communication tools and support the process team in the development of the overall full process master list of all processes executed by the District / Schools.	
Dedication	**Responsibilities**	**Skills Required**
project: **100%** Duration: (1) **Jan 08 – Aug 09** Duration: (1) **Mar 08 – Aug 09**	communication Plan – Induct new team members into project – Work with process teams and development teams to ensure change aspects and organization redesign implications are correctly understood and accounted for and communicated appropriately – Report progress and issues to lead throughout project – Develop feedback mechanisms to maintain communication between process and training team – Progress reports on project via multi media options – Working directly with internal communication to obtain approval for flyers, bulletins, project web page updates etc – Weekly, Monthly updates and attendance at District, School standing conferences and town hall meetings	interpersonal skills – Excellent business writing skills – Background in communications preferred – Strong understanding of current M-DCPS organization – Excellent facilitation skills – Experience in multi-dimensional delivery options to end user (i.e. web page, posters, flyers, pamphlets) – Practical creativity – Committed to project success

Position #: C3 Role		
Change Analyst	As a Change Analyst you will assist in delivering Communication tools, Change enablers, and support the process team in the development of the overall full process master list of all processes executed by the District / Schools.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Jan 08 – Aug09** Duration: (1) **Feb 08 – Aug 09**	– Participate in design and process workshops for the District and Schools – Develop and execute District / Schools Change Plan – Define District / Schools Change Plan – Conduct Change Workshops – Develop retention plan for project team members – Induct new team members into project – Work with process teams and development teams to ensure change aspects and organization redesign implications are correctly understood and accounted for – Work with process teams to incorporate job/role changes in SAP – Report progress and issues to lead throughout project – Develop feedback mechanisms to maintain communication between process and training team	– Fully operational in: Change Management, Organization Development and Change, Learning Management – Working knowledge in process design – Basic appreciation for business functional areas – Practical creativity, influencing skills – Experienced in policies, process and procedures – Excellent presentation skills including presentation tools and support tools – Committed to project success

Position #: C4 Role		
Training Lead	The Training Lead will work with your Deloitte Consulting team in developing training strategy and building training organization. Together will deliver focused training classes and evaluation method to enable the organizational change and retention of new business procedures and policies. Develop curriculum and training program execution in time for each Release go-live.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Feb 08 – Aug 09**	– Develop Training work plan and manage schedule and deliverables – Develop overall training strategy and program design – Provide advice and guidance to M-DCPS training organization on building ongoing training for end users – Manage the provision of training to core team members – Plan and coordinate stakeholder involvement – Identify business and technology drivers that must be supported by technical training – Guide the direction of technical training department, including training standards, curriculum design principles, training evaluation strategies and testing / certification strategies – Oversee development – Develop feedback mechanisms to maintain communication between process teams, roll-out teams and training teams	– Solid understanding of all process areas and the organization of M-DCPS – Committed to project success – Fully operational in: Change Management, Organization Development and Change – Working knowledge in: Project Management, Business Strategy Formulation, Process Design and Management – Basic appreciation in functional skill areas – Key competencies include: practical creativity, entrepreneurial drive, leadership, and influencing others – Excellent communication skills – Extensive exposure to business transformation within M-DCPS – Knowledgeable of HR policies, processes and procedures – Broad work experience – Excellent presentation skills including experience in presentation tools and technical support tools

Position #: C5 Role		
Training Coordinator	As a Training Coordinator you will assist in developing focused training classes and educate end users in their specific knowledge area. Deliver work products to ensure retention of business knowledge	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **May 08 – Dec 08**	– Assist in identifying the overall approach for end user training – Develop training curriculum plan based on functional decomposition (e.g. courses) – Perform role to position mapping based on processes scripts/flows and audience analysis – Develop detailed course outlines based on scripts – Develop training materials for each course – Provide specialized knowledge of SAP – Establish processes to ensure ongoing maintenance of training courses to reflect District / School changes and retain system knowledge – Educate, train and coach trainers	– Effective communication skills – Prior experience in developing training materials – Strong presentation and communication skills – Good working knowledge of both the new system and the District and Schools – Prior experience in Technical Writing – Excellent documentation skills – Working knowledge of SAP in one or more functional areas – Experience in using training delivery systems and instructional technology – Intercultural sensitivity – Committed to project success

Position #: C5 Role		
Training Coordinator	As a Training Coordinator you will assist in developing focused training classes and educate end users in their specific knowledge area. Deliver work products to ensure retention of business knowledge	
Dedication	**Responsibilities**	**Skills Required**
	– Deliver training to the end users	

Position #: C6 Role		
Training Developer	As a Training Developer you will work with your Deloitte Consulting team to develop system documentation, procedures, and training materials within timelines while adhering to writing standards and templates. In addition, this person teaches users how to use the SAP System to perform the tasks associated with their roles.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Apr 08 – Jun 09** Duration: (1) **May 08 – Jun 09** Duration: (2) **Jun 08 – Jun 09** Duration: (1) **Jul 08 – Jun 09**	– Deliver training to target groups and evaluate the training – Develop end user documentation and training material, including presentations, data for demonstrations and exercises, instructor guidelines, training aids, online help, simulations, and procedures based on District and industry standards – Research, learn, and document District policies and procedures, and report any problems or discrepancies to technical and business teams – Facilitate integration/acceptance testing – Communicate individual status of projects – Develop and maintain training data – Leverage assistance of Super Users and Testers to ensure that the curriculum meets the business requirements – Coordinate with training and documentation management to ensure training issues are identified and resolved – Manage classroom timelines and solve any problems that arise in class – Communicate any issues that arise during training, such as database problems and system access – Prepare lessons before class to ensure smooth, accurate delivery – Coach end users on adult learning and delivery mechanisms	– Experience in providing training – Excellent written, verbal, and presentation skills – A working knowledge of an assigned business application area (s) – Application software skills, including presentation, spreadsheet, and work processing applications – Ability to teach adults the "soft" skills necessary to train effectively, i.e., training methodology, presentation skills, training material usage, etc. – Ability to customize curriculum – Ability to consult on adult learning strategies and delivery mechanisms. – Will have aptitude to rapidly develop proficiency with SAP, and ability to effectively write training materials – Be extremely detail oriented regarding every step required to enable the business process and transaction to successfully, from start to finish and where applicable – Be able to work with users with varying skill levels and learning – Committed to project success

TECHNOLOGY TEAM		
Position #: 11 Role		
Technology Lead	As the Technology Lead you will be required to provide overall leadership on a day-to-day basis to the following teams: Security, Applications Architecture and Data Architecture, Technical Infrastructure, Systems Development and Business Warehouse	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Manage technical application design, construction and implementation activities for Reports, Interfaces, Conversions, Authorization objects and Enhancements – Work with PMO to manage project scope to meet budget and schedule – Provide quality control over all development activities and deliverable products – Ensure completeness of deliverables which includes program and testing documentation – Provide leadership to the technical teams – Responsible for final decisions in the technical area regarding resource applications, priority setting, negotiations, problem resolution and risk management strategies – Plan and coordinate stakeholder involvement – Implement projects technology policies and procedures – Manage relationships between hardware and software vendors – Manage development, installs and maintenance of software tools used by application developers/programmers – Develop, manage, and monitor Technology project plan; establish and communicate key milestones to sub-team leads – Manage relationships with the key IT areas that are not dedicated to the project (e.g. Data center, Operations, system administration, security/firewall/SSO) – Drive key decisions as they relate to the planning, design, development, and deployment of the Technology thread areas – Manage integration between all project teams on technology-related activities – Provide recommendations to executives and project management on Technology thread related topics and issue	– Solid understanding of MDCPS information systems capabilities and organizations – Fully operational in: Data Management, Application and working knowledge of IT – Working knowledge in: Infrastructure Planning and Implementation, Operations and Services Management, Application Delivery, Information and Knowledge Management – Solid understanding current IT initiatives within MDCPS and is able to interact with key IT stakeholders – Excellent issue resolution and conflict management skills – Proactive leadership style – Knowledge of existing systems, databases, and system landscapes – Objective analytical power, clarity of purpose, practical creativity – Understanding on change control processes – Committed to project success

Position #: I2 Role		
Basis and Infrastructure Lead	The Basis and Infrastructure Lead will provide support and assistance in the build of all landscapes required to deliver a successful project. Manage the day-to-day performance of the system, and ensuring business continuity throughout the life of the project. System Infrastructure set up including middleware and web technology, performing all team member functions as a backup as well. Support Project Management evaluating and choosing tools for project.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Oct 07 – Aug 09**	– Develop system backup and recovery strategy – Develop promote to production strategy – Lead technical team to ensure high quality technical solutions to agreed project standard – Execute system performance and tuning as required – Manage resource requests across teams – Work closely with Integration Manager and PMO to ensure successful delivery by providing insight to technical issues – Work closely with team members to manage the technical environment: performance tuning, creation of clients, client refreshes, application upgrades, patches etc – Regularly report progress, issues and risks to PMO – Produce technical documentation – Support project process and development teams	– Experience in managing technical infrastructure projects – Fully operational in: data management, application and working knowledge of IT – Working knowledge in: infrastructure planning and implementation, operations and services management, application delivery, information and knowledge management – Objective analytical power, clarity of purpose, practical creativity, entrepreneurial drive, and team commitment. – At a minimum, basic understanding of SAP ABAP and DB2 and detailed knowledge of SAP Basis functionality – Committed to project success

Position #: I3 Role		
Basis Team Member	As a Basis Team Member you will support all project teams by working with your Deloitte Consulting team to develop identified systems development objects according to business requirements and project standards. Deliver high quality and efficient programs that are tested and thoroughly documented.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Nov 07 – Aug 09** Duration: (1) **Dec 07 – Aug 09** Duration: (1) **Feb 08 – Aug 09**	– Help build application set up according to specifications provided – Perform technical functions and activities to support the promote to Production Strategy – Produce technical solutions to business requirements – Perform technical tests of deliverables and gain business test sign-off to validate expected results of stress test results – Propose and execute system performance tuning activities – Coordinate user authorizations – Produce technical documentation – Support project process and development team	– Experience in building and supporting IT environments – Working knowledge in process and structural change support, application and working knowledge of IT, business process design and management – System administration tools – Objective analytical power, team commitment and drive – Committed to project success

Position #: 14 Role		
Application Development Lead	As the Application Development Lead you will assist in the project tool selection; define project standards for Systems Development objects and Application Architecture. Manage day-to-day activities in development of all objects across all three releases.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Nov 07 – Aug 09**	– Establish Systems Development standards (programming and request handling) and ensure consistent usage – Execute program performance evaluation and tuning – Develop strategies for interfaces, reports, conversions, enhancements, forms, workflow – Manage technical application design, construction and implementation activities for development objects – Participate in the design of data extracts from legacy systems – Execute technical reviews with process teams to validate requirements understood – Track daily progress on development objects and report status to Project Management as required – Identify and deploy the appropriate user resources to support the systems development effort – Provide quality control over all development activities and deliverable products – Ensure completeness of deliverables including program and testing documentation	– Knowledge of existing applications / data – Strong analytical skills – Understanding of business process – Strong verbal, written and organizational skills – Experience in managing large complex development projects – Solid understanding of IT and existing systems – Understanding of Change Control – Committed to project success

Position #: 16 Role		
Application Development Team Sub Lead (HR and Payroll)	As the Application Development Team Sub Lead you will assist in defining project standards for Systems Development objects and Application Architecture with specific reference to HR and Payroll. Manage day-to-day activities in development of all objects across all three releases	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Jan 08 – Jun 09**	– Establish Systems Development standards (programming and request handling) and ensure consistent usage – Execute program performance evaluation and tuning – Develop strategies for interfaces, reports, conversions, enhancements, forms, workflow – Manage technical application design, construction and implementation activities for development objects – Participate in the design of data extracts from legacy systems – Execute technical reviews with process teams to validate requirements understood	– Knowledge of existing applications / data – Strong analytical skills – Understanding of business process – Strong verbal, written and organizational skills – Experience in managing HR and Payroll development projects – Solid understanding of IT and existing systems – Understanding of Change Control – Committed to project success

Position #: I6 Role		
Application Development Team Sub Lead (HR and Payroll)	As the Application Development Team Sub Lead you will assist in defining project standards for Systems Development objects and Application Architecture with specific reference to HR and Payroll. Manage day-to-day activities in development of all objects across all three releases	
Dedication	**Responsibilities**	**Skills Required**
	– Track daily progress on development objects and report status to Project Management as required – Identify and deploy the appropriate user resources to support the systems development effort – Provide quality control over all development activities and deliverable products – Ensure completeness of deliverables including program and testing documentation	

Position #: I7 Role		
ABAP Developer	As an ABAP Developer you will be required to work closely with the Functional Team Members to translate Functional Specifications into Technical Specifications and then code and execute initial testing on development objects for Forms, Reports, Interfaces, Conversions, Enhancements and Workflow	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Feb 08 – May 09** Duration: (2) **Mar 08 – May 09** Duration: (2) **Apr 08 – Jul 09** Duration: (1) **May 08 – Aug 09**	– Work with functional teams to define development requirements and resolve issues – Perform technical application design, construction and implementation activities for Forms, Reports, Interfaces, Conversions, Enhancements, Workflow – Ensure completeness of deliverables which includes program and testing documentation – Participate in program and performance tuning activities	– Experience in technical design of technical components – Experience in programming – Experience in testing of developed code – Committed to high quality standards – Committed to project success

Position #: I8 Role		
Portal Administrator	The Portal Administrator will perform Basis activities for the SAP EP environments including: installation and configuration, application of OSS notes, technical troubleshooting, system monitoring, and testing support. Work closely with Basis lead to design and support the SAP EP landscape. Collaborate with M-DCPS IT to ensure seamless integration with the existing enterprise portal infrastructure, as appropriate. Support testing and promotion of portal objects through the system landscape.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%**	– Build Portal strategy – Assist in designing portal content – Utilize standard portal I-views to support M-DCPS business needs	– Java-based application administration experience – Portal content administration experience

Duration: **Feb 08 – Jul 09**	– Develop custom I-views as required – Design security profiles to support single sign-on	– Systems monitoring and performance tuning – General Basis administration – Committed to project success

Position #: 19 Role		
Portal Developer	The Portal Developer will work with their Deloitte Consulting team to design, code, and test the custom SAP portal objects to enable end-user access to the SAP application. Collaborate with M-DCPS IT to ensure seamless integration with existing enterprise portal, as appropriate, and compliance to portal development standards. Support testing and deployment of portal objects through the system landscape.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Feb 08 – Jul 09** **Apr 08 – May 09**	– Web report coding, deployment and customization – Assist in testing and training of web front-end tool – Ensure completeness of deliverables which includes program and testing documentation – Participate in program and performance tuning activities	– SDLC knowledge and experience – Strong technical knowledge of portal architecture design and application integration – Java design, coding, and testing experience – SAP webdynpro programming language training – Work with functional and business team members to validate design and support testing efforts – Works well in teams – Committed to project success

Position #: 110 Role		
Legacy Conversion Developers	As a Legacy Conversion Developer you will work with the SAP ABAP conversion developers to design and build legacy extraction programs for data conversion into the SAP system.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (3) **Apr 08 – Jul 09** Duration: (1) **Jul 09 – Jul 09**	– Work with functional teams to define development requirements with regard to data that should be converted from the legacy system to SAP – Provide data mapping – Ensure completeness of deliverables which includes program and testing documentation – Participate in program and performance tuning activities	– Strong technical and programming skills – Knowledge of existing legacy systems and data element information – Strong team player – Strong verbal, written and organizational skills – Willingness to learn – Strong documentation skills – Committed to high quality standards – Committed to project success

Position #: 111 Role		
Legacy Interface Developers	As a Legacy Interface Developer you will work closely with the SAP ABAP interface developers to design and build interfaces either inbound from the legacy systems or outbound to the legacy systems	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (3) **Apr 08 – Jul 09**	– Work with functional teams to define development requirements with regard to data that should be interfaced from or to the legacy system – Work with Technical teams to define technical data mapping and specifications – Ensure completeness of deliverables	– Strong technical and programming skills – Knowledge of existing legacy systems and data element information – Strong team player – Strong verbal, written and

	which includes program and testing documentation – Participate in program and performance tuning activities	organizational skills – Willingness to learn – Strong documentation skills – Committed to high quality standards – Committed to project success

Position #: I12 Role		
Security and Controls Lead	The Security and Controls Lead Manage with their Deloitte Consulting team, the ERP Security Team. In addition to project planning and management tracking the individual will be responsible for determining the appropriate security strategy and solutions for the business processes supported by the ERP implementation.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Nov 07 – Aug 09**	– Establish project requirements, priorities and deadlines. – Work with process experts in the field to transfer process knowledge and to develop transition plans for current processes and activities to migrate to identify best practices. – Monitor project progress and adjusts resources and priorities accordingly. – Prepare and present progress reports for management. – Provide technical oversight on security integration of SAP ECC, NetWeaver and Enterprise Directory – Provide guidance on current Controls and future M-DCPS vision	– Knowledge of existing security and controls within M-DCPS – Working knowledge of data sensitivity issues – Strong analytical skills – Understanding of business process – Strong verbal, written and organizational skills – Understanding of Change Control – Committed to project success o strong understanding of business process as it relates to: o the effectiveness and efficiency of the District operations o Key risk areas that will require additional security attention o Compliance with applicable laws and regulations (privacy acts, etc

Position #: I13 Role		
Security and Controls Analyst	As a Security and Controls Analyst, you will be responsible with your Deloitte Consulting team for establishing and maintaining SAP security policies and procedures, coordinating SAP information security communications to the user community, establishing SAP security requirements for new software/hardware, maintaining established SAP security configuration, conducting SAP security incident investigations, and ensuring that SAP security measures are being appropriately implemented, administered, monitored, and modified in response to business conditions.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: (1) **Jan 08 – Aug 09** Duration: (1) **Apr 08 – Aug 09**	– Identify and assist in the resolution security and business controls issues – Confirm the integration of business controls and security activities with other teams – Assist in determining M-DCPS security and control requirements for development and production environments – Define security roles to positions – Test and determine if security and controls have been developed as defined	– Working knowledge of internal business and system security and controls within M-DCPS – Ability to work as a team member – Strong communication skills – Strong analytical skills – Committed to project success

Position #: I14 Role		
Business Intelligence Lead	As the Business Intelligence Lead you will work closely with your Deloitte Consulting team to manage and direct the Business Intelligence Team to design and build the Business Intelligence processes and procedures. You will utilize your specific Business Intelligence expertise and business knowledge to ensure all aspects of the M-DCPS Business Intelligence/Data Warehousing are documented according to project standards and procedures.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Nov 07 – Aug 09**	– Manage and direct the Business Intelligence Team through all phases of the project – Work closely with Deloitte Consulting team in the design and configuration of the SAP BW info providers and extractors – Guide the team in developing and building logical data model designs – Manage teams configuring SAP BW – Work with Project Manager, Phase Integration Manager and Functional Leads to identify and obtain resources – Manage work product and deliverable creation – Monitor and report team progress against plan – Work with other team leads to confirm integration across teams	– Knowledge of existing security and controls within M-DCPS – Working knowledge of data sensitivity issues – Strong analytical skills – Understanding of business process – Strong verbal, written and organizational skills – Understanding of Change Control – Committed to project success

Position #: I15 Role		
Functional Business Intelligence Analyst	As a Functional Business Intelligence Analyst you will work with the Data Warehouse Developer to design and build the Business Intelligence processes and procedures in the new SAP environment.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project: **100%** Duration: **Jan 08 – Aug 09**	– Develop and build functional report specifications – Con SAP BW to support reporting requirements – Configure and unit test the reports within the SAP BW system – Document gap analysis and define the resolution process – Identify and raise reporting design issues to BW Team Lead	– Knowledge of M-DCPS business processes. – Experienced with the Business Warehouse Administration – Basic interpersonal skills, including the ability to lead and participate in team workshops. – The ability to work effectively in a diversified team; guiding and supporting project team members – Strong analytical skills – Committed to project success

Position #: I16 Role		
Data Warehouse Developer/ Analyst	As a Data Warehouse Developer/ Analyst you will provide knowledge and understanding of the software and the business processes which it supports. You will help design how the required information requirements may be represented in the BW configuration, and transfer application design and configuration knowledge to reporting team lead and other team members.	
Dedication	**Responsibilities**	**Skills Required**
Dedication to the project:	– Configure SAP BW to support reporting requirements	– Knowledge of M-DCPS business processes.

Position #: I16 Role		
Data Warehouse Developer/ Analyst	As a Data Warehouse Developer/ Analyst you will provide knowledge and understanding of the software and the business processes which it supports. You will help design how the required information requirements may be represented in the BW configuration, and transfer application design and configuration knowledge to reporting team lead and other team members.	
Dedication	**Responsibilities**	**Skills Required**
100% Duration: **Mar 08 – Aug 09**	– Configure and unit test the data targets within the SAP BW system – Document gap analysis and facilitate the resolution process – Identify and raise system design issues to BW Team Lead	– Basic understanding of BW Admin Workbench – Basic interpersonal skills, including the ability to lead and participate in team workshops. – The ability to work effectively in a diversified team; guiding and supporting project team members – Basic writing and presentation skills, including working knowledge of Microsoft Word, Excel, and PowerPoint. – Strong analytical skills – Committed to project success

Table 2.2.3 – District Team Roles and Descriptions

2.3 Project Work Plan

The Project Work Plan will be deliverables-based and aligned with the multi-release functional rollout approach. The Project Work Plan will outline specific Deliverables, tasks, resources, duration and dependencies and will be a critical tool for managing the project schedule. At a detail level, the Project Work Plan will consist of the following three levels of individual plans:

2.3.1 Milestone Plan

The milestone plan will represent a high-level view of the project with target dates for each phase or major breakdown of work within a phase. Status against all open milestones will be measured and managed closely by the Project Management Office.

2.3.2 Integrated Plan

The integrated view of the work plan will consist of a consolidated view of all individual team plans. The project management team will use this view of the project to gather status information from each team and the project as a whole.

2.3.3 Individual Team Plans

Individual team plans will show a team-level view of activities and tasks. These plans will map to the phases and timelines indicated in the milestone plan and cover all areas of work that are in scope for a particular team and identify critical integration points between teams. Team plans will be managed by individual team leads.

Deloitte Consulting will develop the initial draft of the Project Work Plan; both Deloitte Consulting and M-DCPS will have joint responsibility for refining and managing the Project Work Plan during the Vision and Plan Phase, and on-going throughout each of the phases of the project. Deloitte Consulting will be responsible for actual maintenance of the Project Work Plan document after mutually agreeing with M-DCPS on status of tasks, using either Microsoft Project or another software tool mutually agreed upon by Deloitte Consulting and M-DCPS. Deloitte Consulting will also utilize a Project Controller to assist the team leads and Project Management in tracking progress against the Project Work Plan and Budget. Deloitte Consulting will update the Project Work Plan and monitor the project on a weekly basis. Both Deloitte Consulting and M-DCPS will closely manage deviations from the plan and take corrective action where appropriate.

2.4 Project Staffing Plan

The Project Staffing Plan is contained in Appendix B.

2.5 Deliverable Review and Acceptance Process

Acceptance of Deliverables is a critical activity that provides an opportunity to review the content and quality of the Deliverable, to verify that it conforms in all material respects to predetermined acceptance criteria. The process for Acceptance of Vendor-prepared Deliverables will be as per Agreement. The step-by-step procedures for Acceptance, including M-DCPS-prepared Deliverables, will be determined during the Vision / Plan Phase on the project.

2.6 Project Status Reporting

Project Deliverables will include a weekly team status report for each of the functional and technical teams as well as periodic status reports for Executive Steering Committee, Senior Management briefings and other Project committees. Team Leads are responsible for producing the team status reports; the Project Managers are responsible for the preparation of the periodic status reports. Deloitte Consulting will generally take the lead in providing direction to produce such reports, with active M-DCPS participation. However, School Board staff may have to support the project team with the content and reporting level requirements , for communication to the field and for Monthly Board Meetings during the project and must be fully prepared to assume that role.

Each Team Lead will review the complete status report package for the week to stay informed on cross-team issues and potential integration points. Outstanding questions will be addressed during the weekly progress/status meeting that all team leads will attend.

The following information will be captured in weekly status reports:

1. Key milestones and accomplishments for the week.
2. Progress against plan: What is behind and ahead of schedule and why?
3. Yellow Flags: What upcoming issues can be addressed and mitigated now - before they become Red Flags? Red Flagged items are loaded into the ThreadManager™ Issue Database for tracking and mitigation purposes.
4. Next Steps: What will the team be focused on next week?

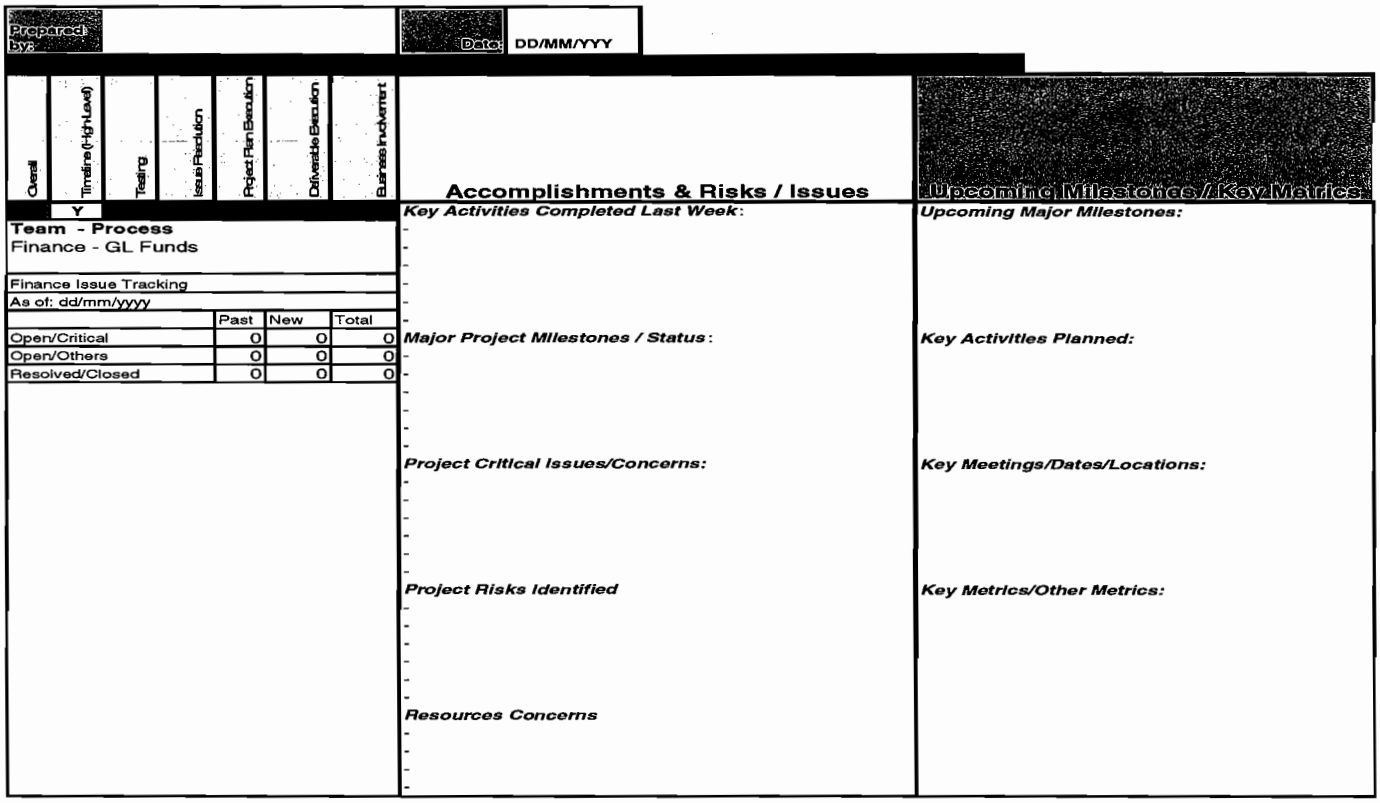


Figure 2.6 Sample Project Status Report

2.7 Team Meetings

The following sample of Team Meetings is suggested. During Vision & Plan the final schedule of regularly occurring meetings will be confirmed. In each case the potential attendees include both the Deloitte Consulting and M-DCPS individuals filling the role.

Type of Meeting	Objectives	Potential Attendees
Project Progress/Status Reporting (Entire project lifecycle)	• Review progress against plan • Review schedule/assignments as necessary • Identify & discuss major issues/roadblocks to successful implementation	• Project Manager • Phase Manager • All Team Leads
Team Progress/Status Reporting (Entire project lifecycle)	• Review progress against plan • Review schedule/assignments as necessary • Identify and discuss major issues/roadblocks to successful integration with other teams and overall implementation	• Team Lead • Team Members
Change Control (Key Phases)	• Review summary status for integration, parallel, stress and cutover/conversion activities • Review all bugs with the status of "Pending Approval" in ThreadManager™ • Review daily transports	• Testing Team Leads • Team Members • Process Leads • Infrastructure Team Lead

Type of Meeting	Objectives	Potential Attendees
Steering Committee (Entire project lifecycle)	• Review project financials • Review project progress against plan • Review resource issues • Resolution of financial, negotiated and legislative issues	• Steering Committee • Project Director • Project Manager
Advisory Committee (Entire project lifecycle	• Provide next level decision making for project team • Provide communications to project team on business changes anticipated and impact • Act as project advocates and champions back in the field • Provide advice and business guidance to project team • Ensure all end-users are trained	• Advisory Committee • Department Leaders • Business Process Owners • Internal Audit
Principal Office (Entire project lifecycle	• Provide feedback and input on decisions for project team • Act as project advocates and champions back in the field • Review prototypes and new process designs • Provide advice and guidance to project team	• Principals • Project Manager • Project Director • School Administrator

Table 2.7 – Sample Team Meetings

2.8 Project Issue Management and Escalation Process

Project issues are challenges to the team that if not resolved will prevent the successful implementation of the project. The following are examples of the type of issues that are classified as project issues:

People – Lack of resources, the wrong resources, or uncooperative resources

System – Software bugs

Process – The need to decide on a change in business process.

The Issue Management process steps that will be followed by all team members of this project, including for issues related to the Baseline Software include:

1. Analyzing and prioritizing the issue
2. Identifying and discussing alternatives and agreeing upon resolution for non-software related issues
3. Identifying, coordinating, programming, testing and implementing resolutions for software-related issues
4. Coordinating issues with project teams and escalating if necessary
5. Communicating resolution of issue

Deloitte Consulting will assist M-DCPS in relation to an issue that is related to the Baseline Software, in whole or in part. Deloitte Consulting and M-DCPS may exercise the issue escalation procedures and processes each has in place with the Software Vendor. In this way, both Parties will leverage their respective relationships with the Software Vendor to maximize the timely resolution of such problems.

Issues that result in a change in the established project scope, schedule, budget or approved Project Deliverables must be routed through the project change control process described in Section 2.9 – Project Change Control Process of the Statement of Work. Once an issue is closed the resolution will be communicated to the affected resources both internal and external to the project by the issue owner.

It is the responsibility of the Deloitte Consulting and M-DCPS Team Leads to actively manage the issue resolution process. This includes the adjustment of action items, due dates and resources in order to provide timely resolution of each issue. Deloitte Consulting will generally take the lead in such activities, with active District participation. M-DCPS staff may have to support the project team as needed at various times during the project and must be fully prepared to assume that role.

Issues that involve more than one functional team become the responsibility of the Project Managers and Integration Managers both from Deloitte Consulting and M-DCP. If the issue owner cannot resolve an issue by the required date assigned when opened, it will be escalated according to the following hierarchy, for no more than the number of days indicated:

(i) Escalate to the Deloitte Consulting and M-DCPS Functional Team Leads after no more than one business day

(ii) Escalate to the Deloitte Consulting and M-DCPS Project Managers after no more than three business days

(iii) Escalate to the Deloitte Consulting Project Partner and M-DCPS Executive Director after no more than two business days

(iv) Escalate to Advisory Committee after more than two business days

(v) Escalate to the Executive Steering Committee after no more than two business days.

(vi) Issues that cannot be resolved by the process described above will be resolved in accordance with Section 16 a of the Agreement.

2.9 Project Change Control Process

The Project Change Control Process will include the following steps:

1. Change Request Recording
2. Change Request Evaluation
3. Assessment of impact of the change to the project
4. Change Request Thresholds
5. Change Request Implementation and Acceptance Procedures
6. Composition of a Change Control Review Board
7. Integration of the requirements changes into the SAP system implementation
8. Approvals required for change requests
9. Documentation of the requirement and technical changes resulting from a Change Order

At the start of the project, the Project Managers and Integration Managers will develop a step-by-step Change Control process to cover the above mentioned points. Deloitte Consulting and M-DCPS will utilize the ThreadManager™ tool. ThreadManager™ will be accessible to all key project team members, subject to license approval.

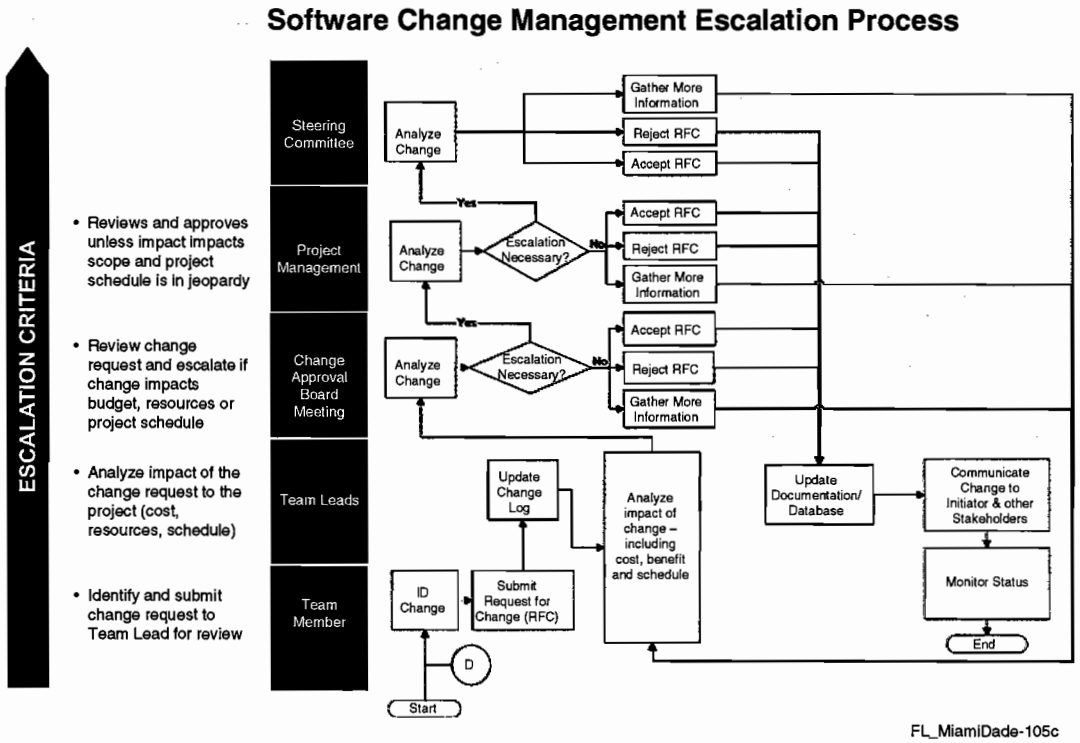


Figure 2.9 – Sample Change Control Management Process

Section 3.0

Third Party Software and Tools

3.1 Third Party Software

Deloitte Consulting's performance is dependent on M-DCPS' acquisition of the software identified below.

3.1.1 Third Party Software to be supplied by M-DCPS

The following third party software will be acquired and supplied by M-DCPS. M-DCPS will be responsible to ensure the correct version of all Software which they are providing.

3.1.1.1 SAP ERP Software

M-DCPS will be responsible for purchasing all SAP licenses, SAP software components, installation of SAP software required for Deloitte Consulting to carry out services at the current agreed upon Fixed Price, for the project prior according to the Project Plan. M-DCPS will provide access to all Vendor project team resources to the SAP software. The following table presents the versions of SAP to be implemented.

SAP Component	Version
SAP ERP Business Suite : Financial Management	SAP ERP 2005 (ECC 6.0)
SAP ERP Business Suite : Human Capital Management	SAP ERP 2005 (ECC 6.0)
SAP ERP Business Suite : Supply Chain Management	SAP ERP 2005 (ECC 6.0)
e-Recruitment	V 6.0
Financial Supply Chain –Biller Direct	V 1.5
SAP Procurement for Public Sector	V 4.72
SAP Program Management for Public Sector	V 4.72
SAP xApp Resource and Portfolio Management	V 4.0
Exchange Infrastructure (XI) Base Engine	V 3.0
Virsa Compliance Calibrator by SAP for Public Sector	V 5.2 NW04
U.S. Payroll Tax Processing (TaxFactory)	V 7.0M
SAP Productivity Pak by RWD	V 2.0

3.1.1.2 The Mercury Interactive Automated Testing Software Suite

The Mercury Interactive Testing suite of products identified below will facilitate the automation of M-DCPS' Integration and Performance testing efforts for the SAP Business Suite implementation project.

	Quantity
Mercury SAP Platform Integration - Perpetual License	1
Change Impact Testing for SAP Solutions – Perpetual License	1
Mercury Functional Testing – Term Site Concurrent License	10
Mercury TestDirector®	
Test Director for Quality Center 9.0 with BPT – 5 Pack Perpetual Site Concurrent License	1
Test Director for Quality Center with BPT (Perpetual Site Concurrent License)	20
Mercury LoadRunner™	
LoadRunner 8.1 Controller & Monitors – Perpetual License	1
LoadRunner SAP Virtual Users Bundle – Perpetual License	2,200
LoadRunner Remote Access Virtual Users Bundle – Perpetual License	2,200
LoadRunner SOA Virtual Users Bundle – Perpetual License	2,200
5 Year Maintenance for above Mercury Testing Software Suite	1

Table 3.1.1.1 – The Mercury Interactive Automated Testing Software Suite

3.1.1.3 System/Database Backup and Batch Management

System/Database Backup: M-DCPS will use the enterprise-level system and database backup products Veritas, which is supported by SAP. An extension to the existing licenses will be required to support the SAP environments. Additionally, the required licenses for the SAP agent will need to be procured.

Batch Management: M-DCPS will utilize existing BMC Enterprise batch scheduling functionality.

3.1.1.4 ReadSoft Automated Invoicing

ReadSoft is an integrated invoice processing software product that is compliant with SAP. M-DCPS will be responsible for all activities around configuration, support and maintenance of the product. Deloitte Consulting will integrate the ReadSoft consulting team as part of the overall project team and work with both M-DCPS and ReadSoft during the project with the goal to design the new process and implement the business requirements.

3.1.1.5 BSI Tax Factory

BSI Tax Factory is an integrated U.S Payroll Tax / Deferred Income tax calculation and compliance management software product that is compliant with SAP. M-DCPS will purchase this additional bolt-on software from SAP. Deloitte Consulting will work with M-DCPS to install, configure and maintain the BSI product throughout the project.

3.2 Supplemental Tools – Deloitte Consulting Supplied

Deloitte Consulting will provide two supplemental tools at no additional cost to M-DCPS to supplement our Enterprise Value Delivery™ (EVD) Methodology: ThreadManager™ and School District IndustryPrint™. ThreadManager™ and the customized "M-DCPSPrint" version of School District IndustryPrint™ will remain with M-DCPS after the conclusion of the project. Deloitte Consulting does not provide upgrades to these tools once installed at M-DCPS.

3.2.1 ThreadManager™

ThreadManager™ is an MS SQL Server- and MS Access- based management tool developed by Deloitte Consulting to facilitate and coordinate project deliverables, communications, scheduling and issue management. ThreadManager™ significantly reduces duplication of information often found on large ERP products. It is designed to share and reuse information throughout all project phases and across all project threads. Thread Manager will be utilized by the project team subject to license grant as detailed in Section 7.2 of the Agreement.

ThreadManager™ is made up of the following characteristics:

1. Common, tab-oriented interface
2. On-line data-entry screens
3. Browse mode to scan records
   - 3.a. Filters can be applied to browse screens to limit the records displayed
   - 3.b. From browse screen, users can drill down to see additional detail for each record
4. Control-table driven
   - 4.a. Enables project-specific customization
5. Drop-down boxes
   - 5.a. Minimize data entry/error
   - 5.b. Speed entry
6. Flexible MS Access query and reporting capability

Deloitte Consulting's ThreadManager™ is a vendor technology two-tiered application. An MS Access front-end application resides on the user's workstation and the MS SQL Server back-end database resides on a network server. The application uses linked tables to read and write to the database.

3.2.2 IndustryPrint™

Deloitte Consulting's IndustryPrint™ is a vendor technology repository of predefined, industry-specific business process models used for jump-starting SAP Business Suite system implementation projects. IndustryPrint will be utilized by the Deloitte Consulting project team to assist in the creation of the M-DCPSPrint documentation. The process model represents three levels: process, sub process, and business activity.

Through IndustryPrint™, key industry issues are identified and translated into specific business solutions.

The business process models serve to:

1. Provide a visual process flow of the business environment

2. Establish a common language for business process designers, system implementers and organization team members
3. Show how the SAP Business Suite system functionality supports the business processes
4. Facilitate high-level, fit-gap analysis.

Deloitte Consulting's IndustryPrint™ business process models are constructed top-down to represent prevalent industry practices for the key industry business processes. The top level of the models identifies the core business processes, which are segmented into sub processes as the second layer. The sub processes are decomposed into a collection of business activities that are described in sequence with decision points, dependencies and relationships to other sub processes. At the lowest level, tasks are mapped to the SAP transactions.

IndustryPrint™ processes, sub processes, and business activities are built into ThreadManager™ and provide integration between the School District business process model and the SAP Business Suite system design. The integration between these two structures provides team members with insight into how to use comprehensive business processes to design and execute SAP Business Suite system functionality.

3.2.3 EPI-USE SAP Advantage Toolkit

As part of our teaming agreement with EPI-USE to supplement the team with consultants, we are able to utilize the EPI-USE SAP Advantage Toolkit to manage and report against SAP HR and Financial data. The use of the EPI-USE Advantage Toolkit is available to the Project Team for the full duration of the implementation, at no cost. M-DCPS has the option to purchase the SAP Advantage Toolkit directly from EPI-USE at any point during or at the end of the project.

Product	Quantity
EPI-USE Data Sync Manager	55,000 Employees, 10,000 SAP Named Users
EPI-USE Query Manager	55,000 Employees
EPI-USE Data Sync Manager	55,000 Employees
5 Year Maintenance for the above EPI-USE Product Suite	1

Table 3.2.3 – EPI-USE SAP Advantage Toolkit Software Suite

Section 4.0

Project Scope and Implementation Approach

4.1 Key Scope Elements

Deloitte Consulting shall act as both the primary SAP ERP implementation and Business Transformation consultant in each of the three key elements of scope detailed below.

4.1.1 Functional Scope

Deloitte Consulting will provide services, as described in Appendix D – Business Requirements Tables of this Statement of Work

4.1.2 SAP Module Scope

Information provided in this section is the high level consolidated and agreed upon SAP ERP scope of the project, after several meetings with both SAP and M-DCPS. The following tables represent the high level scope for each of the functional business areas to be covered in the SAP ERP implementation. The extent of the implementation of each module is dependent on the functional requirements presented in Appendix D – Business Requirements Tables of this Statement of Work, and further clarification in Appendix G – SAP Component Scope Consolidated.

Financial Management

M-DCPS Language from RFP	Deloitte Language From Response		Mapping From Deloitte - SAP Meetings	
Financial Management	SAP Module	SAP Sub Module	SAP Contract	Out of Scope
Accounts Payable	Financials	Accounts Payable	Business Suite - Financials	
Accounts Receivable	Financials	Accounts Receivable	Financial Supply Chain Management - Biller Direct Business Suite - Financials Sales & Distribution (Billing component only)	Sales & Distribution (except Billing Component)
Business Performance Reporting	Business Intelligence	Analytics	Netweaver - Business Intelligence	
Capital Planning	Financials	Project Systems	Business Suite - Financials	xApplication Resource and Program Management
Cash and Capital Management	Financials	Treasury, Cash Management	Financial Supply Chain Management - Treasury Management (and in-house cash)	
Grants	Financials, Public Sector	Grants Management for Grantee	Program Management for Public Sector	
Financial and Operational Planning (Budget)	Business Intelligence, Financials	Integrated Planning, Budget Control	Business Suite - Financials Netweaver - Business Intelligence Budget Control Only	Budget Planning and Simulation
Fixed Assets	Financials	Fixed Assets	Business Suite - Financials	
General Ledger	Financials, Public Sector	General Ledger	Business Suite - Financials	
Outlook	Business Intelligence	Analytics	Netweaver - Business Intelligence	
Travel and Expense	Corporate Services	Travel Management	Business Suite - Financials	

Procurement

M-DCPS Language from RFP	Deloitte Language From Response		Mapping From Deloitte - SAP Meetings	
Procurement	SAP Module	SAP Sub Module	SAP Contract	Out of Scope
Procurement Card	Supplier Relationship Mgmt	Procurement Card	Business Suite - Supply Chain	
Contract Management	Government Procurement	Contract Management and Administration	Business Suite - Supply Chain	
Inventory Management	Government Procurement	Procurement Services	Business Suite - Supply Chain	Food Services Fleet Maintainence Environment, Health and Safety
Procurement Transactions	Government Procurement	Operational Procurement	Business Suite - Supply Chain	
Sourcing	Government Procurement	Operational Procurement	Business Suite - Supply Chain Procurement for Public Sector	
Supply Data Management	Procurement and Logistics Execution	Supplier Collaboration	Business Suite - Supply Chain	

HR/Payroll

M-DCPS Language from RFP	Deloitte Language From Response		Mapping From Deloitte - SAP Meetings	
Human Resources	SAP Module	SAP Sub Module	SAP Contract	Out of Scope
Benefits Administration	Human Capital Management	Workforce Process Management	Business Suite - Human Resource Management (includes Workers Compensation)	
Compensation Administration	Human Capital Management	Talent Management	Business Suite - Human Resource Management (Salary Structures and Reclassification Only)	Compensation Management
Employment Data Management	Human Capital Management	Workforce Process Management	Business Suite - Human Resource Management	Managers Self Service (MSS) Position Budget Control
Exit Management	Human Capital Management	Workforce Process Management	Business Suite - Human Resource Management	
Organizational Effectiveness	Human Capital Management	Workforce Process Management	Business Suite - Human Resource Management	
	Organizational Management		Business Suite - Human Resource Management	
	Employee Administration		Business Suite - Human Resource Management	
Payroll	Human Capital Management	Workforce Process Management	Payroll Processing US Payroll Tax Processing	
	Payroll and Legal Reporting		Payroll Processing US Payroll Tax Processing	
Position Management	Human Capital Management	Workforce Process Management	Business Suite - Human Resource Management	
	Organizational Management		Business Suite - Human Resource Management	
	Employee Administration		Business Suite - Human Resource Management	
Recruiting and Staffing	e-Recruiting		Business Suite - Human Resource Management e-Recruiting	
Time and Attendance	Time and Attendance	Time and Attendance	Business Suite - Human Resource Management	
Learning Management	Learning Solution Offering Training and Events	Learning Solution Offering Training and Events	Learning Solution Offering Business Suite - Human Resource	Learning Solution Offering Training and Events
Portal	Manager Self Service	Manager Self Service	Portal Manager Self Service	Manager Self Service

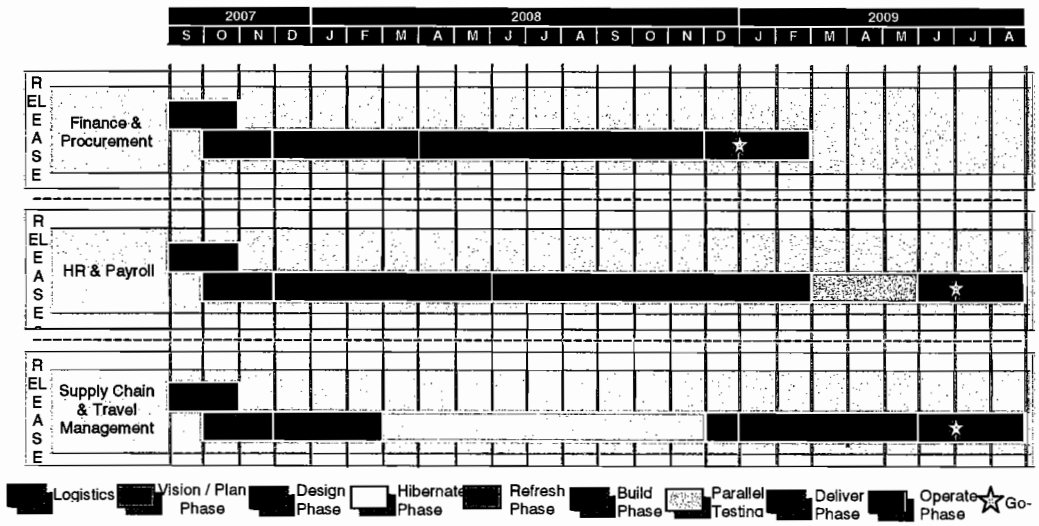
Other Required SAP Modules

M-DCPS Language from RFP	Deloitte Language From Response		Mapping From Deloitte - SAP Meetings	
Other Functions	SAP Module	SAP Sub Module	SAP Contract	Out of Scope
Business Warehouse	Business Warehouse		Netweaver - Business Intelligence	
Archiving	All	All	All	Archiving
Workflow	Workflow		Netweaver	
Governance, Risk and Compliance	Governance, Risk and Compliance	Access Enforcer Only	Governance, Risk and Compliance	
SAP Software Functionality Upgrades	All	All	All	SAP Functionality Release Upgrade

Table 4.1.2 – SAP Module Scope

A high-level Gantt timeline of the project is presented below.

M-DCPS
Implementation Phasing & Timeline



4.2 Implementation Approach

The implementation approach supports a phased implementation by release, within an estimated timeline of 24 months. This will be divided into three releases of functionality: Finance and Procurement, HR/Payroll, and Supplier Relationship Management, Inventory Management and Travel Management.

The Go-Live date for the first release (Finance and Procurement) is estimated to occur 16 months from the start of the project, with the second and third release (HR/Payroll, and Supplier Relationship Management, Inventory Management and Travel) following 6 months later. This approach is designed to first stabilize the Finance and Procurement processes and systems, allowing for M-DCPS to gain valuable operational experience, before undertaking the highly complex HR/Payroll go-live and the remainder of the applications.

4.2.1 Project Methodology: Enterprise Value Delivery (EVD)

Deloitte Consulting will tailor Enterprise Value Delivery (EVD) methodology to manage the delivery of the M-DCPS Transformation and SAP ERP implementation as defined in this Statement of Work. EVD is comprised of deliverables and tools targeted specifically for SAP ERP Implementations. It is comprised of a series of project phases and threads. Project phases are key groupings of activities that follow a progression through the project lifecycle. Project threads relate to common themes of the methodology that 'cut across' each of the project phases.

The six EVD project phases are:

- Vision
- Plan
- Design
- Build
- Deliver
- Operate

The nine EVD project threads are:

- Value (VL)
- People Change & Learning (CL)
- Process and Package (PP)
- Business Intelligence (BI)
- Information Technology (IT)
- Security and Controls (SC)
- Tax (TX)
- Support (SU)
- Project Management (PM)

4.2.1.1 EVD Phases

EVD Methodology comprises six project phases that provide a true lifecycle view of projects. It also provides a framework of deliverables and tools that allow for continuous improvements to occur, even after the initial implementation is complete.

4.2.1.1.1 Vision

The objective of the Vision phase is to define the Business Case for an enterprise application project. Each project thread gains a common understanding of the value it is expected to contribute and the implied cost of implementation and operation. Because of this common understanding of the effect of the investment decision, the combined client and consultant project teams can identify, measure, and track project returns.

4.2.1.1.2 Plan

The objective of the Plan phase is to complete overall project implementation and resource planning. The high-level project implementation plan developed during the Vision phase is further detailed by adding tasks. Initial project team training is delivered to give the project team a foundation in the software package, other project tools and the EVD implementation method. The project monitoring and governance processes defined during the Vision phase will be reviewed, updated, and implemented. These processes include: status reporting, issue tracking and resolution, scope management, and quality assurance. The technology infrastructure that is needed support business requirements and processes is designed.

4.2.1.1.3 Design

The objective of the Design phase is to develop a design based on the business case, requirements definition, software gap analysis results, and software prototyping efforts. These elements are documented as part of the Project Deliverables. Key components of this phase include the business process design, the software functionality disposition, and an understanding of the potential organizational changes. During this phase, the client develops a detailed understanding of how the selected software will support its business operations. Technical components (e.g., hardware) are developed to support design process.

4.2.1.1.4 Build

The objective of the Build phase is to configure the system based on both the business and technical requirements. Once the system is configured, and unit and string tests have been conducted, integration testing is planned and executed, and the system is prepared for user acceptance testing, parallel testing has been executed and training is ready for end-users. Reports, interfaces, conversions, workflow, forms and enhancements (RICEFW objects) are developed and tested, security profiles are created, and multiple environments (e.g., testing, training, production) are established.

4.2.1.1.5 Deliver

The objective of the Deliver phase is to execute system and business cutover. Cutover involves final system testing, user training, and the formation of a support organization. The production system is ready to support business operations at the end of this phase.

4.2.1.1.6 Operate

The objective of the Operate phase is transition from a pre-production environment to business operations. During this phase, the implementation team transfers responsibilities to the support organization, optimizes overall system performance, and institutes continuous improvement. A successful support organization is critical to the long-term success of the implementation. The support organization can be managed by the client onsite, or it can be outsourced.

4.2.1.2 EVD Threads

There are nine EVD project threads that relate to common themes of the Deloitte Consulting EVD methodology that "cut across" each of the project phases. Each thread is made up of building blocks (modules) which are the foundation of the methodology. Deloitte Consulting will be using seven of the nine detailed threads during the M-DCPS transformation and implementation. The descriptions are provided below for each of the threads that will be used.

4.2.1.2.1 People, Change and Learning

The objective the People, Change and Learning (CL) thread is to verify that the organization understands the need for, and impact of, change and the level of capability for change possessed by the organization. This is accomplished via an integrated series of activities that guide the portions of an organization that are affected by the changes associated with a system implementation project.

More specifically, the CL activities facilitate this work:

- Accelerating an organization's adoption of the changes and reducing the drop in performance that is typically associated with large-scale ERP implementations
- Helping to verify that the organization is prepared to work with a new or changed set of processes that are enabled by new technology
- Transferring knowledge to the organization and developing methods and content for user adoption and ongoing support of job performance

These activities can be grouped in to the following three categories:

Change Leadership	An integrated set of tools and methods designed to help an organization understand the changes associated with the implementation.
Organization and HR	Focuses on identifying and addressing the effects of change on jobs and on the organization.
Learning	A set of tools and methods for providing educational services, which focus on operational enhancements associated with the implementation of a technology, business solution, or large-scale enterprise transformation program.

4.2.1.2.2 Process and Package

The Process and Package (PP) thread applies Deloitte Consulting's industry and implementation knowledge to implement enhanced or new business processes. The objective is to help an organization improve its business environment by identifying, designing, and implementing processes that correlate with its requirements. These processes are tested for validity and adherence to the prescribed solution.

The foundation of the PP thread is built on a common business process design. Activities focus on consistent system configuration, testing, production cutover, and monitoring of the new system.

As one of the anchor threads of the EVD method, the activities in PP thread are integrated with those in other threads via dependencies, impacts, and key considerations.

The activities fall into these categories:

Vision, Benefits and Scope	Working with the M-DCPS to focus on its business case, vision requirements, the project scope and the potential to realize benefits.
Process and data design integration	Designing, documenting, building, and implementing enhanced or new business processes that drive the process solution, technology solution, physical infrastructure, and organizational structure.
Gap Analysis and Requirements realization	Identifying business requirements that will not be supported by standard software package functionality and documenting the resolution that is implemented.
Software configuration	Translating business requirements into a software configuration. This includes the actual configuration of the software, providing input into the activity and task profiles produced in the process design and documenting the final configuration.

Testing	Helping to see that the technology solution supporting the processes meets the process design and user requirements before the solution is fully released.
Cutover	Defining the project cutover parameters and activities and the business continuity procedures.

4.2.1.2.3 Business Intelligence

The Business Intelligence (BI) thread includes organizing, tracking, developing, and delivering information, processes, and technology critical to business analysis and decision-making. The goal of this thread is for the decision support solutions to provide timely, dependable, logical, and flexible reporting and analytics to an organization.

The thread focuses on the following key areas:

Analytics	Defining information output and related activities that support retrieving data from a database for analysis.
Events	Defining BI solutions for events based on business processes that result in storing data to a database. These components are typically transactional in nature.

4.2.1.2.4 Information Technology

The Information Technology (IT) thread includes all of the activities and deliverables required to create the appropriate technical environments to host the ERP application, legacy interfaces and support processes. The IT project team is responsible for defining the technical procedures and standards for all software applications, managing their development and implementation.

The activities in the IT thread can be categorized as follows:

Technical infrastructure	Assessing the infrastructure, designing the architectural foundation to mitigate risks, building the technical environments, and producing the supporting operation procedures.
Software and application development	Building software objects (e.g., reports, conversions, enhancements, interfaces, workflow and forms) based on the gap analysis developed by the Process and Package team.
Enterprise application integration	Defining, designing, and building the application interfaces so the current systems, external systems, and all entities will interact with the system.
Data design	Identifying and documenting all internal and external data sources that must be migrated, including one-time conversions and ongoing interfaces.

Technical support organization	Assessing the current IT support organization and support technology environment and defining the IT support organization requirements, technology, and implementation approach.
Technical test	Designing the technical environments test plan, the backup and recovery test plan, and the system integration test plan related to data migration, software development components, Enterprise Application interfaces, and stress and performance testing.

4.2.1.2.5 Security and Controls

The Security and Controls (SC) thread includes the design and implementation of processes, procedures and infrastructure that increase financial reporting reliability, operational efficiency and effectiveness, and compliance with laws and regulations.

The activities in the SC thread can be categorized as follows:

Process controls	Internal controls related to business processes including application configuration controls, key security controls, reports, control procedures, and policies.
Application security	Application security for the business processes, application infrastructure, reports, and decision support system. This includes all environments, development, quality assurance, training, and production.
Interface and data migration controls	Internal controls that manage the risk in the accuracy and completeness of the interfaces and data conversions between legacy applications, and third-party software.
Information technology controls	Enterprise architecture security and support model including internal controls that manage risk in the reliability, availability, and recoverability of the IT infrastructure.
Infrastructure Security	Infrastructure to address overall enterprise security architecture including logging, monitoring and reporting, intrusion detection, incident response, network security, encryption, messaging, and availability.

4.2.1.2.6 Support

The Support (SU) thread includes designing an optimal support solution, emphasizing and analyzing post go-live support requirements. Multiple support models are evaluated to determine the appropriate model based on both immediate and long-term support requirements.

The activities in this thread focus on these key areas:

Support organization	Assessing M-DCPS's current support model for level of fit and, based on successfully implemented support models; determine changes to the existing structure and processes.
Technical support infrastructure	Assessing the current technical infrastructure for support, determine changes to the infrastructure based on the future support model requirements, and implement.
Application management services deal	Assessing the risk of an outsourcing deal for the M-DCPS. Determining and implementing the appropriate outsourcing deal structure.
Workforce strategy and plan	Determining support model needs from the M-DCPS personnel and determine a strategy and plan for transition to the new support model/outsourcing deal.
Managing ongoing operations	Developing the appropriate procedures, processes, and tools exist to manage M-DCPS's ongoing operations post go-live.
Continuous improvement	Establishing a process for ongoing assessment and evaluation to determine if the program/project goals were achieved and to identify additional areas for improvement.

4.2.1.2.7 Project Management

ERP implementations involve many individuals from diverse organizations. These individuals perform perform numerous complex tasks while facing aggressive schedule deadlines and technical challenges. The Project Management (PM) thread provides the infrastructure, and tools for planning, integrating, and managing the project.

This thread includes activities that facilitate this work:

Project organization	Establish a program/project organization containing appropriate resources representing all aspects of the program/project scope and deliverable requirements. Procedures for knowledge transfer between the M-DCPS and consulting staff must also exist.
Budgeting and staffing	Establish a budget for the program/project and the appropriate tracking mechanisms. Staffing considerations must be dealt with through the entire program/project lifecycle.
Program tracking	Track the overall progress of the program/project according to the work plan, as well as provide regular status reporting.
Program communication	Set up regular communications across the program teams, as well as to the broader the M-DCPS community.
Quality assurance	Determine that procedures and processes exist that will generate deliverables that substantially meets the requirements of the contract.

Risk management	Conduct regular analysis of program/project risks and establish processes and procedures to prevent and/or manage these.
Issue resolution	Establish procedures and processes to capture, escalate, and resolve the various types of program/project issues.
Change control	Identify when change control procedures and processes should be implemented in the program/project lifecycle.

4.3 Implementation Process

During the Design Phase, the project team will conduct Business process workshops. M-DCPS business owners, business users, Subject Matter Advisors and people as identified by the M-DCPS project team members will attend these workshops. During the workshops each M-DCPS business process will be discussed, adjusted, improved and documented with the agreement of all involved.

Deloitte Consulting provides IndustryPrintTM as an accelerator tool to be used by Deloitte Consulting resources. This is an industry specific enterprise-wide business process model that illustrates operational and infrastructural processes in three levels of detail: processes, sub-processes and business activities. IndustryPrintTM is tightly integrated with our implementation methodology EVD.

IndustryPrint™

IndustryPrint™ provides a structure for business process decision making linked to an industry-based knowledge repository, this framework is used to prioritize and accelerate process design and ERP functionality. The knowledge repository will enable M-DCPS to jumpstart solution development and accelerates the redesign and implementation timeline.

- The School District specific IndustryPrint™ framework is introduced as a baseline state and then transformed by the joint M-DCPS/Deloitte Consulting team into a model that matches the desired post-implementation business state called M-DCSP Print.
- M-DCPS Print is enhanced throughout the ERP implementation, and is a dynamic representation of your business processes.

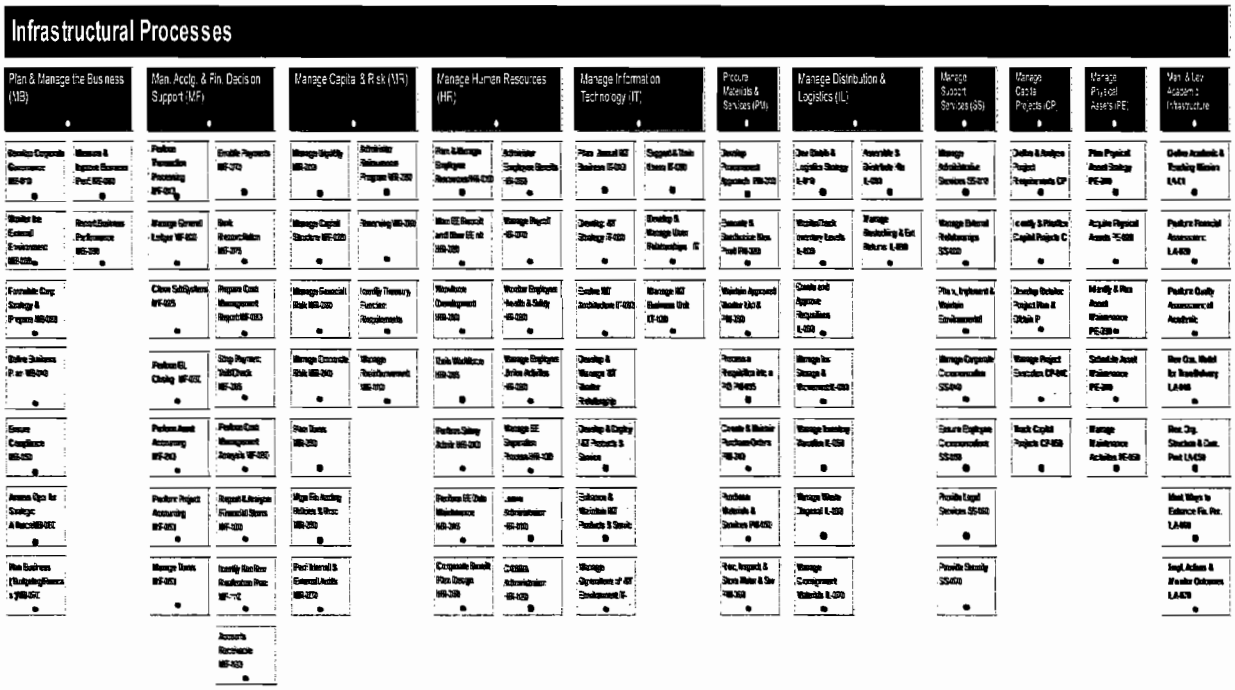


Figure 4.3 - IndustryPrint™

Level 1: Process Decomposition Diagram

IndustryPrint™ provides a graphical depiction of each business process. The processes titles appear in a row across the top of the diagram. Under each process is a vertical column listing the associated sub-processes that are yellow in color.

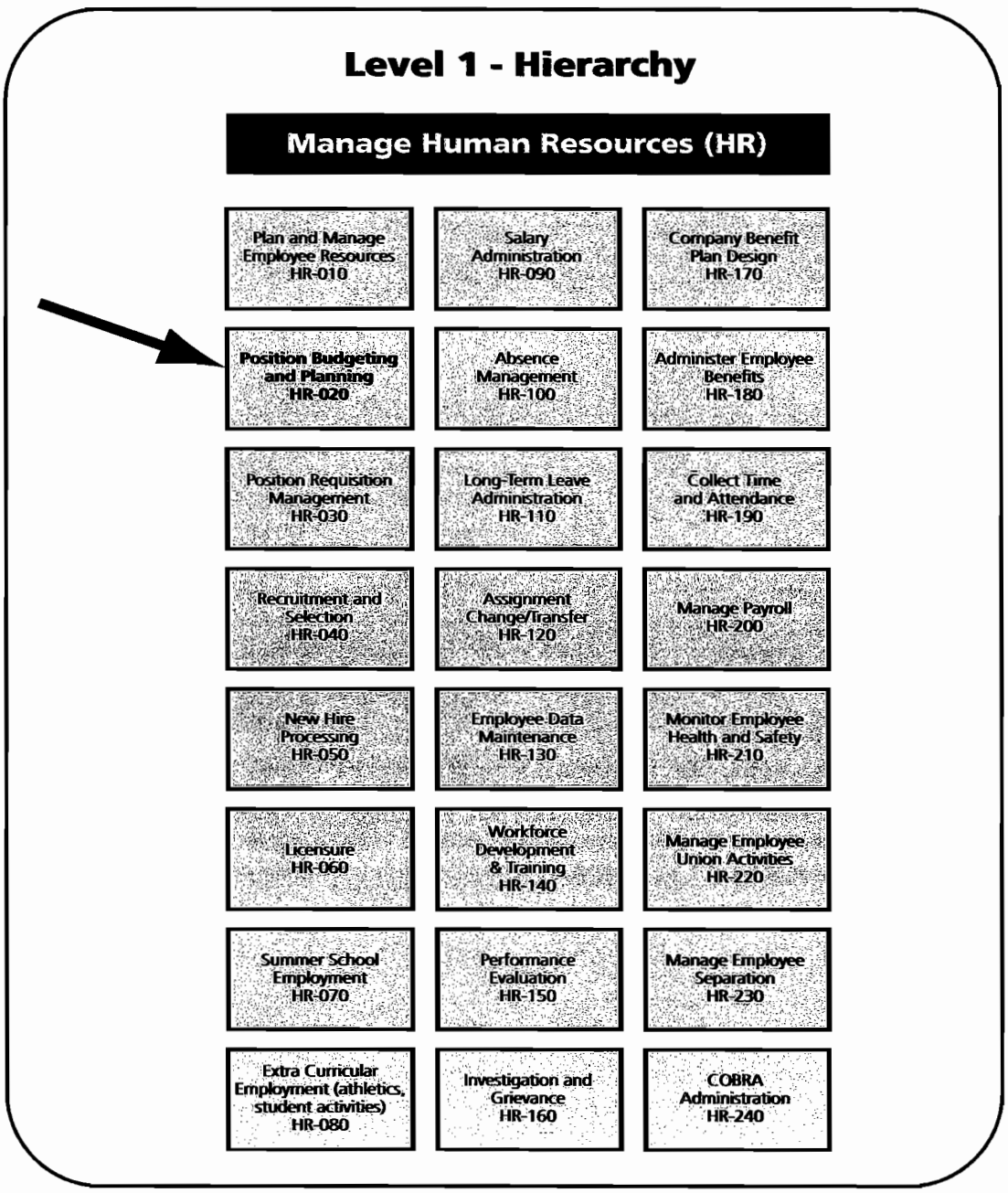


Figure 4.3 – Level 1: Process Decomposition Diagram

Level 2: Sub-Process Decomposition Diagrams

In the second level, the sub-processes appear in a row across the tope of the diagram and are yellow in color. Under each sub-process is a vertical column listing the associated activities that are green in color.

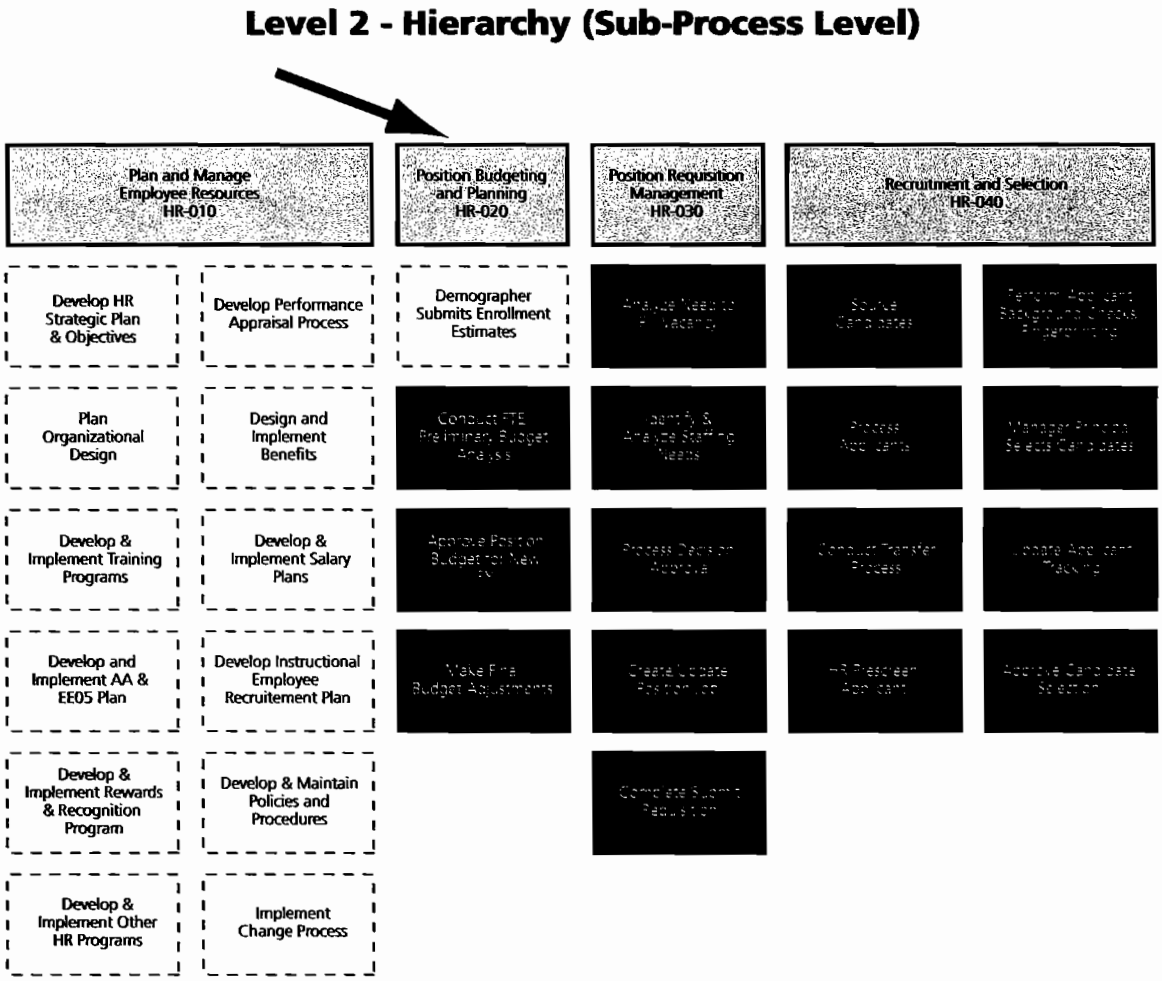


Figure 4.3 – Level 2: Sub-Process Decomposition Diagram

Level 3: Activity Integration Diagrams

In the third level, the green business activities from the previous level are now displayed in a flow diagram illustrating the flow of business activities for a sub-process. The model also clearly displayed objects that are inputs and outputs of the business activity within the Operational and Infrastructure processes.

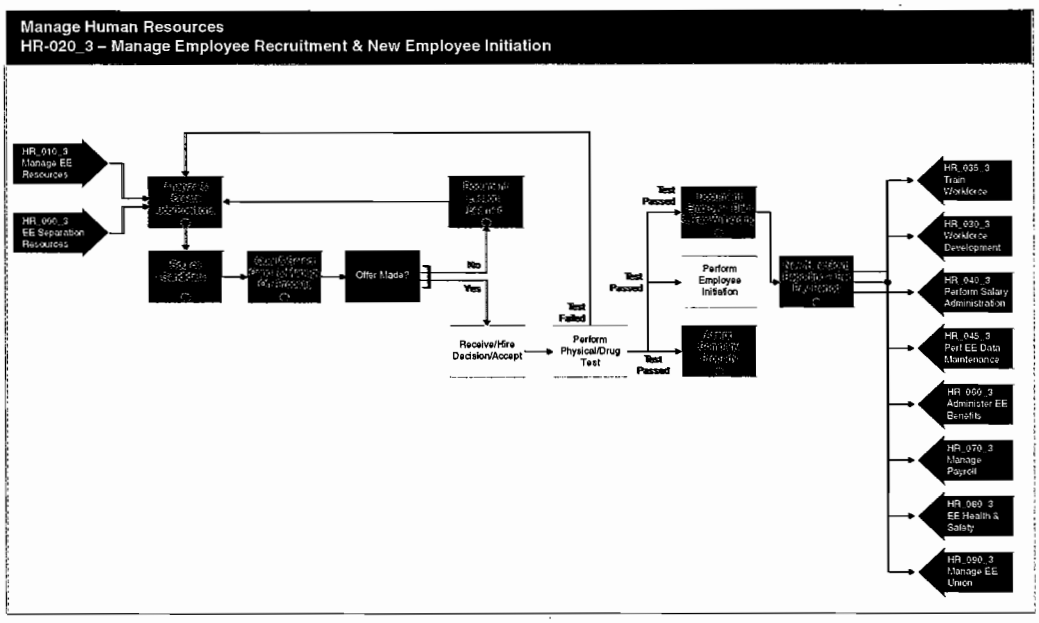


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Figure 4.3 – Level 3: Activity Integration Diagram

The project team will also utilize this tool to document who will execute an activity within the process, which will then determine the roles and security required to complete the activities.

During process design, all system interactions, internal to SAP and external, will be identified, as well as where a report or a form is generated or incorporated into the business process. Workflow requirements and integration points will also be identified. This information will then be used to validate and support the RICEFW (Development objects) list.

4.4 Release 1: Finance and Procurement Modules

4.4.1 Release 1 – Core Financials and Purchasing

Release 1 of the implementation will address the following Core Financial processes: general ledger, accounts receivable, cost accounting, grant accounting, and project accounting. The GL and the COA will be designed to support the implementation of all modules across all releases. Budget Control within Funds Management will allow for funds availability control to take place in SAP starting with Release 1 Go-Live. To support the Grants Management implementation we will implement Sales and Distribution (Billing Component Only) and

Project Systems will be implemented to allow for the financial tracking of project expenditures. In addition to the areas above, Release 1 will also include the implementation of core elements of procurement including purchase requisitions and purchase orders. The Go-Live date for Release 1 is currently estimated for January, 2009.

4.4.1.1 Release 1 System Development Scope

Table 4.4.1.1 lists the number of Reports, Interfaces, Conversions, Enhancements, Forms, Workflow (RICEFW) objects and complexities assumed in our pricing for Release 1. This analysis was compiled based on Appendix D – Business Requirements Tables of this Statement of Work and Appendix H – Data Conversion Preliminary Estimates of the RFP, as well as additional discussions held with M-DCPS on April 23rd, 2007 and May 24th, 2007 and May 29th, 2007. During the Design Phase of the project, a detailed list of required RICEFW objects will be developed. It is anticipated that this analysis will lead to changes to the list presented below. At the end of the Design Phase, M-DCPS and Deloitte Consulting will meet to assess if the revised list of RICEFW objects will require a change order. Please also refer to Appendix F – Development Object Requirements

RICEFW Objects		Total	High	Medium	Low
Reports		21	0	2	19
Interfaces		57	7	24	26
Conversions		14	2	11	1
Enhancements		32	23	8	1
Forms		10	1	7	2
Workflow		8	3	4	1
Total by complexity		**142**	**36**	**56**	**50**

Table 4.4.1.1 – Release 1 RICEFW

4.4.1.2 Business Warehouse (BW) for Release 1

One of the objectives of Release 1 is to make the SAP Business Warehouse the source system for the key financial metrics for which management is held accountable. Deloitte Consulting will only use standard BW InfoCubes to generate reports, both standard and custom developed. The custom developed reports are included in the "Reports" estimate presented in Table 4.4.1.1. The development of new or modified InfoCubes will be treated as a scope change.

4.4.2 Release 2: HR – Time, Payroll, Benefits & Applicant Tracking

Release 2 includes designing and implementing process and procedures for Time, Benefits, Applicant Tracking and Payroll for M-DCPS's 55,000 employees. No pay frequency and /or annual salary calculations will be changed during the timeframe of this Release. The majority of RFP requirements are addressed through the implementation of the SAP Human Capital Management Business Suite. Additionally, the SAP Organization Management will be implemented to for the identification and assignment of all employees to positions.

The Go-live date for Release 2 is estimated to be July, 2009.

4.4.2.1 Release 2 System Development Scope

Table 4.4.2.1 lists the number of Reports, Interfaces, Conversions, Enhancements, Forms, Workflow (RICEFW) objects and complexities assumed in our pricing for Release 2. This analysis was compiled based on Appendix D – Business Requirements Tables of this Statement of Work and Appendix H - Data Conversion Preliminary Estimates of the RFP, as well as additional discussions held with M-DCPS on April 23rd, 2007 and May 24th, 2007 and May 29th, 2007. During the Design Phase of the project, a detailed list of required RICEFW objects will be developed. . It is anticipated that this analysis will lead to changes to the list presented below. At the end of the Design Phase, M-DCPS and Deloitte Consulting will meet to assess if the revised list of RICEFW objects will require a change order. Please also refer to Appendix F – Development Object Requirements

RICEFW Objects		Total	High	Medium	Low
Reports		20	0	8	12
Interfaces		76	9	35	32
Conversions		44	0	15	29
Enhancements		33	2	21	10
Forms		7	0	1	6
Workflow		6	2	4	0
Total by complexity		**186**	**13**	**84**	**89**

Table 4.4.2.1 – Release 2 RICEFW

4.4.2.2 Business Warehouse (BW) Reports for Release 2

One of the objectives of Release 2 is to make the SAP Business Warehouse the source system for the key human resource metrics for which management is held accountable. Deloitte Consulting will only use standard BW InfoCubes to generate reports, both standard and custom developed. The custom developed reports are included in the "Reports" estimate presented in Table 4.4.2.1. The development of new or modified InfoCubes will be treated as a scope change.

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4.4.3 Release 3 – Supply Chain and Travel Management

Release 3 implements the final elements of procurement, inventory management, expands the capabilities of Human Resources and completes the implementation of Workflow and Business Warehouse. The Go-Live date for Release 3 is currently estimated to be July, 2009.

4.4.3.1 Release 3 System Development Scope

Table 4.4.3.1 lists the number of Reports, Interfaces, Conversions, Enhancements, Forms, Workflow (RICEFW) objects and complexities assumed in our pricing for Release 2. This analysis was compiled based on Appendix D – Business Requirements Tables of this Statement of Work and Appendix H - Data Conversion Preliminary Estimates of the RFP, as well as additional discussions held with M-DCPS on April 23rd, 2007 and May 24th, 2007 and May 29th, 2007. During the Design Phase of the project, a detailed list of required RICEFW objects will be developed. . It is anticipated that this analysis will lead to changes to the list

presented below. At the end of the Design Phase, M-DCPS and Deloitte Consulting will meet to assess if the revised list of RICEFW objects will require a change order. Please also refer to Appendix F – Development Object Requirements

RICEFW Objects		Total	High	Medium	Low
Reports		4	0	2	2
Interfaces		5	0	4	1
Conversions		3	1	2	0
Enhancements		5	1	4	0
Forms		3	0	2	1
Workflow		3	0	3	0
Total by complexity		**23**	**2**	**17**	**4**

Table 4.4.3.1 – Release 3 RICEFW

4.4.3.2 Business Warehouse (BW) Reports for Release 3

One of the objectives of Release 3 is to make the SAP Business Warehouse the source system for the key metrics for which management is held accountable. Deloitte Consulting will only use standard BW InfoCubes to generate reports, both standard and custom developed. The custom developed reports are included in the "Reports" estimate presented in Table 4.4.3.1. The development of new or modified InfoCubes will be treated as a scope change.

4.5 Key Project Assumptions

Software

1. This project does not include any upgrades for new releases of the software, but does include applying patches, fixes, and regular updates issued by SAP during the course of the engagement based on the strategy defined in the System Landscape and Technical Design Deliverable.

Process Design

1. Existing procedural and system documentation for the business processes in scope will be available to the project team.

Configuration Management Plan

1. Deloitte Consulting's intent is to use strategies other than source code modification to implement those requirements listed in Appendix D – Business Requirements Tables as requiring customization.
2. Standard SAP reports will be utilized unless noted otherwise in Appendix D – Business Requirements Tables.

3. The Portal functionality for benefit open enrollment will be implemented during Release 2 and available during the October 2009 enrollment period.
4. All configuration and development changes between SAP environments will be made using the SAP Correction and Transport System (CTS).
5. Upon completion of the Final Configuration Deliverable and Documentation for each Release, all further changes for that Release will require approval through the Change Control process.

System Development Scope

1. M-DCPS will maintain legacy systems that are being replaced for a period of time to be defined in the contingency plan.
2. M-DCPS will maintain legacy systems for as long as M-DCPS determines it would be necessary or required for historical reporting and query purposes.
3. M-DCPS will provide all available documentation on existing systems to support the assessment of the work required for data conversions.
4. The project plan will include an approach to minimize the conversion of legacy system historical data. Deloitte Consulting and M-DCPS will evaluate the need to convert any historical data as part of the implementation. Conversion of historical data is included in RICEFW estimates as presented in Tables 4.2.1.1, 4.2.2.1 and 4.2.3.1 in the "Conversions" objects.
5. All source data systems will be accessible to project team members for development, testing and implementation of the conversion and interface programs. This includes access to personnel knowledgeable about these systems.
6. M-DCPS data source systems will contain valid data at the granularity, currency, and retention levels required for the project. Modifications to existing systems to support the project's data requirements are the responsibility of M-DCPS. M-DCPS is responsible for the cleanliness of their data and for authenticating the data's quality.
7. Any required data cleansing beyond that required for conversion into the ERP data structures is not the responsibility of Deloitte Consulting or the project team. In the event that the source system's owners cannot validate the integrity of the system's data in a timely fashion, the issue will be treated in accordance with the project's issues management procedures and may include disposition as a change requests or deferred to a future Release.
8. Data cleansing will be performed prior to conversion into the SAP system. Conversion programs will not be used as a method for data cleansing.
9. For conversions, M-DCPS will be responsible for developing the routines to extract data from their legacy systems, preparing required cross-reference tables and presenting the resulting data in a load-ready format to be uploaded into SAP. M-DCPS will be responsible for validating the data for accuracy and completeness prior to and after loading into SAP. Deloitte Consulting will be responsible for the software required to load the data into SAP.
10. For interfaces into SAP, M-DCPS will be responsible for extracting data from their legacy systems, preparing required cross-reference tables and presenting the resulting data in a format which may either be load-ready into SAP or ready to be processed by middleware software, as defined in the Technical Specification. M-DCPS will be responsible for validating the data for accuracy and completeness prior to and after loading into SAP. Deloitte Consulting will be responsible for

the development of the software to load the data into SAP and middleware software development, as required.

11. For interfaces from SAP into legacy systems, Deloitte Consulting will be responsible for extracting the information from SAP and the development of middleware software, as required. M-DCPS will be responsible for preparing cross-reference tables and loading the data into legacy systems. In addition M-DCPS will be responsible for validating, with external vendors as appropriate, and with Deloitte Consulting, all data passed from SAP can be received and processed correctly.

Section 5.0

Technical Infrastructure Scope

5.1 System Landscape

Deloitte Consulting will implement, jointly with M-DCPS and M-DCPS' selected hardware vendor, the SAP Business Suite software in three releases as described in Section 4.0 – Project Scope and Implementation Approach. Included in the project team will be a joint technology team of Deloitte Consulting consultants and M-DCPS IT professionals who will be responsible for setup and maintenance of the following components:

- SAP Business Suite
- SAP Business Intelligence (BW)
- SAP Supplier Relationship Management (SRM)
- NetWeaver/SAP Portal
- SAP e-Recruiting
- SAP Solution Manager
- SAP Central User Administration (CUA)

In addition to these components, Deloitte Consulting will assist M-DCPS IT with the installation and configuration of the following third-party software and tools. The use of Deloitte Consulting proprietary tools, as provided by Section 7 of the Agreement, is provided at no additional charge.

- Deloitte Consulting proprietary tools: School District IndustryPrint™ for process modeling and ThreadManager™ to facilitate and coordinate project deliverables, communications, scheduling and issue management.

M-DCPS will provide the following tools in support of the project at the dates indicated in the Project Plan:

- Mercury Interactive Testing Tool Set: Mercury Test Director and Load Runner tools to script, run, manage, and automate testing required for the various phases of the project.
- Backup software certified by SAP: Most of the major enterprise backup software vendors have specific agents or add-on modules for SAP which are critical to support the SAP application backup & recovery process. As such, the backup software will be Veritas NetBackup.
- Batch management software certified by SAP: BMC Enterprise Edition will be used to support the SAP batch management process, specific agents or add-on modules for SAP.
- ReadSoft Invoice Automation Bolt-On.

5.1.1 Assumptions

The following Project Assumptions have been made:

Software Versions

- This Project will implement the versions of the SAP software as documented in Section 3 of this SOW.

Technical Infrastructure

- M-DCPS's network backbone will be able to provide acceptable bandwidth.
- Deloitte Consulting will provide guidance to M-DCPS to configure its mail Exchange servers to enable SAP workflow, if necessary to satisfy M-DCPS's functional requirements.

Technical Architecture

- M-DCPS will have the necessary Data Center infrastructure capacity (including space, electrical power, cooling, air-conditioning, humidity control and other environmental requirements) prior to commencement of the installation of the sandbox environment.
- M-DCPS will be responsible for purchasing, installing, configuring, and testing hardware required for successful implementation of end-user equipment including PCs, workstations, printers, and other related peripherals.
- M-DCPS will be responsible for purchasing, installing and configuring the technical infrastructure required for the SAP Business Suite solution in accordance with the System Landscape Deliverable including servers and operating system, storage solution (including storage array, SAN fabric components like switches, HBA's, cables, storage management software, etc.), backup infrastructure (including tape library, tape devices, tapes, remote vaulting and backup software), networking and network security equipments (e.g. Load Balancers, switches, routers, VPN, firewalls, etc.) for LAN/WAN, communications (voice/data), equipments required at any disaster recovery site, etc. Deloitte Consulting will take the primary responsibility in identifying the technical requirements for the required components. M-DCPS will be responsible for the final decision as the best fit for the District.
- M-DCPS will be responsible for all the software costs including operating system, high availability and/or clustering solution, database (SQL Server, etc.), storage management software, and systems management software, etc.
- If needed, M-DCPS will configure/enable their e-mail system for SAP integration (e.g., open up SMTP port for SAP connection) and Active Directory or any other LDAP for Single Sign-On integration with SAP. Deloitte Consulting will provide the requirements necessary to integrate with existing Single Sign On capabilities of MMIS v3.0
- M-DCPS will perform end-user desktop deployment and support (including installation of SAP GUI).
- M-DCPS will be responsible for implementing, operating, testing and maintaining the Disaster Recovery plan. M-DCPS will be responsible for business continuity related to infrastructure for the SAP Project. Deloitte Consulting resources will advise and help M-DCPS with designing the specifics related to the SAP solution being implemented.
- M-DCPS will be responsible for WAN and LAN configuration changes or hardware requirements to meet bandwidth requirements. Adequate WAN and LAN support is critical to the success and support of this project. M-DCPS will also be responsible for problem determination, connectivity, and performance problems related to LANs and the WAN.

- M-DCPS will provide the required support for making changes to the Active Directory (LDAP), existing content management tools, existing internet/intranet web related changes.
- M-DCPS will be responsible for licensing and associated costs for the third party products that are not Deloitte Consulting proprietary, unless an arrangement has been made to procure through Deloitte Consulting Product Services.

Sizing and Performance Tuning

- Sizing and Performance Tuning is the responsibility of M-DCPS. The sizing exercise will be conducted by the hardware vendor. Deloitte Consulting will provide advice, experience and knowledge concerning SAP hardware sizing surveys and tools utilized by SAP throughout the project..

Redundancy and Disaster Recovery

- M-DCPS will be responsible for their disaster recovery infrastructure including, but not limited to contingency (alternate/secondary) site, operational availability of sufficient capacity at alternate/secondary site pertaining to environmental (UPS/AC/Humidity), network connectivity (LAN/WAN), communication and access mechanisms for end-users, appropriate level of security, etc.
- Procurement of all necessary hardware, peripherals, and software needed for archiving will be the responsibility of M-DCPS.

5.1.2 Terminology

For the purposes of this Statement of Work, the following definitions will be used.

5.1.2.1 System Landscape

The system landscape consists of all of the SAP Systems (also known as Instances or Environments) involved in the implementation project and the server architectures that access (or share) a common transport directory.

5.1.2.2 SAP System

An SAP System consists of one database server and one or more application servers, that are attached to the database central server, and one or more SAP clients (or logical work areas) to support all of the implementation project activities.

5.1.2.3 SAP System Identification

The SAP System Identification often referred to as the ***SAPSID,*** or ***SID***, is a unique three-character code that identifies the R/3 System.

5.1.2.4 SAP Systems

5.1.2.4.1 Sandbox

A sandbox system's purpose is to provide new users with the opportunity to become familiar with the SAP software and allow experienced users to test configuration and customizing changes without affecting the main customizing (Development) system.

5.1.2.4.2 Development
All customizing and development work is performed in this system. After all changes have been unit tested, these changes can be transferred to the Quality Assurance system for further system testing. The configuration and development changes are transported using transport requests.

5.1.2.4.3 Quality Assurance
After unit testing the configuration and development changes in the Development system, the changes are transported to the Quality Assurance system. Here, the configuration undergoes further tests and verifies that it does not adversely affect other modules. When the configuration has been thoroughly tested in this system, it can be copied to the production system or other systems, such as Training.

5.1.2.4.4 Training
This system is used for end-user training. End users require an environment for training that is based on fully tested configuration to learn how to execute the new processes and transactions. All sensitive and confidential data is either deleted or replaced with dummy values or modified in the training environment.

5.1.2.4.5 Pre-Production
.The Pre-Production system is sized, architected, and configured to mirror the Production system. This environment is used to conduct Performance/Stress testing and dress rehearsals for Production Cutover. During implementation of Release 2, this system can be used for making and testing emergency production fixes before they are introduced in the Production system

5.1.2.4.6 Production
The Production system is used for production business activity and contains M-DCPS's live data.

5.1.2.4.7 Others
If any additional environments are required, such as Parallel, this decision will be made during the Design Phase. For procurement planning purposes, M-DCPS should work with the preferred hardware vendor to include the additional server hardware as part of the overall sizing and configuration exercise.

5.1.3 System Landscape and Timeline
Deloitte Consulting will develop and maintain a detailed technical project plan during Vision & Plan. This project plan will be a living document and will be updated as the project progresses. A system landscape timeline will be developed to support the three project releases from the system landscape perspective, including when system installation and setup should be completed and the system should be ready for project team configuration activities.

The establishment of each system consists of installing, configuring and testing the hardware, network, storage allocation, operating system (OS), high-availability/cluster software (for Production and Failover, per business requirements), database, applications (e.g., SAP, Mercury), tools and utilities (backup software agent, monitoring agent if any, job scheduling agent), and backup/recovery of the system. It also includes activities related to installation of valid software licenses, system registration and creating SAP user-IDs for team members and security team members.

1. M-DCPS will be responsible for installing, configuring and testing of hardware, network, SAN storage allocation, operating system, high-availability/cluster software, tools and utilities software and OS level backup/recovery. Deloitte Consulting will provide guidance. In Deloitte Consulting's experience, these set of activities can take approximately two weeks per non-production server. For a Production, high-availability system it takes four to six weeks.
2. Deloitte Consulting will be responsible for installing the database and SAP applications, working with the M-DCPS team to set up and test SAP-specific backup/recovery processes, and creating SAP user-IDs for team members. These activities take approximately four to five days per instance.

The following SAP Landscape Timeline highlights the estimated timeframes for when each of the SAP environments need to be installed and made available for the project team.

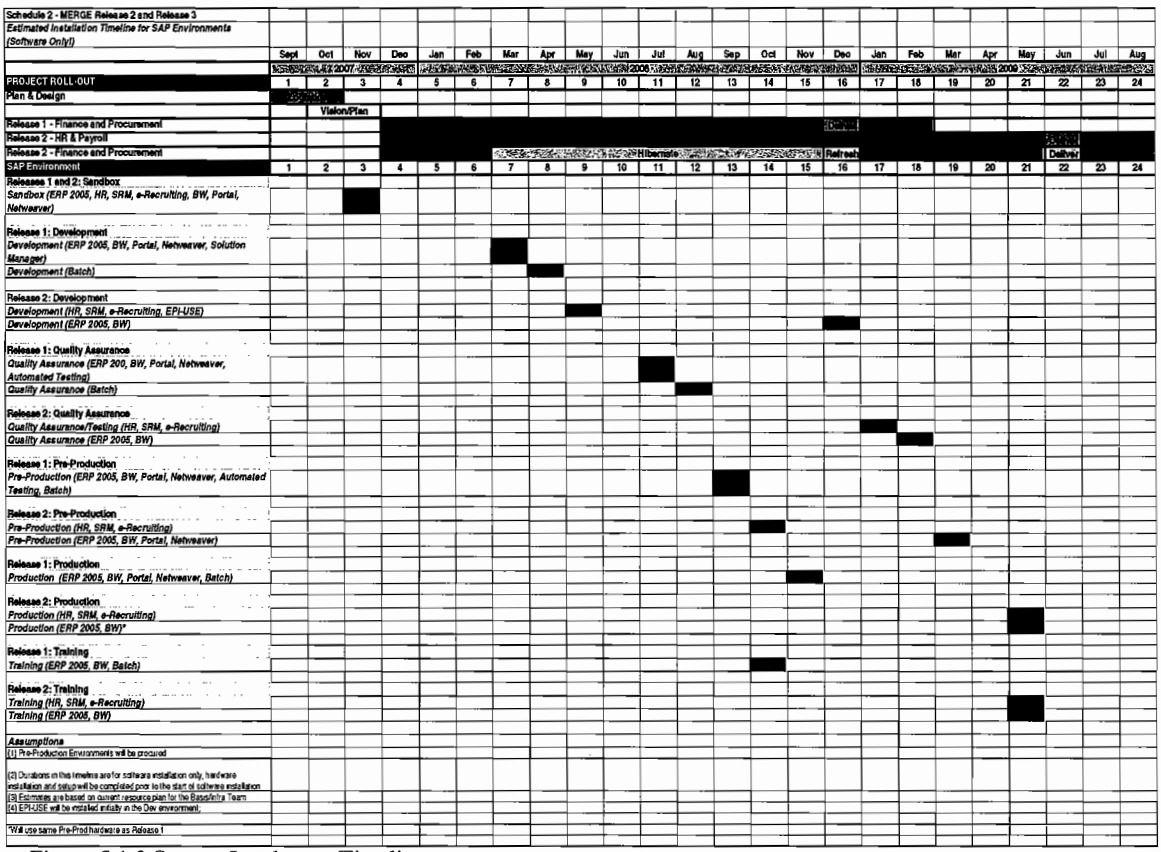

Figure 5.1.3 System Landscape Timeline

5.1.4 Project Methodology Phases and Technical Activities

The major deliverables for the Technical team are included in Section 4. The activities planned for the Technical system landscape during each of the three implementation phases are identified.

		RESPONSIBILITY	
RELEASES	ACTIVITIES	PRIMARY	ASSIST
Release 1	**VISION & PLAN**		
	Establish network connectivity between M-DCPS location(s) and the leased office space where Project team will be working from	M-DCPS	
	Order software from SAP	M-DCPS	Deloitte Consulting
	Develop standards and procedures (deliverables, responsibilities, meetings, etc.)	Deloitte Consulting	M-DCPS
	SAP Architecture Design and Technical requirements including confirming h/w sizing requirements	Deloitte Consulting	M-DCPS
	Order equipment/servers for SAP Sandbox, Release 1 Development and Quality Assurance Environments (including BW, SAP Portal, and XI), Solution Manager and Central User Administration (CUA) system	M-DCPS	Deloitte Consulting
	Order server for SAP Ancillary/Support Systems - ThreadManager™, Mercury Interactive, backup sw, batch scheduler	M-DCPS	Deloitte Consulting
	Order and Set up SAP OSS Connectivity	M-DCPS	Deloitte Consulting
	Develop Basis and infrastructure plan	Deloitte Consulting	M-DCPS
	Plan Data Center and network infrastructure requirements for new environment that will be need to be setup for SAP implementation project	M-DCPS	Deloitte Consulting
	SAP system layout/design for Sandbox and Development Systems	Deloitte Consulting	M-DCPS
	Install ThreadManager™	Deloitte Consulting	M-DCPS
	Conduct sizing for Production Environment	M-DCPS, HW Vendor	Deloitte Consulting
	Order software for Ancillary/Support Systems - Mercury Interactive, backup sw, batch scheduler	M-DCPS	Deloitte Consulting
	Set up Release 1 Sandbox environment	Deloitte Consulting	M-DCPS
	DESIGN		
	Order equipment/servers for Training and Production environments	M-DCPS	DeloitteConsulting
	Set up Solution Manager and Central User Administration (CUA) System	Deloitte Consulting	M-DCPS
	Set up Release 1 Development Environment	Deloitte Consulting	M-DCPS

RELEASES	ACTIVITIES	RESPONSIBILITY	
		PRIMARY	ASSIST
	SAP Printing Plan/Strategy	Deloitte Consulting	M-DCPS
	Desktop Plan/Strategy	Deloitte Consulting	M-DCPS
	System Testing Plan/Strategy	Deloitte Consulting	M-DCPS
	Planning and Procedures for Production System Setup	Deloitte Consulting	M-DCPS
	Configure networking for SAP Solution (private network between servers, public network changes for user access, etc.	M-DCPS	Deloitte Consulting
	BUILD		
	Set up Release 1 Quality Assurance environment	M-DCPS	Deloitte Consulting
	Set up Training Environment	M-DCPS	Deloitte Consulting
	Desktop Rollout for Release 1 Users	M-DCPS	Deloitte Consulting
	System Testing - Test Case Scripting	Deloitte Consulting	M-DCPS
	Release 1 Production Job Scheduling	M-DCPS	Deloitte Consulting
	Production System Setup	Deloitte Consulting	M-DCPS
	Set up Custom Online Help for Production End Users	Deloitte Consulting	M-DCPS
	DELIVER		
	Conduct Production System Testing	Deloitte Consulting	M-DCPS
	SAP Printing Rollout	M-DCPS	Deloitte Consulting
	Cut-over Pre-Work	Joint Responsibility: M-DCPS Deloitte Consulting,	
	Final Cut-Over (Going-Live)	Joint Responsibility: M-DCPS Deloitte Consulting,	
	OPERATE		
	Post Go-Live/Operations Support	M-DCPS	Deloitte Consulting,
Release 2 & 3	**VISION & PLAN**		
	Order equipments/servers for Release 2& 3 Development and Quality Assurance environments	M-DCPS	Deloitte Consulting,
	SAP system layout/design for Release 2& 3 Development and Quality Assurance environment	Deloitte Consulting,	M-DCPS
	DESIGN		
	Set up Release 2 & 3 Development environment	M-DCPS	Deloitte Consulting,
	BUILD		
	Set up Release 2 & 3 Quality Assurance Environment	Deloitte Consulting,	M-DCPS

RELEASES	ACTIVITIES	RESPONSIBILITY	
		PRIMARY	ASSIST
	Analyze sizing (capacity) requirements on Production system for Release 2 & 3, Order additional hardware	M-DCPS, HW Vendor	Deloitte Consulting,
	Refresh Training environment for Release 2 & 3	M-DCPS	Deloitte Consulting,
	Desktop Rollout for Release 2 & 3 Users	M-DCPS	Deloitte Consulting,
	System Testing - Test Case Scripting	Deloitte Consulting,	M-DCPS
	Release 2 & 3 Production Job Scheduling	M-DCPS	Deloitte Consulting,
	DELIVER		
	Conduct System Testing	Deloitte Consulting,	M-DCPS
	SAP Printing Rollout	M-DCPS	Deloitte Consulting,
	Cut-over Pre-Work	Joint Responsibility: M-DCPS Deloitte Consulting,	
	Final Cut-Over (Going-Live)	Joint Responsibility: M-DCPS Deloitte Consulting,	
	OPERATE		
	Go-Live Support	Joint Responsibility: M-DCPS Deloitte Consulting,	
	Post Go-Live/Operations Support	M-DCPS	Deloitte Consulting,

Table 5.1.4 – Project Methodology Releases and Technical Activities

Deloitte Consulting will develop and maintain a detailed project plan for SAP infrastructure and SAP Basis activities during the Release 1 Vision & Plan timeframe. At a high-level it will include the activities described in the above table. The plan is a living document – task level details will be added and additional activities/tasks captured as they relate to the SAP project execution.

5.2 Business Warehouse and Operational Data Store (ODS)

Deloitte Consulting's approach for analytical reporting will be to use SAP Business Warehouse (BW) as the analytical reporting system for Human Resources/Financial/Supply Chain transactional and master data. As M-DCPS has already implemented a data warehouse to report on student information, the approach will be to continue to use this Decision Support System (DSS) to report on Student Information. Certain reporting requirements will likely require integrated Human Resources/Financial data from BW and Student data from the DSS. Deloitte Consulting will determine the recommended reporting back-end for those reports that require a combination of data during the Design Phase.

5.2.1 BW Implementation Methodology

Deloitte Consulting will use a phased approach for rolling out BW reporting capabilities with the SAP ERP business process functionality to deliver reports to users.

The following sections contain a high-level description of the Business Warehouse-related activities and deliverables in each EVD phase. Also described are M-DCPS and Deloitte Consulting roles.

5.2.1.1 BW Vision & Plan Phase Activities

	RESPONSIBILITY	
Tasks/Activities	PRIMARY	ASSIST
Mobilize project team and facilities	Deloitte Consulting	M-DCPS
Develop detailed work plan	Deloitte Consulting	M-DCPS
Validate KPI scope	Deloitte Consulting	M-DCPS
Communicate roles and responsibilities	Deloitte Consulting	M-DCPS
Finalize selection of any additional reporting and ETL tools	Deloitte Consulting	M-DCPS
Plan for and conduct project kick-off	Deloitte Consulting	M-DCPS

Table 5.2.1.1 – SAP BW Vision & Plan Phase Activities

5.2.1.2 BW Design Phase

During Design, Deloitte Consulting, jointly with M-DCPS, will design the BW solution, including infocubes, ODS's, and extractors, as well as report layouts and functionality. Deloitte Consulting will analyze the Key Performance Indicators (KPIs) for M-DCPS and assign to reports in the To-Be Report List.

5.2.1.2.1 SAP BW DESIGN Activities

	RESPONSIBILITY	
Tasks/Activities	PRIMARY	ASSIST
Refine project procedures, including scope management, issue resolution, and project status reporting	Deloitte Consulting	M-DCPS
Estimate hardware requirements	Deloitte Consulting	M-DCPS
Define technical infrastructure, including clients and client strategy	Deloitte Consulting	M-DCPS
Initiate Risk Management process	Deloitte Consulting	M-DCPS
Complete data elements analysis	Deloitte Consulting	M-DCPS
Begin data governance and standardization process	Deloitte Consulting	M-DCPS
Review BW business content	M-DCPS	Deloitte Consulting
Determine hierarchies needed for BW	Deloitte Consulting	M-DCPS
Develop logical data model including star schema	Deloitte Consulting	M-DCPS
Finalize to-be report/KPI list	M-DCPS	Deloitte Consulting
Perform data model design reviews	Deloitte Consulting	M-DCPS

Tasks/Activities	RESPONSIBILITY	
	PRIMARY	ASSIST
Perform data model cross team reviews	Deloitte Consulting	M-DCPS
Design BW architecture	Deloitte Consulting	M-DCPS
Design BW extractors	Deloitte Consulting	M-DCPS
Design security roles	Deloitte Consulting	M-DCPS
Develop BW report specifications	M-DCPS	Deloitte Consulting
Develop training strategy and plan	Deloitte Consulting	M-DCPS
Develop change leadership and communication detailed plan	Deloitte Consulting	M-DCPS
Develop deployment plan	Deloitte Consulting	M-DCPS

Table 5.21..2.1 – BW Design Phase Activities

5.2.1.3 BW Build Phase

The purpose of the Build phase is to build and test the design, including the BW architecture, extractors, and queries. At the beginning of the Build phase, Deloitte Consulting will work with M-DCPS data warehouse developers to construct the BW infocubes. Deloitte Consulting will provide templates and work packets throughout the development of the technical architecture and reports to confirm consistency, performance optimization, and quality.

5.2.1.3.1 BW Testing

BW test scripts will be developed during the Design and Build phases. Expected results will be added at this point. Test results, test status, and test issues will be managed as part of the overall Integration and Performance testing cycles.

There are three major types of testing which comprise Deloitte Consulting's overall BW functional testing approach:

1. **Data Target Testing**: The data target test validates that extractors are pulling data correctly out of the source system and into the BW cubes. This is a comparison of source data to the data in the cube by viewing the cube contents directly in BW (not via a report). This test is performed by team members.
2. **Report String Testing**: The string test validates that reports are pulling data as designed from the cube to the report. SMAs will be assigned to participate in this process. Report results are compared to data in the cube which is assumed to be accurate. The following four checks are done on each report before a test is complete:
    - 2.a. Compare and validate the report against its specification.
    - 2.b. Test the basic functionality of the report, navigate through the report and perform analytical functions on the report (slice/dice).
    - 2.c. Compare data and results on the report to the data in the cube. Validate specific calculations. Note: team members (vs. SMAs) most often perform this portion of string testing.
    - 2.d. Review end-user documentation to confirm completeness and clarity.
3. **Integration Testing**: This is comprised of the most critical tests as it helps to validate that the system is meeting both user and technical requirements. Integration testing is performed as an end to end test from data source to report. Specific scenarios are tested in a controlled environment with SMA participation. If applicable, a parallel test to

legacy reports is desirable. Deloitte Consulting assist M-DCPS team members to perform this test using the security roles developed.

5.2.1.3.2 BW Build Activities

Tasks	RESPONSIBILITY	
	PRIMARY	ASSIST
Build cubes, ODS, master data	Deloitte Consulting	M-DCPS
Develop BW queries	Deloitte Consulting	M-DCPS
Perform query string test (SMAs)	M-DCPS	Deloitte Consulting
Develop extractor technical specifications	Deloitte Consulting	M-DCPS
Code and unit test extractors	M-DCPS	Deloitte Consulting
Perform data target testing	M-DCPS	Deloitte Consulting
Design job schedule	M-DCPS	Deloitte Consulting
Job schedule build and unit test	Deloitte Consulting	M-DCPS
Finalize training curriculum	Deloitte Consulting	M-DCPS
Develop training materials	Deloitte Consulting	M-DCPS
Develop end-user documentation	Deloitte Consulting	M-DCPS
Build and unit test security roles	Deloitte Consulting	M-DCPS
Set up Quality Assurance and Production systems	M-DCPS	Deloitte Consulting
Design Support Organization	Deloitte Consulting	M-DCPS
Revise risk mitigation plans and report status	Deloitte Consulting	M-DCPS
Develop integration test plan	Deloitte Consulting	M-DCPS
Develop integration scripts	M-DCPS	Deloitte Consulting
Perform integration test	M-DCPS	Deloitte Consulting
Train the Trainer	Deloitte Consulting	M-DCPS
Provide periodic communications	Deloitte Consulting	M-DCPS

Table 5.2.1.3.2 – BW Build Phase Activities

5.2.1.4 BW Deliver Phase

The primary purpose of the Deliver phase is to complete system testing, train end-users, perform a cutover rehearsal and execute the final cutover.

5.2.1.4.1 BW Deliver Activities

Tasks	RESPONSIBILITY	
	PRIMARY	ASSIST
Conduct end-user training	M-DCPS	Deloitte Consulting
Conduct system tests (volume, stress, disaster recovery)	Deloitte Consulting	M-DCPS
Establish Production environment	M-DCPS	Deloitte Consulting
Execute deployment plan	Deloitte Consulting	M-DCPS
Execute plan for developing post-go-live support organization	Deloitte Consulting	M-DCPS
Execute cut-over plan	M-DCPS	Deloitte Consulting
Perform stress test	Deloitte Consulting	M-DCPS

Table 5.2.1.4.1 – BW Deliver Activities

5.3 Security

5.3.1 Deloitte Consulting's Methodology

Deloitte Consulting's approach for addressing the implementation of SAP application security follows a risk-based, practical approach. Using this approach, Deloitte Consulting will address regulatory and privacy requirements related to the project and communicated by M-DCPS and integrate them into the business process and role designs.

The diagram below illustrates the major activities that will be performed in each phase of project delivery.

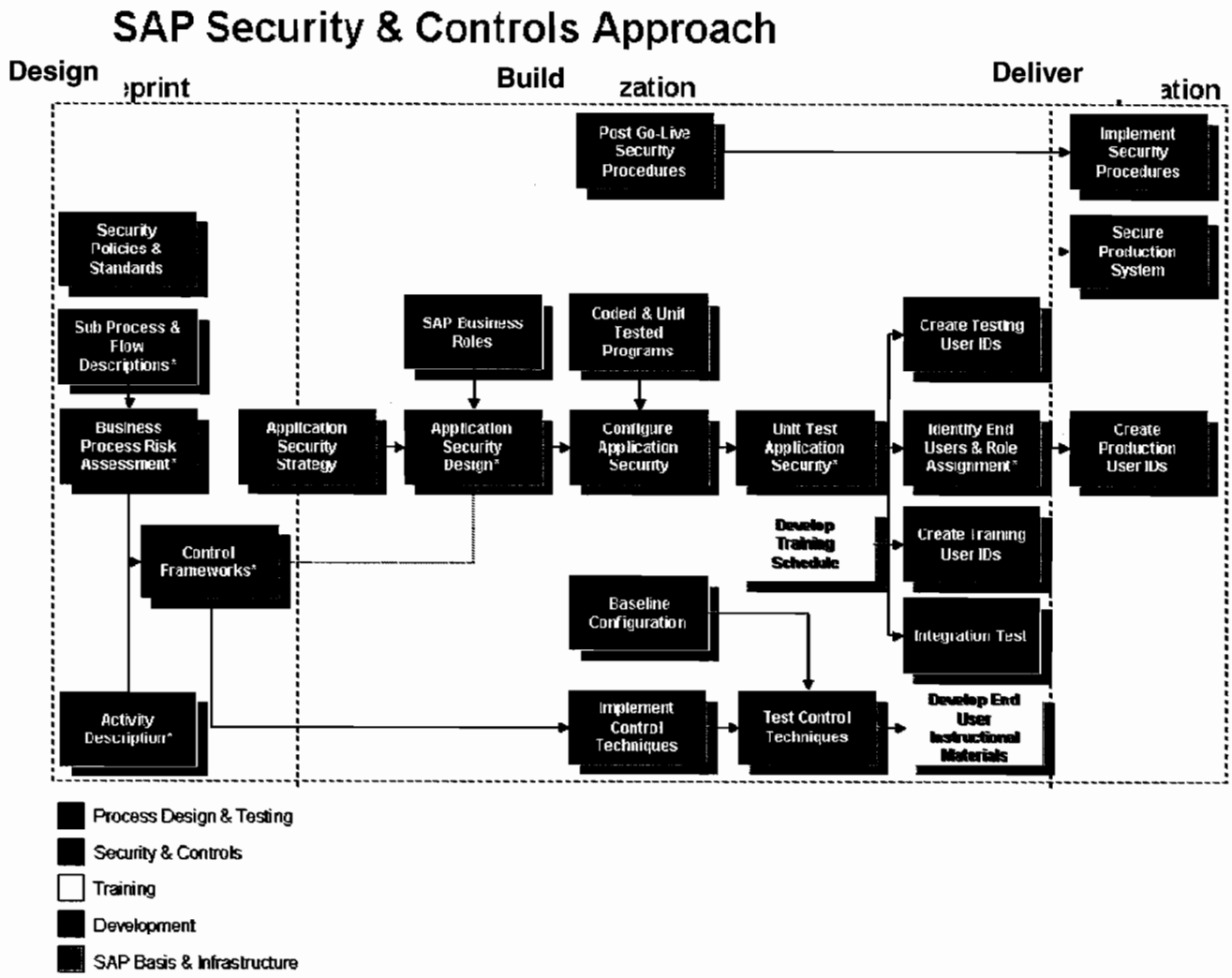

Figure 5.3.1 – SAP Application Security Controls and Approach

The SAP application security team will work closely with:

- Functional teams to define roles based on the business processes being implemented.
- The Change Management team to develop the role-to-position mapping where end-users are identified and assigned to SAP role(s) based on their business functions.
- The Development team to help validate that custom-developed objects (e.g., transactions, reports) have capabilities for security controls as defined by the Functional teams.

Deloitte Consulting's security implementation approach will incorporate guiding principles, tools, methodology, and templates to facilitate an efficient and rapid implementation of SAP security. Deloitte Consulting will use our security toolkit to specifically address the implementation of a robust SAP security environment, including:

Pre-Configured Security Roles, which are pre-defined security responsibilities that facilitate and expedite the process of designing an application security structure that meets the access requirements and business needs of the SAP implementation. These SAP responsibilities address access requirements across all SAP functional modules.

Segregation of Duty Analysis Tool, which is a tool that incorporates business practices and audit requirements to identify security access privileges that introduce a segregation of duty conflict. This tool is utilized to help minimize any potential exposures that the customized security responsibilities could contain.

A critical part of Deloitte Consulting's approach is to facilitate knowledge transfer and skill building for the M-DCPS security personnel, which will be provided on an on-going basis.

5.3.2 Deloitte Consulting's Preliminary Design

Based on Deloitte Consulting's current understanding of security requirements from the RFP, our preliminary design consists of a role-based security model using a SAP Central User Administration (CUA) system to manage security authentication for the SAP Business Suite, SAP SRM and SAP BW solutions. The SAP Portal solution is planned to provide the functionality of Single Sign-On (SSO) based on SAP Logon Tickets and integrated with directory services (SAP supported LDAP – e.g., Microsoft Active Directory). Additional information on SSO can be found in Section 6 – Portal of this Statement of Work.

Security will focus on defining the role's permissions for each business function, defining the role's different levels of permissions, and linking the user to the role.

Deloitte Consulting's approach to developing security for SAP ERP, SAP SRM and SAP BW users is based on a three-tiered approach to develop roles assigned to users:

- **General Role**: Transactions used by every SAP user (e.g., printing, ability to change address or other required user details).
- **Reporting Roles**: These roles generally control access to reports.
- **Authorization Roles**: These roles restrict the SAP business transactions a user is allowed to access based on his/her functional responsibility.

SAP Portals have a slightly different authorization concept. In SAP Portals, roles are only indirectly linked to authorization. Portal roles group together the portal content required by users with a certain role in the company. Based on the desired business needs of the end-users, the role structure will be defined to address the navigation layout that a user would see in the portal. Users and groups that will be assigned to a role will inherit the permissions of the role through appropriate configuration.

5.4 System Sizing and Performance Management

5.4.1 Sizing Approach

Sizing the hardware requirements for a SAP implementation is an iterative process. During the latter stages of Vision & Plan, an initial sizing exercise will give an approximate estimate of the hardware resources required to support the SAP implementation. Sizing of hardware will be specific to the selected platform/technology, and will be developed by the hardware vendor collaborating with Deloitte Consulting and SAP. Sizing inputs for SAP Business Suite are different than that of BW, SRM, XI, or SAP Portal.

- Users are classified as High/Medium/Low based on their respective activity levels on the system.
- The sizing estimate is based on a target CPU utilization of 65% for open system platforms

- Sizing is usually done assuming a standard system performance of two-second dialog response time. This does not include the time for delays that may occur due to network response times in a distributed end-user environment.

5.4.2 Scalability

5.4.2.1 Maintaining a Consistent Throughput

The SAP Business Suite application is designed to handle substantial transaction volumes. Scalability will be achieved either horizontally by recommending the addition of application servers and/or vertically by recommending additional processors to existing database/application servers.

SAP scales differently for the database layer than for the application layer. The database server will scale vertically requiring additional CPUs and Memory within the same frame. The hardware vendor will need to size a database server frame that provides enough headroom to allow scalability for the database server. The application servers will scale horizontally, allowing for additional capacity by adding additional servers to the landscape. This approach provides flexibility to scale the solution as capacity requirements increase.

5.4.3 Performance/Stress Testing

Performance/stress testing will allow the testing team to observe how the SAP system hardware and software configuration will perform under a predetermined set of test scenarios. These scenarios will simulate, to the extent possible, the real-life peak transaction times of the system. When a system is initially sized, it is only possible to work with simplified standard estimates. A stress test can therefore be used to take M-DCPS-specific settings and help to refine the calculations.

The project will use the Mercury Interactive Tool Set to perform Stress Testing.

- The volume/stress tests involve executing a selected set of transactions to give information on the existing configuration and highlight inefficiencies or bottlenecks that might occur before going live.
- Stress testing will be used to measure application scalability, evaluating the end-to-end processing time and utilization of available computing resources.
- Stress testing will be used to measure the daily and maximum workloads that the system can handle, based on the configuration and enhancements, networking, hardware and operating system.
- Response and processing times are measured for both online and batch transactions.
- The objective of the exercise is not to measure the breaking point of the system, but rather to:
    - Find performance problems that would otherwise go undetected, and take corrective action
    - Test the different subsystems and verify their effectiveness
    - Obtain a better understanding of the behavior of the system in terms of response times and transaction rates under different workload scenarios.

A high level stress testing approach is depicted in the following diagram:

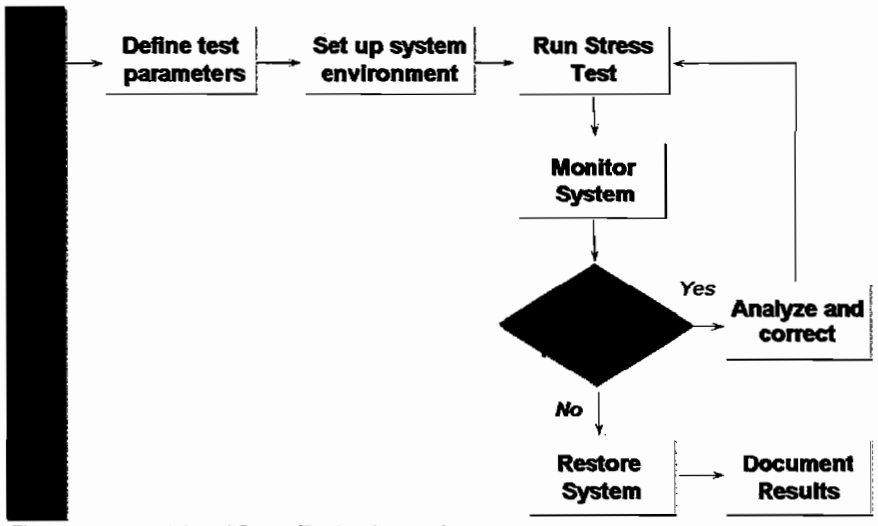

Figure 5.4.3 – High Level Stress Testing Approach

5.5 High Availability

5.5.1 Software Redundancy

5.5.1.1 Redundancy

The Production system will be sized with multiple application servers/instances. Redundant sets of application servers will be established in the application tier to provide resiliency as well as scalable load balancing. If an application server fails, then all subsequent client requests are redirected to the other available application servers.

Each application and database server will be designed to have redundant components (e.g., multiple power supplies, network cards, etc.). This will minimize the impact on users during outages and network connectivity issues.

5.5.1.2 Restart/Recovery

Prior to releasing the production system for go-live implementation, a series of backup and recovery tests will be performed by M-DCPS with the assistance of Deloitte Consulting. The results of these tests will be used to determine if the backup and recovery strategies are successful, as well as to determine the time required for recovery.

5.5.1.3 File Protection

All SAP users access the system at the application level. None of the business users need direct access to the essential operating system, DBMS, or application executable file systems. Only system administrators will have access to the SAP system files. Operations and support users will be granted access to specific staging areas required to support interface processing.

All non-database files will be backed up according to M-DCPS's backup strategy/policy.

5.5.1.4 Backups

The Backup & Recovery Strategy is covered under the Technical Design deliverable in the EVD Methodology. It will take into account the existing standard practices of M-DCPS, as well as the application and business requirements on system availability. Based on these inputs Deloitte Consulting will recommend suitable options.

The primary goal of the SAP application and database backup strategy is to provide full data recovery in the event of media failures, a software error, or an operator error.

The most important factor that drives ERP backup/restore strategy is the business requirements. This will determine the restore/recovery window and technological options available. Further Deloitte Consulting will perform a cost/benefit analysis of the suitable technological solutions to choose the viable option.

A restore window, along with the following factors will help in determining the overall approach for backup/recovery:

- Importance of the dataset
- Size of the dataset
- Storage media of source
- Storage requirements for target
- Backup window
- Technology capability or limitations
- Orientation of data sources on the network
- Cost of implementing the solution/strategy

Based on Deloitte Consulting's experiences and industry practices, Deloitte Consulting recommends, at a minimum:

- Daily/nightly full on-line database backup using the enterprise backup application. To perform online backups, the SAP add-on module for the backup software will be required
- Daily incremental backups of file systems that include the staging area, SAP libraries and executables, Database libraries and executables, etc.
- Weekly full off-line OS level file system backup using the enterprise-specific backup tool.

Performing the backup during night hours will require less system resources due to lower access demand after normal business hours. The timeframe may be decreased by adding additional process threads, but this requirement will utilize additional system resources. Further backup servers should be isolated on a separate network segment to which the various databases are connected.

5.5.2 Hardware Redundancy

5.5.2.1 Individual Server Configuration

All hardware components of a production storage array should be fully redundant, from physical interfaces to physical disks, including redundant power supplies and connectivity to the array itself (HBA, SAN Fabric switches, etc). The storage array should use RAID-5 or RAID-10 mirroring based on importance and criticality of data and should contain one or more spare disks (often called hot spares). The main hardware components are the database and application server, the components within each server (CPU, memory, interface boards), the cluster interconnect, and shared storage. All should be configured failover and for efficient performance.

Using a properly supported configured system is a key component of success. Deloitte Consulting will use vendor supported and certified Operating System versions and patch

levels, clustering software versions, database versions and patch levels, and firmware versions.

Section 6.0
SAP Portal

6.1 SAP Portal Integration

The SAP Portal is a browser-based application that integrates with SAP Business Suite business functionality. The following functionality will be enabled through the SAP portal:

1. Release 1: Finance/Procurement
   - Reporting
2. Release 2: HR/Payroll
   - e-Recruitment
3. Release 3: SRM/Travel & Expenses
   - Business Package for Employee Self-Service

The combined Technical project team (M-DCPS and Deloitte Consulting) will develop an overall portal/content management design and guidelines, to include overall look and feel, log-on web page mechanism, and how and when existing M-DCPS content management tools will be leveraged.

Using these guidelines and the functional scope identified in M-DCPS' requirements matrix, M-DCPS and Deloitte Consulting solution architects will enable the in-scope functionality through standard configuration activities.

6.2 SAP Portal Activities

The high-level major activities planned for the SAP Portal team are identified in the table below'

TASKS / ACTIVITIES	RESPONSIBILITY	
	PRIMARY	ASSIST
VISION & PLAN		
Define High Level Portal Content Requirements	Joint Responsibility M-DCPS, Deloitte Consulting	
Define Portal Security and Roles Requirements	Deloitte Consulting	M-DCPS
DESIGN		
Define Business Processes for Portal Development	Deloitte Consulting	M-DCPS
Develop Architecture & Design Standards	Deloitte Consulting	M-DCPS

TASKS / ACTIVITIES	RESPONSIBILITY	
	PRIMARY	ASSIST
Develop Portal Proof Of Concept Prototype	Deloitte Consulting	M-DCPS
BUILD		
Develop Portal Common Services	Deloitte Consulting	M-DCPS
Build Portal Content and Application Integration	Deloitte Consulting	M-DCPS
Build Portal Collaboration	Deloitte Consulting	M-DCPS
Build Portal Security	Deloitte Consulting	M-DCPS
Develop Portal User Interface	Deloitte Consulting	M-DCPS
Develop Portal WorkFlow objects	Deloitte Consulting	M-DCPS
Portal Custom Development objects	Deloitte Consulting	M-DCPS
DELIVER		
Perform Integration Testing	M-DCPS	Deloitte Consulting
Perform System Tests	M-DCPS	Deloitte Consulting
Final Cut-Over (Going-Live)	Joint Responsibility M-DCPS Deloitte Consulting	
OPERATE		
Go-Live Support	Joint Responsibility M-DCPS Deloitte Consulting	
Post Go-Live/Operations Support	M-DCPS	Deloitte Consulting

Table 6.2 –High-Level Activities and Responsibilities

6.3 SAP Portals – User Authentication

The SAP Portal is very flexible with respect to what source is used to authenticate users. Based on Deloitte Consulting's understanding of M-DCPS authentication technology, the LDAP source will be either Microsoft Active Directory or SAP Portal's own internal database. Furthermore a mixture of both sources can be used for authentication purposes, if needed.

In a complex system landscape with several components, the preferred way to achieve Single Sign-On (SSO) between the SAP Portal user and the back-end SAP system is to use the SAP logon ticket. When setting up SSO with logon tickets, one system is identified as the ticket issuer. After a user logs on to a system using a supported authentication mechanism, the system issues the user an SAP logon ticket. Deloitte Consulting will define the SAP Portal system as the ticket-issuing system, so that users would have to access all applications and services through the portal to help achieve Single Sign-On. Also, M-DCPS' existing portal can co-exist with the SAP Portal and can be used to achieve the desired SSO.

6.3.1 User Management Engine (UME)

Based on Deloitte Consulting's current understanding of the M-DCPS organization, user master data will be located in separate stores, i.e., Microsoft Active Directory (enterprise LDAP application) and SAP systems. Deloitte Consulting's recommended approach is to use a Central User Administration (CUA) system to minimize user administration for all the SAP systems (ERP, SRM, BW) in an SAP Web Application Server. However, contingent on further requirements gathering/analysis of the proposed solution, this approach may have to be amended to integrate with each SAP system instead of using CUA. The non-SAP systems have one or multiple Active Directory (AD) Servers. While implementing the SAP Portal the User Management Engine of the Portal will leverage both user stores (Microsoft AD as well as the SAP CUA).

The SAP Portal allows for multiple user stores in parallel. These will be an SAP ABAP stack for central user management on an SAP Web Application Server (WAS) and a Directory. The SAP Portal also allows for user partitioning, in which parts of the user master data can reside in an SAP ABAP stack 6.40 and other parts can reside in one or more LDAP servers.

6.3.1.1 SAP Integration into Existing Active Directory Landscapes

1. The SAP Portal will use LDAP Directories as the User Repository (User Persistence Store).
2. The SAP Portal will provide Single Sign-On (SSO) to SAP and MS backend systems using SAP Logon Tickets. Must use forms based on header based authentication to seamlessly integrate to M-DCPS current portal. V3 Sessions must be accepted by SAP sessions.
3. SAP provides a Directory Interface for User Management via LDAP. SAP user data can be synchronized with user data in LDAP Directories.
4. SAP provided interfaces and tools that will be used:
   - UME: LDAP Adapter for Active Directory
   - ISAPI Filter for IIS (IISProxy.dll)

The following diagram depicts SAP integration into existing Active Directory landscapes

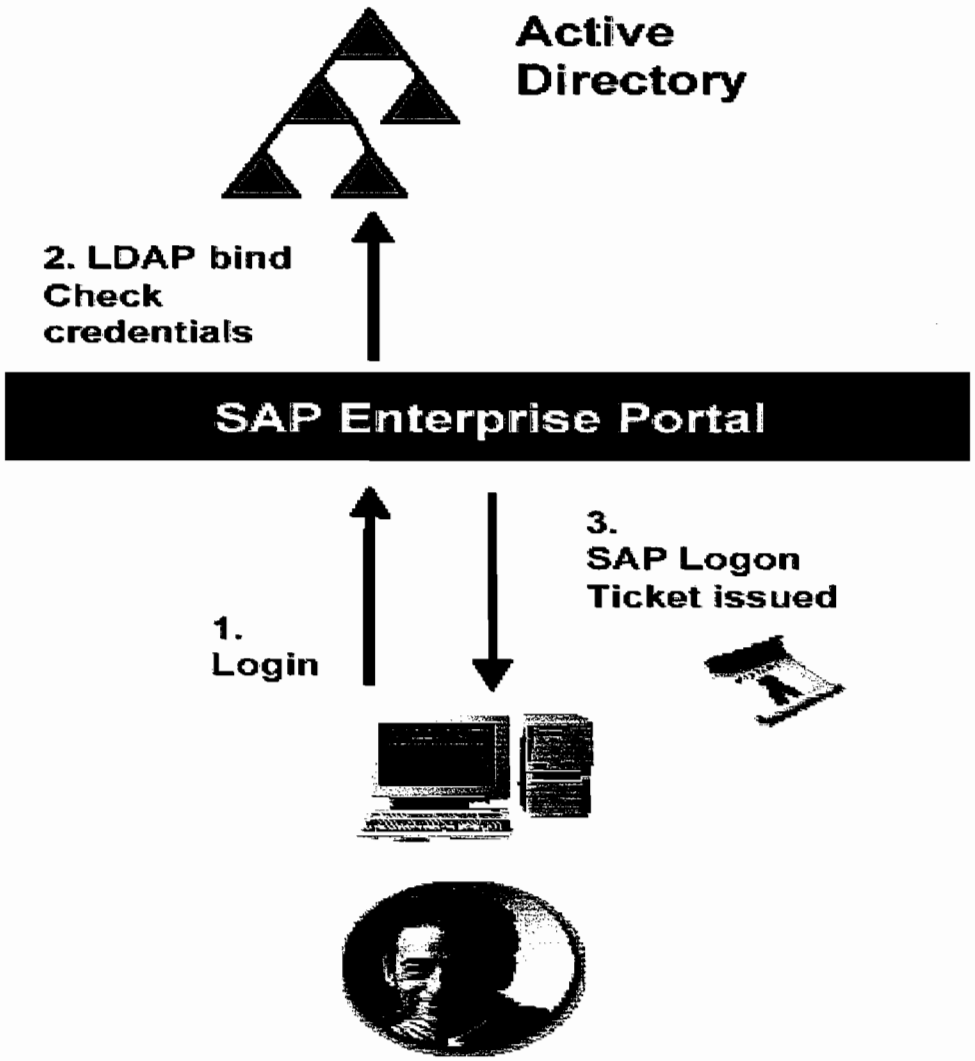

Figure 6.3.1.1 – SAP Integration into Existing Active Directory Landscapes

Section 7.0

Process and System Testing Scope and Approach

The success of any implementation is dependent on the quality and extent of process and system testing performed. The scope of the testing will address each of the functional and technical portions of the system and environment. The approach is based on the following types of testing:

1. Test Preparation
2. Unit Testing
3. String Testing
4. Integration and User Acceptance Testing
5. Parallel Testing for Release 2 Payroll
6. Stress and Volume Testing
7. Regression Testing

Testing will involve the functional and technical teams from Deloitte Consulting and M-DCPS as well as District Subject Matter Advisors (SMA's.)

7.1 Testing Project Assumptions

1. A selection of end users from different business areas or processes will be made available during integration and user acceptance testing to execute the integration and user acceptance test cases. The users may be required to be available on a full-time, part-time or as needed as Subject Matter Advisors. The testing resource requirements will be defined and identified during the Build Phase.
2. To the extent possible, critical high impact issues will be resolved prior to going into the Deliver Phase. High impact issues not resolved will be escalated through the Issue Escalation process.
3. Inbound files to SAP from legacy systems will be made available for all testing.
4. Capability to validate the outbound files from SAP to legacy systems will be available for all testing.
5. M-DCPS and Deloitte Consulting will determine and agree upon testing result acceptance criteria prior to the execution of tests in each phase.

7.2 Test Preparation

During test preparation the following will be documented and communicated to the testing team:

1. Procedures for documenting test cases

2. Logistics for test execution may include but are not limited to setting up testing "war rooms", preparing a test schedule, scheduling status meetings and developing an agenda
3. Procedures for reporting and tracking of test execution
4. Procedures for defect tracking and resolution

Deloitte Consulting will work with M-DCPS team members to develop mutually agreed upon integration test 'entry criteria' and 'exit criteria' that will form the basis of test 'acceptance criteria' and 'sign-off' procedures. Entry criteria are defined to help readiness for integration testing. They include agreed upon minimum criteria that must be met prior to starting integration testing and definition of defect categories and priorities. Defect categories and priorities serve as the basis of test reporting and the criteria for exiting test cycles. Exit criteria validate the success of each test cycle. The exit criteria define the acceptable test case percent complete and category/priority of defects unresolved for each cycle. It is possible that the exit criteria will differ for each test cycle.

Deloitte Consulting will work with M-DCPS to define the test issue resolution process. The three major components of this process will be:

1. Identifying team members as testers and fixers
2. Defining the severity levels of test issues and the criteria for each severity level (for example, high severity means that the system cannot go live without the error being fixed where medium means there is a known workaround for the error so that the system can go live without it being fixed)
3. Defining expected turn-around time for fixing the errors based on the severity level

An example of the general process flow the project will use to resolve issues is:

1. Have each tester log the issue in the test management tool with the severity level and fixer identified
2. The test management team reviews the issues daily to validate they are logged with the correct severity level and fixer
3. When the error is fixed, the fixer assigns the error back to the tester for re-testing
4. After successful re-testing, the fixer marks the error as closed

Deloitte Consulting will work with M-DCPS to create a schedule of meetings to review the status of outstanding issues in order that all high-level issues are being addressed by the appropriate resources and roadblocks to resolving them are being cleared.

7.3 Testing Tools

Software from Mercury Interactive and other agreed-upon testing tools, will be the primary testing tools used for this implementation. Mercury testing tools provide automated testing capabilities that allow for efficiency and accuracy in regression and stress testing. The relevant Mercury tools that will be used for conducting testing are:

1. Mercury TestDirector – a web-based test management application that accommodates test requirements, schedule, test lab, and defect management
2. Mercury QuickTest Professional – captures and replays end-user actions
3. Mercury LoadRunner – for predicting system behavior and fine tuning the application during stress testing

Mercury or other agreed upon software will be the primary tool for keeping track of the test cases and defects. Test case scenario details will include information on:

1. Description of test case scenario
2. Description of steps for executing test
3. Status of test cases

The details captured on defects will be the same as details described in the issue resolution process.

7.4 Unit Testing

M-DCPS will execute unit testing in the Build Phase, encompassing testing of:

1. Configuration
2. Security
3. RICEFW objects (reports, interfaces, conversions, enhancements, forms and workflows.)

Deloitte Consulting functional and technical team members will assist the M-DCPS team members to test that individual execution of transactions, configuration changes or reports creates the expected result. Unit testing does not include end-to-end test of business functionality.

Deloitte Consulting will assist M-DCPS to develop unit test cases for transactions, security roles, and development objects. These cases identify execution steps and expected results of the tests. Both positive and negative testing will be included in unit testing.

M-DCPS SMAs will contribute to the creation of unit test requirements and their expected results. Execution of unit testing will be a part of the entry criteria to help determine readiness for Integration Testing. The teams involved in testing will include both M-DCPS and Deloitte Consulting team members, who will be required to validate the success and failure of the tests against the expected results.

7.5 String Testing

String Testing bridges functional unit testing and functional integration testing, during which the teams begin to integrate related pieces of functionality in a single test without testing the overall end-to-end process. String Test Materials represent a simple series of integrated steps based on the Unit Test Materials and the String Test Workplan that involve a combination of transactions, reports, or program software development. The Unit Tests are "strung" together to form a test case that focuses on critical dependencies. String Test results must be recorded, validated, and signed off before execution of Integration Testing.

7.6 Integration and User Acceptance Testing

Integration and User Acceptance Testing is the responsibility of M-DCPS. Deloitte Consulting will coach, guide, advise and support M-DCPS project team members to conduct integration testing during the Build Phase, after completion of unit and string testing. Deloitte Consulting will not execute any Integration and/or User Acceptance testing scenarios.

Integration testing will be comprised of:

1. End-to-end business processes within the SAP Business Suite across modules
2. Interfaces from and to external systems (both internal and external to M-DCPS)
3. Security roles
4. Data Conversion.

Integration testing will be designed around business scenarios that would include multiple test cases. Each integration test scenario will be expected to pass a minimum of two integration test cycles involving appropriate repeat testing of the business scenarios. To facilitate testing quality, M-DCPS business process SMA's will be involved in Integration Test preparation and Integration Testing. Test requirements will be gathered during test preparation by defining the business scenarios to be tested. The objective of integration testing is not to test every possible business possibility in the new system, but rather to test a sample large enough to establish confidence in the solution. The SMA's and functional team members will identify appropriate business scenarios to be included in integration testing, based on their complexity and frequency of use. Each business scenario will be further broken down into integration test cases. The scenarios and the test cases will be documented using testing tools such as Mercury. This will facilitate the documentation of test results and the resolution of defects.

Integration testing will test the security roles in relationship to the business scenarios. Each role will be tested by assigning it to a test user ID. The testers will log into the system using this user ID (for the role of the end-user who will be executing the business scenario in the production system).

Integration testing will also be used to test the data converted from legacy systems. The test system will be populated with legacy data using the data conversion programs and production ready data files. Using the converted data in the business scenarios will provide the opportunity to detect errors in the data or conversion programs that were not initially detected in the unit testing of the conversion programs.

During or directly following integration testing one or more cycles will be dedicated to user acceptance testing. By assigning the business scenarios to be executed by M-DCPS SMA's, the SMA's will verify that the system features are functioning properly, functional requirements are met, workflows are configured accurately, and user documentation and help text accurately reflect procedures/policies. After successful execution of each scenario, the SMA will sign off that the scenario was completed successfully in accordance with their expectation.

7.6.1 Integrating Business Warehouse Testing with the Unit and Integration Test

7.6.1.1 Data Target Testing

The data target test will validate that extractors are pulling data correctly out of the source system and into the BW cubes. This is a comparison of source data to the data in the info cube by viewing the cube contents directly in BW. This testing will be included in the unit test plan.

7.6.1.2 Report String Test

The string test would confirm that reports are pulling data as designed from the info cubes to the report. Report results are compared to data in the cube which is assumed to be accurate

since they were tested during data target testing. The following four checks are done on each report before a report can be considered "passed":

1. Compare and validate the report against its specification
2. Test the basic functionality of the report, navigate through the report and perform some analytical functions on the report
3. Compare data and results on the report to the data in the cube, and validate specific calculations
4. Review end-user documentation for completeness and clarity

7.6.1.3 Business Warehouse Integration Testing

Business Warehouse Integration is an end-to-end test from data source to report where the data source is the integration testing system. Specific scenarios are tested in a controlled environment with M-DCPS SMA's participation. The test will be performed using the developed security roles.

7.7 Parallel Testing for Release 2 HR/Payroll

M-DCPS will execute parallel testing in Release 2 for HR/Payroll, assisted by Deloitte Consulting. This testing will verify that the SAP Business Suite is paying M-DCPS employees correctly, by comparing results from M-DCPS's current payroll system to the corresponding results in the SAP Business Suite. Payroll parallel testing will occur as a separate testing phase in the latter portion of the Build Phase, extending into the early weeks of the Deliver Phase. This will provide enough time to review the results. M-DCPS SMA's will be involved in the validation of parallel payroll results and sign-off on the results to satisfy 'user acceptance' testing requirements.

Deloitte Consulting and M-DCPS will perform Payroll Parallel testing for a duration of 3 months. During development of the detailed testing plan, the exact pay periods to parallel test will be selected. The refined schedule will allow sufficient time to conduct a regression testing cycle. Regression testing will be performed to confirm any changes made to correct configuration during parallel testing have not negatively impacted the integration test results. A subset of the integration test scenarios will be executed for the regression test cycle.

To perform the parallel test, payroll results will be extracted from M-DCPS's current system. The desired payroll population will be 100%. The data conversion programs will be used to extract employee data from the current payroll, human resources and time systems and load into the SAP Business Suite. Payroll will then be run for the pay-period in the SAP Business Suite and results compared using a utility program. The comparison program compares the gross pay amount, net pay amount, benefits and all deductions. Parallel testing will involve prior pay period results to expedite the test and to allow for re-execution as appropriate. Also, at least three pay periods will be tested to validate deductions only taken once during a month are included and to test claims and arrears processing.

7.8 Stress Testing

Stress testing encompasses the testing necessary to identify issues with performance of the system for both batch processing volumes and online transaction response time. This testing will include simulating production volumes of interfaces and online transactions to obtain results for system fine tuning. This approach will allow the infrastructure team to estimate overall timeframe for the batch schedule in the production environment and identify online

transactions that will need fine tuning before handing over to end users. For this testing, the technical team will measure multiple metrics of performance such as:

1. Response time in seconds for critical online transactions
2. Response time necessary to receive, process, and return a result on the application server, as well as the time necessary to transfer data on the communications network from the user desktop to the application server
3. Overall batch schedule run times improvements from integration testing environment to stress testing environments
4. Validate that the nightly batch schedule can run in the expected daily downtime availability of the system
5. Compare SAP Business Suite CPU and database resources to standard benchmarks

A key component of stress testing is related to volume testing. Where possible, M-DCPS, with assistance from Deloitte Consulting, will use production data with simulated production volumes to test interfaces. In addition, we will simulate a sample of users for critical high volume online transactions. Deloitte Consulting and M-DCPS will use the testing and other SAP tools to simulate production-level volumes.

Testing will be coordinated by the infrastructure team and will involve functional and technical teams. Deloitte Consulting and M-DCPS will conduct stress testing late in the Build Phase to validate that the system configuration is stable and allow sufficient time to make system tuning adjustments.

7.9 Regression Testing

Deloitte Consulting and M-DCPS will conduct regression testing across all implemented modules to determine that existing and successfully tested functionality is not affected by new phase rollouts. Regression testing can also be used during the later integration testing cycles to retest configuration once a defect has been resolved. Regression testing is included in the overall integration test plan.

7.10 Staffing

The testing resources from the project team will be supplemented with test managers and SMA's from the applicable business areas. Project team test resources will develop test scripts and conduct testing.

The Test Managers will direct the overall testing process for all teams and all phases. This role will maintain the overall test plan and promote cross-team alignment in planning and test execution. In addition this role will prepare testing status reports and facilitate resolution of defects.

M-DCPS SMA's will help identify business scenarios, develop test requirements, establish expected results and assist in the documentation and execution of the test plans.

Detailed testing staffing levels are shown as part of the Staffing Plan in Appendix B – Staffing Plan.

7.11 Timing of the Test Phases

The tests will be executed in the Build and Deliver Phases of each project rollout as follows:

1. Unit Testing – in the Build Phase following configuration

2. String Testing – in the Build Phase following completion of logical groups of unit tests
3. Integration Testing – in the Build Phase following string testing
4. User Acceptance Testing – in the Deliver Phase
5. Parallel Testing for Release 2 HR/Payroll – in the Build Phase and concluding in the Deliver Phase
6. Stress Testing – in the Build Phase in conjunction with the last cycle of integration testing
7. Regression Testing – in conjunction with integration testing in the Build Phase

Section 8.0
Training Scope and Approach

8.1 Training Scope and Approach

The end-user training program will be designed with the goal of effectively transferring knowledge and skills to the organization. End-user training will incorporate a 'just-in-time' philosophy, providing end-users with the right training based on their role within the business process at the right time. All end-user training will focus on clear objectives related to job performance, user involvement, role-oriented training programs and performance support systems.

The majority of the training developed for the M-DCPS SAP Business Suite implementation will be customized, based on impacted job-roles and business processes. The customized training will incorporate a concept known as blended learning. Blended learning is a practice that combines traditional learning methods (e.g., paper-based, instructor-led courses) with eLearning technologies (e.g., web-based training, performance support systems, and learning management systems (LMS)) to create a highly targeted and effective learning experience.

The blended learning approach better meets end user needs by providing them with class-room based learning for more complex education and training requirements and online training courses that are most appropriate for straightforward subjects and tasks. A blended learning training program helps address multiple locations, large numbers of end-users and a variety of skill levels. It also provides for a post-training performance support system that end-users may access at any time to get immediate help on how to perform a transaction in the SAP Business Suite.

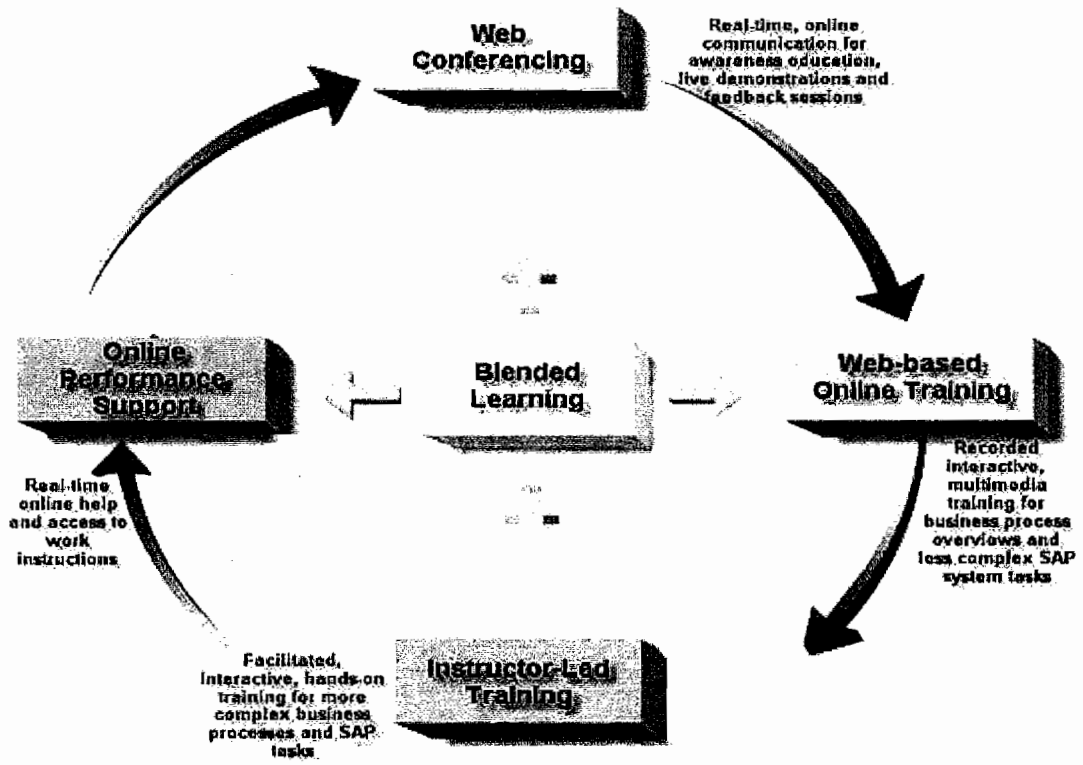

Figure 8.1 – Blended Learning

A detailed training rollout and resource plan will be created to manage this large training effort and help provide a smooth transition from phase to phase from a training perspective. The effort to create this plan will be led by Deloitte Consulting and supported by M-DCPS. Deloitte Consulting will apply the lessons learned and existing deliverables from each Release to the next. Deloitte Consulting will also leverage its training development tools and templates, training development resources, training logistic planning and tools and "Train-the-Trainer" program to reduce ramp-up and development time, with the goal of developing a program that:

1. Focuses on all future project releases, not just the current project release
2. Develops a training client system with comprehensive functionality
3. Allows for thorough process team member review of training materials
4. Produces clear training communications to the right audiences in the right phase

8.1.1 Project Assumptions

The following Project Assumptions apply:

1. M-DCPS will allocate and maintain resources (for example: Trainers, Training Developers, Training Coordinators) as per Appendix B – Staffing Plan, prior to the commencement of end-user training development.
2. M-DCPS will provide training facilities (classrooms) and equipment for web-based and classroom based end-user training
3. M-DCPS will provide the end-user training coordinator. The coordinator's duties and responsibilities will include, but are not limited to, enrolling end-users for training and scheduling facilities

4. The project will utilize the Train-the-Trainer model for end-user classroom training. End-user training will be conducted by M-DCPS resources after having received the train-the-trainer program.
5. Instructional end-user training materials will be created in English only
6. M-DCPS will provide training developers to create end-user training materials and training coordinators to manage training logistics as outlined in the Roles and Responsibilities section
7. Prototypes/templates for instructor, learner and online materials will be produced only during Release 1 (with a goal that the look and feel are consistent for all releases), since it is assumed that end-user training materials will have a similar look, feel, and level of detail for subsequent releases
8. The Training Evaluation and Improvement Plan include the testing of end-users. M-DCPS will provide direction and timely decisions regarding the appropriateness of testing those who are members of a union and will work with labor relations as required
9. Deloitte Consulting will work with M-DCPS to determine the appropriate M-DCPS learning system which will be used for end-user training registration and Level 1 Evaluations. If there is no appropriate system, Deloitte Consulting will determine the best method by which to register end-users and process Level 1Evaluations.
10. M-DCPS has administrators who are knowledgeable about the existing Learning Management Systems and who will be available to provide input and decisions about its use for the project.
11. M-DCPS's trainers and end users will be available as needed to complete Train-the-Trainer activities and end-user training
12. M-DCPS will provide:
    - 12.a. One PC per learner in all SAP Business Suite end-user training classrooms
    - 12.b. Access to PCs for those who require web-based learning
    - 12.c. M-DCPS will take responsibility for basic PC and web literacy training
    - 12.d. Transportation and expense costs incurred by M-DCPS employees to attend SAP training, will be the responsibility of M-DCPS
13. M-DCPS will not grant system access to any end user who has not attended the required training and passed the requisite skill evaluation.

8.1.2 End-User Instructional Design Approach

Deloitte Consulting's approach integrates end-user training requirements with all phases of planning and implementation throughout the project lifecycle.

8.1.3 Vision/Plan Phase

The objectives in this phase are to provide focus and direction for the end-user training effort by developing an overall guiding strategy for the training program and a preliminary training plan. Working in conjunction with the Change Leadership Team as they conduct their audience analysis, the training team will complete an audience analysis, training infrastructure assessment, and a needs assessment as the primary activities within this phase.

8.1.3.1 Audience Analysis

The Audience Analysis involves understanding key characteristics of the end-user community and examining demographic criteria that define needs and requirements for training. This leads to a better determination of learning needs that will affect the development, presentation, evaluation, and effectiveness of learning materials.

8.1.3.2 Training Infrastructure Assessment

The Training Infrastructure Assessment examines the current organization training environment to determine available technologies, resources, and existing training facilities. Understanding this allows the training team to leverage M-DCPS's existing tools as well as address gaps and determine requirements for building the right solution.

8.1.3.3 Needs Assessment

The Needs Assessment focuses on the skill needs that are added incrementally as a result of the SAP Business Suite implementation. Two levels of skills will be assessed: basic skills and business skills.

1. Basic skills are required in order to navigate SAP Business Suite and perform the functions of executing transactions in the system such as basic PC and Microsoft Windows proficiency.
2. Business skills are those that are fundamental to understanding and managing the processes within the SAP integrated environment.

The analysis and assessment deliverables are performed early in project preparation so that results and recommendations can be reviewed with leaders and management to provide ample decision and preparation time.

8.1.4 Design Phase

The objectives of this phase are to complete the training plan and define the end-user training curriculum based on the analysis and assessment activities previously executed. The primary activities that occur during this phase are creating the end-user training strategy and plan, delivery/media assessment, job role/task analysis, and the end-user training curriculum.

8.1.4.1 End-User Training Strategy and Plan

The End-User Training Strategy and Plan provides focus and direction for the end-user training and performance support effort by developing an overall strategy for the learning program. The strategy will evolve over the course of the project, particularly during the early stages when the exact scope, business processes and functionality are taking shape. Key to this Deliverable will be to determine the number of M-DCPS trainers needed to deliver end user training.

8.1.4.2 Delivery/Media Strategy

The Delivery/Media Strategy outlines the appropriate means to deliver training as well as the structure and standards for using and installing eLearning tools at M-DCPS. Defining the right combination of traditional learning techniques with eLearning technology will facilitate an effective rollout of the training program. Deloitte Consulting will assess current skill levels and apply the right learning development and delivery methods to meet the needs of M-DCPS's end-users.

8.1.4.3 Job Role/Task Analysis

The Job Role/Task Analysis involves mapping job roles to training courses. This process is coordinated with the Change Leadership team and completed by M-DCPS personnel, which helps to redefine job roles and map them to positions. For example, a time recorder who enters time on behalf of other M-DCPS employees may be mapped to the job role "SAP Time Administrator". The end-user training team will apply this information to the curriculum so that all "SAP Time

Administrators" will be assigned to the course which addresses their business needs such as "Time and Attendance: Time Recording for Payroll".

8.1.4.4 End-User Training Curriculum

The end-user Training Curriculum involves defining the end-user training curriculum based on a detailed analysis of job roles and tasks in coordination with the project team during the Design Phase.

8.1.5 Build Phase

The objective of this phase is to develop instructional and performance support content in preparation to conduct end-user training classes.

The instructional content is designed to be specific to the tasks that the employees of M-DCPS perform as part of their jobs. This is referred to as "role-based" training. Role-based training courses provide the user with a review of the relevant business activities and SAP tasks they are responsible to perform.

The primary activities of this phase are developing courseware development standards, course calendar development logistics, the quality review process, and the training evaluation and improvement plan.

8.1.5.1 Courseware Development Standards

The Courseware Development Standards serve as the training developer's guide to aid in maintaining consistency and integrity of all instructor-led and web-based courseware materials. The purpose of courseware development standards is to provide all courses with the same "look and feel" as well as the appropriate educational and training content required for business process and SAP Business Suite transactional learning.

8.1.5.2 Quality Review Process

The Quality Review Process is critical to the success of the training development program. This process facilitates high quality courseware materials and provides all reviewers a clear understanding of the requirements, timing and scope of the quality review process. M-DCPS and Deloitte Consulting process team members will be involved in the review cycle for these materials. M-DCPS representation in reviews will help confirm that materials are of high quality, appropriate for the intended audience and accurately reflect the intended design. Sufficient time will be included in the process team work plans to perform the scripting and training material review activities.

8.1.5.3 Instructional End-User Training Materials

The Instructional End-user Training Materials will be developed by both Deloitte Consulting and M-DCPS by using the design content documented by the process teams and will encompass both instructor-led training materials and online web-based training materials. The content is designed to provide an end-user with the appropriate training for their role within a business process. Instructional end-user materials include information about how the SAP Business Suite fits within the business process, detailed information about SAP Business Suite transactions, hands-on exercises and quick reference job aids.

8.1.5.4 Training Evaluation and Improvement Plan

The Training Evaluation and Improvement Plan will be jointly developed and will outline the approach for M-DCPS's evaluation of the training program. Evaluations serve as tools to

determine the effectiveness of the overall training program. Evaluations are particularly helpful in identifying end-user questions and potential areas for additional support and to document enhancements for ongoing training. The Training Evaluation and Improvement Plan is created and approved during the Build Phase and is implemented during the Deliver Phase.

8.1.6 Deliver Phase

The objective of this phase is to deliver the training program to the end-users in preparation for the go-live date. The training schedule is finalized and the training environment is prepared with actual M-DCPS data to support hands-on exercises. End-user training classes and workshops are conducted, and performance support mechanisms are implemented. The key activities that occur during this phase are the end-user training environment set-up, creating the train-the-trainer plan, the end-user training deployment, and the on-going training and performance support plan.

8.1.6.1 End-User SAP Training Environment Set-Up

This activity involves preparing realistic data for the training environment. The training environment (aka training client) will be created in collaboration with the Deloitte Consulting and M-DCPS technical team. During the end of the Build Phase and into the Deliver phase,, the SAP system training client will be populated with realistic "day in the life" data for training practice exercises used during end-user training.

After class, end-users will be able to continue their learning by practicing their new skills outside of the classroom using the Training Sandbox. The Training Sandbox, accessible from an end-user's desktop, is a dedicated SAP client that allows trained end-users to explore the SAP Business Suite and continue to build confidence and competence in the system between classes and before go live.

8.1.6.2 Train-the-Trainer Plan

Deloitte Consulting will develop the Train-the-Trainer Plan detailing the skill sets and resources needed to support end-user training, roles and responsibilities of the trainers, the trainer enrollment process, including on-boarding and education/training, and time commitment expectations pre- and post-implementation for M-DCPS's trainers.

8.1.6.3 End-User Training Deployment

This activity involves deploying the training programs to the end-user community. It includes deploying the web-based content to users by hosting the courses on a common web-site. It also includes conducting and managing instructor-led training and evaluating the results of training.

8.1.6.4 On-going Training and Performance Support Plan

Deloitte Consulting will develop a plan that outlines the process for maintaining the training materials/content as a result of new configuration, new releases, or attrition/new hire training needs, as well as the support mechanisms for end-users after go-live.

8.1.7 Operate Phase

The objective of this phase is to evaluate all components of the training program with the goal of determining whether M-DCPS can successfully sustain, change, and improve the training program as business requirements evolve. Deloitte Consulting will provide recommendations on these objectives. The key activities during this phase are post go live training and ongoing evaluation and improvement.

8.1.7.1 Post Go-Live Training

This activity involves continuing the deployment and management of training programs that occur post go-live. Post go-live training typically includes training for those who were unable to attend the scheduled training prior to go-live, those who need refresher training and those who will not use the system until after go-live. The post go-live training approach will take into account those M-DCPS employees who are trained before a break, for example, and need refresher training when they return. Post Go-Live Training is the responsibility of M-DCPS.

8.1.7.2 Ongoing Evaluation and Improvement

This activity involves evaluating end-users' performance and need for more education and training using the Level 3 evaluation process described later in this Section 8.1.8.5.

8.1.8 End-User Training Plan

Each of the end-user audience groups will interact with the system and the new business processes in different ways. The training requirements and education packages offered will be customized for each role and will be confirmed during the Vision & Plan, and Design Phases as described above.

8.1.8.1 End-User Training Development

Deloitte Consulting, assisted by M-DCPS team members, will develop the following elements as part of the Training Plan for M-DCPS end-users and trainers:

8.1.8.1.1 Quick Reference Guides

Quick Reference Guides (QRGs) are generally pocket-size, tri-folded job aids used to refresh the memory about how to execute SAP Business Suite procedures or job tasks.

8.1.8.1.2 Instructor and Learner Guides

Training guides are intended to:

1. Provide the basis for training
2. Serve as a reference guide for process and system related information
3. Answers to commonly asked questions
4. Provide structure to training courses

While the specific content of each guide will vary based on the nature of the subject matter to be taught, all guides and associated courses will be designed to:

1. Review the business process and where the end-user fits within the overall process
2. Concentrate on tasks that end-users will need to perform immediately
3. Progress from easy to more difficult tasks
4. Include procedures that guide the end-users through each task
5. Accommodate a natural and logical progression from one exercise to the next

Moreover, instructor guides provide structure and areas of emphasis to help guide the trainer while teaching a course. Training guides can be developed for use in paper form or formatted to support web-based delivery.

8.1.8.1.3 Hands-on Exercises

During a course, the hands-on exercises consist of real-life M-DCPS activities designed to acquaint the learner with the SAP Business Suite system. Exercises may be conducted using both web-based task simulations and a live training client that is populated with realistic M-DCPS data.

End-users will receive hands-on experience using both simulations that were created from the training client as well as using the training client directly. End-users will start their practice using simulations for both web-based and instructor-led training. All students will have the opportunity to perform exercises in a live SAP training client in one of two ways:

1. At the end of an instructor-led class, it is typical for end-users to perform a series of exercises that are representative of all transactions they learned during the course directly in the training client.
2. After completion of a course, end users will be able to continue their learning by practicing their new skills outside of the classroom using the Training Sandbox.

8.1.8.1.4 SAP Work Instructions

SAP work instructions are print-based instructions on how to perform an M-DCPS activity in SAP Business Suite. They include screen captures, data to be input, and visual cues for successfully completing transactions.

Deloitte Consulting assumes the project will use the SAP standard tool, Productivity Pak, or an equivalent tool, which enables the project team and training resources to create documentation automatically, simply by running SAP transactions. As the author progresses through each transaction, Productivity Pak captures each step and then converts the result into professionally formatted documentation that can be leveraged by many different users. The resulting task-based, step-by-step procedures (created for medium to high complexity tasks) support project and user success.

The documentation created from this training tool will provide detailed work step instructions for instructor-led training, as well as quick reference cards after training is completed. In order to capture the work step instructions, Deloitte Consulting recommends that a "work step instruction workshop" be conducted between content developers and members of the configuration team. This is also part of the knowledge transfer process, as M-DCPS team members will learn the system as the work step instructions are created.

After training, these procedures would be stored online as the basis of a real-time electronic performance support system. Therefore, all documentation will be maintained and accessible online and end-users will have ready access to aids utilized throughout their training sessions.

8.1.8.2 End-User Training Delivery

End-User training will be deployed via both instructor-led and online training. The deployment approach will be outlined in the Training Curriculum and will be based on findings from the audience needs assessment, and the Delivery/Media Strategy.

8.1.8.2.1 Instructor-led Training

Instructor-led courses will be facilitated, interactive, hands-on training which are suited for more complex business processes and SAP Business Suite tasks. Based on Deloitte Consulting's experience, instructor-led courses are appropriate for:

1. Detailed business process training and where an end-user fits within the process.
2. In-depth training of complex SAP Business Suite transactions like Payroll Processing or Maintaining GL Accounts.

Depending on the subject matter, the length of these courses will range from four to sixteen hours.

8.1.8.2.2 Train-the-Trainer Plan

The most effective approach to deploying instructor-led training is via M-DCPS's own trainers. Deloitte Consulting's end-user training methodology and approach is based on successful capability transfer to M-DCPS's trainers who will deploy the training program to M-DCPS. Deloitte Consulting will employ a train-the-trainer approach that positions M-DCPS's trainers to understand the new or revised business processes and the new SAP Business Suite system tasks. This approach is expected to create stronger ownership and commitment to using the SAP Business software within M-DCPS for three key reasons:

1. Reinforces knowledge and capability transfer
2. Brings credibility to the deployment of the SAP Business Suite software among end-users
3. Reduces the overall cost to deploy end-user training

M-DCPS trainers will develop their skills through active participation in testing activities, course reviews, creation of exercises, data set-up for the training environment, and a Train-the-Trainer course, depending on the number of courses and target audience members for each course. Refer to Figure 8.1.8.2.2 for a graphic description of this approach.

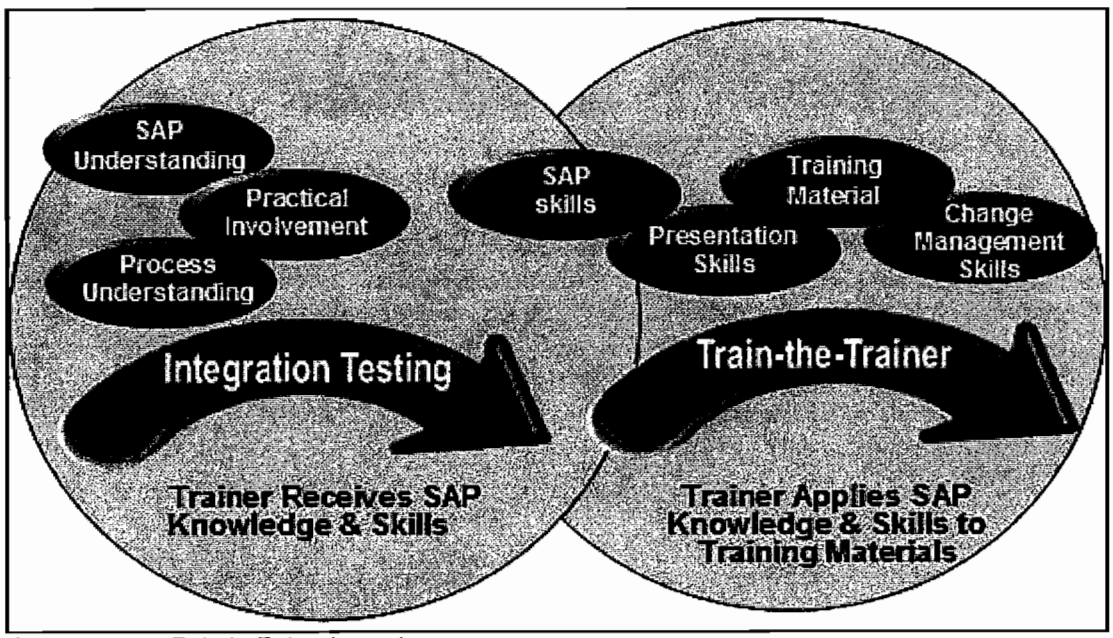

Figure 8..1.8.2.2 – Train-the-Trainer Approach

8.1.8.2.2.1 Required Supporting M-DCPS Roles for End-User Training Delivery

Role	Task Description	Hours Per Month	Duration and Assumptions	Total Hours
Local Implementation Coordinator/ Change Liaison	• On-site liaison to Deployment Team responsible for deployment, communications, and training activities • Provide knowledge of the organization and culture of M-DCPS • Conduit for issues and input for the local/site implementation	32 per coordinator/ liaison per site	Duration of the project	
Trainer	• Complete Train-the-Trainer program • Deliver training to end-users in classroom or on an individual basis • Provide post-training help to users (telephone, on-site visits)	172 per trainer	Deliver and Operate Phase Support (16 months spread over 3 phases)	
End-user Training Coordinator	• Publish and maintain end-user training delivery schedule • Enroll users in training courses and track completion • Coordinate scheduling of training facilities and required equipment • Coordinate production of training materials and delivery to the training facilities	172	Build through Operate phases Go-live and Support (25 months spread over 3 phases)	

Table 8.1.8.2.2.1 – Supporting M-DCPS Roles for End-User Training Delivery

8.1.8.3 End-User Training Delivery Logistics

Deloitte Consulting recognizes that it is a challenge for M-DCPS employees who are dispersed across the entire county to travel to a central location for training. Therefore, during the project Deloitte Consulting will assist in the effort to design the logistics necessary to conduct a training program.

8.1.8.4 End-User Online Training

Online training is a component of Deloitte Consulting's blended learning solution, and includes both web-based online training and web conferencing. Online courses are recorded; interactive, multimedia training that includes audio, animated graphics, demonstrations, practice exercises and evaluation tests.

Online courses are appropriate for:

1. Introductory business process training
2. SAP Business Suite Basic Navigation
3. Self-paced training of straightforward SAP Business Suite transactions, like Employee Self Service or simple time and attendance tracking
4. Refresher training

Deloitte Consulting will present the analysis, design, and prototype deliverables to M-DCPS during the Build Phase and will obtain approval before proceeding to the next step of developing online training courses and evaluations as well as web conferencing informational sessions.

The presentation of findings will include the recommended training deployment methods, such as M-DCPS's existing Learning Management System, recommended web conferencing tools and Productivity Pak Simulator® as a development tool. Deloitte Consulting's recommendations will be based upon the learning style of the audience, audience accessibility to technology and M-DCPS's capability to support the maintenance of online training. Deloitte Consulting will make every attempt to utilize existing M-DCPS technology. Based upon Deloitte Consulting's experience, leveraging existing technology shortens the learning curve of client content developers and administrative support personnel, maintains more consistent "look and feel", manages learning programs and objects in a repository and eases end-users into the learning process by deploying through an already familiar delivery platform.

8.1.8.5 Training Evaluation and Improvement Plan

As with other aspects of Deloitte Consulting's communication and training program for the M-DCPS SAP Implementation, Deloitte Consulting assisted by M-DCPS will take the appropriate steps to evaluate training effectiveness for the learner. Evaluation mechanisms will be designed into the learning program. Through eLearning technologies and development tools, reaction and learning evaluations can be embedded into the learning program to provide learners, learning coordinators, and managers with immediate feedback.

Deloitte Consulting will work with M-DCPS team members to determine an appropriate evaluation approach. Typically, two levels of evaluation are used while the third level is optional and used by the production support organization:

1. Level 1 Evaluations measure the participants' impressions and opinions about the training and performance support materials. Deloitte Consulting will utilize existing M-DCPS Learning Management System technology to determine the feasibility and method of deploying Level 1 evaluations to end-users after a course is completed.

2. Level 2 Evaluations measure how well the training has met its stated objectives. These evaluations show whether participants are able to perform specific, job-related tasks in their SAP Business Suite solution based on the concepts, demonstrations, and exercises performed in the classroom. The Level 2 evaluations are designed directly from the approved learning objectives in each user role curriculum. Deloitte Consulting assisted by M-DCPS will utilize existing Learning Management System technology as an appropriate assessment tool to evaluate conceptual comprehension.

   SAP Business Suite transaction performance may be evaluated step-by-step through a simulated SAP environment. Each end-user response is recorded during the transaction. The Productivity Pak - Simulator tool provides two types of end-user transaction evaluation. The first type is the informal "Test" mode; end-users will be evaluated on their transaction performance, but have the ability to request assistance by reviewing content as needed during the test. The Test mode provides customized feedback and an overall score at the end of the test; however the score is not available to the Training team. The Test mode is typically used during and after class to reinforce the learning objectives.

   The second type, the "Assessment" mode, has the same functionality as the "Test" mode; however the end-user's score results are available to the Training team. This mode is

typically deployed at the end of a class. These scores may be integrated into other third party learning management systems.

3. Level 3 Evaluations measure end-users' ability to apply what they have learned on the job. Evaluations may be conducted by reviewing the most frequently referenced transactions from online help, assessing the help desk logs and conducting interviews with end-users, their management or others who are familiar with their performance. Level 3 evaluations are conducted several months post go-live.

These evaluations serve as important inputs into the planning activities required to develop the ongoing training program for new hires or resources transitioning into new roles within M-DCPS.

Section 9.0

Change Management Scope and Approach

This section describes the Change Management scope and approach and is comprised of the following elements:

1. Approach and framework
2. Key activities and tasks
3. Staffing estimates
4. Key deliverables

A comprehensive, well-executed change management program is vital to successfully managing the complex Business transformation and SAP Business Suite implementation throughout an organization as diverse and complex as M-DCPS.

9.1 Approach

The agreed-upon approach to Change Management focuses on the following critical goals for M-DCPS:

1. Developing a comprehensive, practical, and results-oriented Change Management Plan that minimizes disruption to the school district and is tailored based on the organization's readiness for change and key change challenges and priorities.
2. Creating leadership alignment and buy-in from key leaders and stakeholders, who will serve to actively sponsor the project, including removing barriers to a successful implementation.
3. Building an integrated project team that is able to successfully support the implementation.
4. Leveraging existing M-DCPS communication media (such as the resources of the Office of Communication and school/district meetings) to create timely, effective and consistent communication between project teams, implementation sites, and stakeholders.
5. Identifying key changes to employee roles, responsibilities and skill-sets (including new or changing positions) and building practical transition plans that help to promote staff preparedness on "Day One" of the new processes and technology.
6. =

9.1.1 Project Assumptions

The following Project Assumptions apply to this section:

1. Deloitte Consulting will support M-DCPS's execution of all Change Management tasks, activities and deliverables.
2. M-DCPS staff assigned to the Training Team, Change Team, Organizational Readiness Team, and Local Implementation Team will be dedicated full-time and have the required skills and experience to fulfill the role requirements.
3. M-DCPS will identify and provide M-DCPS resources on a timely basis to support change activities, as indicated in the resource schedule.
4. Deloitte Consulting will provide team resources that represent a broad change perspective, and expect that M-DCPS will also secure team members from across M-DCPS's locations and functions.
5. All Change Management deliverables will be created in English; M-DCPS will be responsible for all translations that may be necessary.
6. M-DCPS subject matter advisors (SMAs) will be available as needed to the Organizational Readiness Local Implementation Team to provide input into the various work plan activities (e.g., training planning, organization alignment opportunities, etc.).
7. Deloitte Consulting will coordinate the Change Management plans and activities to build M-DCPS Change Management capability.
8. Change Management planning is more dynamic than the Process and Technology focus areas. As a result, Deloitte Consulting will need to retain flexibility to adapt the work plan to the conditions of M-DCPS business.

9.2 Change Management Planning

Deloitte Consulting will create a comprehensive Change Management work plan that is integrated within the overall project plan. This detailed work plan will provide M-DCPS and Deloitte Consulting team members a clear view of the Change Management activities and deliverables including the timing of these work products.

This workplan will also highlight critical integration points with other tasks. For example, Change Management resources will work hand-in-hand with the Functional Teams during the Design Phase to identify Change Implications by process (including changes to roles, responsibilities and skillsets). This deliverable is dependent on the completion of the To-Be Process Design activity. The Change Management Team will also work with Training Team members to develop an integrated approach to gathering Audience Analysis information for both the Change Management and Training deliverables.

9.2.1 Change Management Training and Knowledge Transfer

The goals of facilitating organizational readiness include preparing key stakeholders to assume their roles as "change leaders" within the program, including the following:

1. Project Team Leadership and Members
2. Executives and Key Leaders
3. Local Site Implementation Teams

Deloitte Consulting and M-DCPS will conduct, as needed, 2-4 hour foundation "Change Management Training" sessions for an audience comprised of the above-mentioned stakeholders that includes the following topics:

1. Overview of Change Management (including the typical stages of Change Acceptance)
2. Overview of Managing the Change Journey

3. Understanding the Role of Change Agent
4. Change Management Tools and Techniques (for example, Change Readiness Assessments, Communication Plans)
5. Troubleshooting (including Managing Resistance, Recognizing Your Own Feelings, Confronting Inappropriate Behavior)
6. Change Management Action Planning

In addition to this foundation Change Management training, stakeholders will gain information to equip them to deal with specific questions from end-users. This includes information on the new processes and supporting SAP technology.

9.3 Audience/Stakeholder Analysis

A stakeholder is defined as an individual or group of individuals who are impacted by the SAP Business Suite implementation, e.g., leadership teams, end-users, and third parties such as unions, customers or vendors. Deloitte Consulting will work with M-DCPS to identify the degree to which stakeholders will be impacted by the program and their criticality to the success of the program. It also involves analyzing their current and desired levels of support or resistance to the program. This information will be plotted on Deloitte Consulting's "Woo and Win" matrix as shown in Figure 9.3.

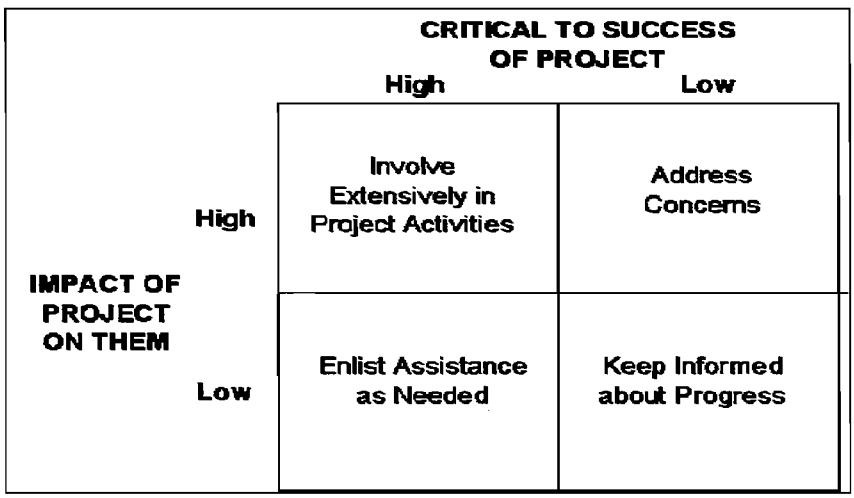

Figure 9.3 – Woo and Win Matrix

This information will be used to identify key roles and activities in which these stakeholders should be involved to build the right level of support and ownership of the program. For example, this may include taking on roles such as Testers, Trainers or Super Users; and participating in critical activities such as Process Design workshops, Integration Testing, User Acceptance Testing and Training Delivery. This information is summarized into a "Stakeholder Engagement Plan" for each stakeholder group. It is also used to develop the Communication Plan, tailoring events and key messages based on the results of the Audience/Stakeholder Analysis.

9.4 Change Readiness Assessment

Change Readiness refers to the willingness and ability of stakeholders from different bargaining units, geographic districts, business functions, and schools to effectively execute

required implementation tasks, and use the SAP Business Suite system in the intended manner.

This assessment measures M-DCPS's relative "readiness" to accept the changes required for business processes, technology, and the organization as a whole. The Change Readiness Assessment (CRA) identifies project opportunities and resistance areas by focusing on a number of key change attributes that have proven to be indicators of readiness in major change initiatives. Some of these indicators are listed in the following table for illustrative purposes. Deloitte Consulting will work with M-DCPS to create and agree on M-DCPS specific tools and usage.

Indicators of Readiness	Description
Value Proposition	• Why is the organization undertaking the transformation? • What are the business reasons for undertaking the transformation from both a quantitative and qualitative perspective? • What is the cost of failure to the organization? • Can the organization afford the cost if the engagement fails to meet expectations?
Vision Focus	• What does the future look like? • How well is the vision understood by executives, teachers, and other stakeholders? • To what extent can executives, teachers, and stakeholders accurately describe the vision? • What are the key components of the vision from a people, process, technology, and strategy perspective?
Migration Plan	• How will the organization migrate to the future? • Has a migration plan been developed? • Has the migration plan been communicated to stakeholders? • Has a formal communication plan been developed? • Have the stages of migration been described?
Sponsorship	• How much support truly exists to make the vision a reality? • Have executives taken the time to understand the transformed processes, and how they will be enabled by technology? • Do executives understand the organizational infrastructure implications of the vision? • Are executives acting as role models for the transformation? • Are executives holding themselves and their direct reports accountable for supporting the design and implementation of the future state?
Technical and Non-technical Skill Capability	• How skilled are individuals in the technical and organizational skills required to successfully migrate to the future state? • Have individuals been trained to develop process flows, visions, and technical configurations, to respond effectively to resistance, and to act as role models exemplifying the future state? • Have individuals developed the capability to carry the project on without outside assistance?
Stakeholder Resistance	• How much resistance exists among the stakeholders?

Indicators of Readiness	Description
	• Have stakeholders been identified by interest group? • Is the resistance due to lack of information about the transformation or due to motivational issues? • Does the organization have the time to obtain stakeholder buy-in?
Organizational Infrastructure Processes and Characteristics	• Is the culture aligned with the To-Be vision?
Competing Initiatives	• What other projects and initiatives will affect the transformation? • Have key initiatives been prioritized and rationalized? • Have initiatives been inventoried to identify how resources are being consumed?

Table 9.4 – Change Readiness Indicators

Deloitte Consulting with the assistance of M-DCPS will conduct confidential Change Readiness Surveys and Focus Group meetings with a cross-section of targeted stakeholder groups (from different functions, responsibility levels, and locations); as well as one-on-one interviews with executives and key leaders (e.g., Process Sponsors, Process Owners, Business Unit and Function Leadership).

Emphasis is placed on identifying key resistance issues that emerge with the transition to common business processes. Resistance refers to the extent to which the stakeholders are somehow "stuck" in the process or not moving toward successful system implementation or system usage.

Once results are collated and analyzed, Deloitte Consulting will generate a Change Readiness Assessment (CRA) report. The following is an example of a Change Readiness Assessment report and the type of data it can contain. The CRA report will be tailored to the requirements of this project.

The Change Readiness Assessment Report identifies risk areas for the project

- **The survey focuses on a number of key change attributes (e.g. prior change experience, change orientation, work environment, leadership etc.) which have proven to be indicators of readiness in major change engagements**
- **Based on the survey responses key themes can be derived for various stakeholder groups and action plans targeted specifically at these groups' specific needs, developed**

Survey Questions	Enterprise Responses to Questions				
	1	2	3	4	5
5. In the past, business process improvement has been well orchestrated at my division.	5%	28%	30%	33%	4%
11. When change has occurred in my division, my communication needs have been satisfied.	6%	34%	19%	38%	2%
27. In the past, my division has been able to change when market conditions or customer needs have shifted.	2%	10%	21%	54%	13%
34. In the past, changes at my division have been timely.	4%	27%	35%	32%	2%
36. Within the last 2-3 years, there have been changes implemented at my division that have been unpopular.	3%	17%	26%	40%	15%
CATEGORY AVERAGE	4%	23%	26%	40%	7%

Favorable Responses

FINDINGS

- **37% of survey respondents believe that business process improvement has been well orchestrated in the past**
- **40% of survey respondents concur that their communication needs have been satisfied during past changes**
- **While 67% of survey respondents perceived their division to have been able to change when market and customer needs have shifted, only 34% agree that changes were made in a timely fashion**
- **54% of survey respondents agree that there have been unpopular changes implemented in the recent past**

IMPLICATIONS

- **A perception may exist that change has neither been well orchestrated nor popular based on past experience**
- **Delayed initiation or completion of change efforts may contribute to the perception of change efforts being poorly orchestrated and unpopular**
- **Lack of follow-through and success in past change efforts contributes to employee frustration and skepticism**
- **An opportunity exists to improve how well we meet employee communication needs during change initiatives**

Figure 9.4b – Example Change Readiness Assessment Report

In addition to the CRA report, Deloitte Consulting will use the CRA data to create a Change Resistance Wheel, which is used to assess an organization's capacity to change at all levels (example of a Resistance Wheel is depicted on the following page). It summarizes areas ready for change, potential concerns, and resistance to change. It will be periodically reviewed by the Organizational Readiness Team and updated through pulse surveys conducted during the project's life cycle.

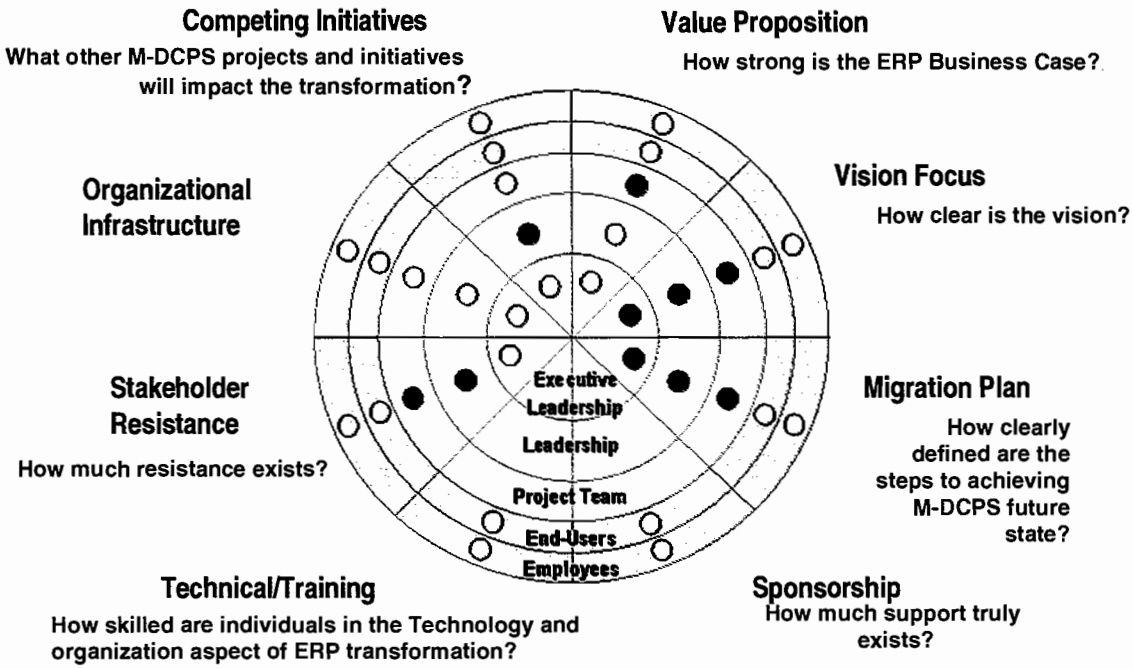

Figure 9.4c – Change Resistance Wheel

The results of the Change Readiness Assessment will be reviewed with the Project Team, Project Leadership, Steering Committee and key Functional and Business Unit Leaders. The Team will also refine the Change Management Plan to focus on the high priority issues (including stakeholder groups and locations) identified in the CRA.

9.5 Communication Process and Plan

To assist in M-DCPS's change process, Deloitte Consulting will work with M-DCPS leadership and stakeholders to develop a communication process designed to create awareness and build commitment to the vision, objectives, plans, and expected results of the transformation program amongst key stakeholders. It will outline key messages by project Phase and target audience, appropriate delivery vehicles or media for these messages; roles and responsibilities for crafting and delivering messages and appropriate feedback mechanisms for each communication.

Successful communication will:

1. Gain and sustain the support of key stakeholders and influencers who play a critical role in the implementation
2. Provide administrators and principals with most recent information specific to their decision-making needs
3. Minimize anxiety related to the implementation
4. Maintain productivity by enabling stakeholders to focus on their current responsibilities and minimize concern regarding impending change

The following figure depicts key communication planning and execution activities:.

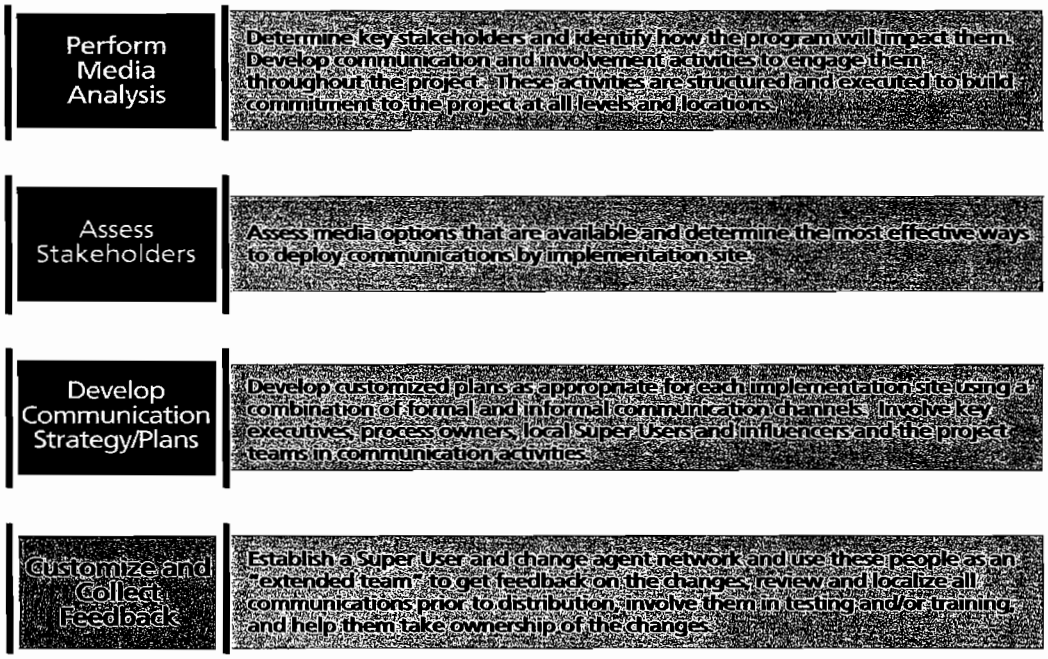

Figure 9.5 – Key Communication Planning Activities

9.6 Key Communication Messages

Deloitte Consulting will work with M-DCPS management and stakeholders to develop key communication messages tailored to the stages of resistance and commitment that all users will go through during the implementation, as shown in Figure 9.6 as an illustration.

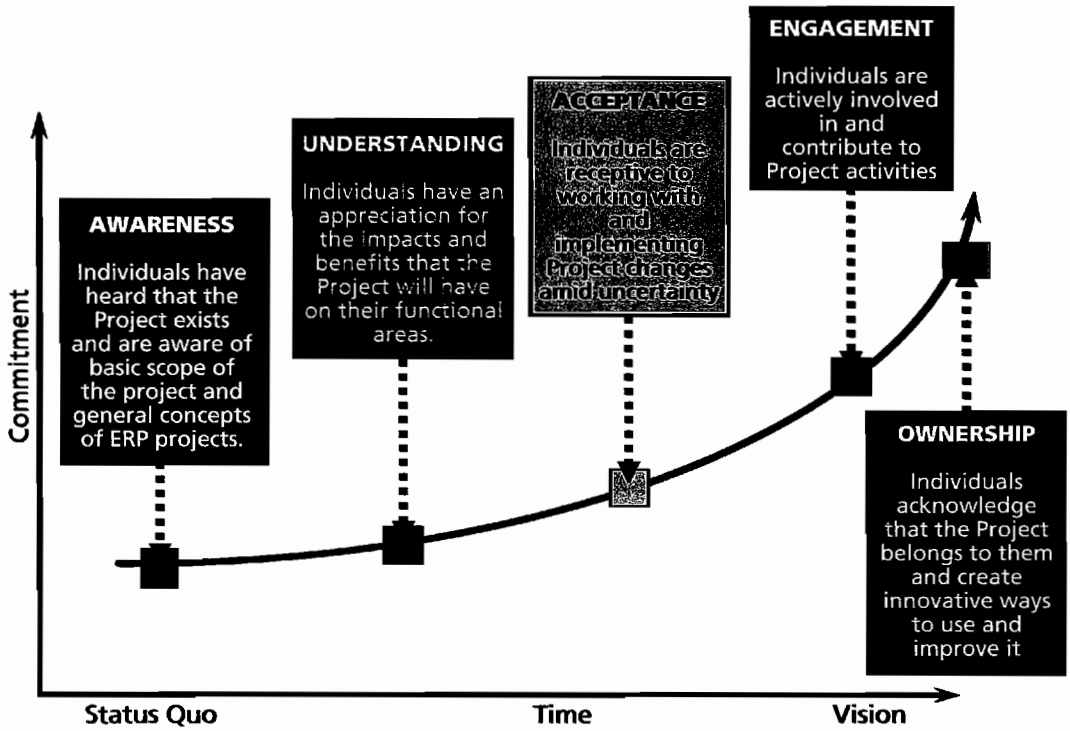

Figure 9.6 – Communication Key Messages

9.7 Communication Vehicles

Deloitte Consulting will work closely with M-DCPS team members (including individuals and departments responsible for M-DCPS Central Communications) to identify existing delivery vehicles that can be leveraged for this implementation. For example, this could include the M-DCPS-Office of Communication, school/district staff meetings, newsletters, and email messages.

Deloitte Consulting will also identify new communication vehicles that may be required. For example, many of Deloitte Consulting's large programs have set up their own program websites for broad-based communication. The design/structure, branding and maintenance roles and responsibilities will have to be defined.

Examples of communication vehicles include:

1. One-way, information dissemination – team updates, memos and letters, e-mail and voice mail, corporate publications, bulletin boards, Internet and Intranet and videos.
2. Two-way, yet impersonal, information dissemination and collection – surveys, graffiti board, telephone conversations, group meetings, medium (15-50), large (>50) and open house demonstrations.
3. Two-way personal, exchange of ideas and information – focus groups, problem solving sessions, one-on-one meetings, small (2 to 15) group meetings and workshops

9.8 Communication Schedule and Frequency

The focus of communication activities will be on keeping stakeholders regularly informed – providing timely and appropriate information that maintains project visibility across the M-DCPS community. The Communication Plan will identify whether activities occur on a daily, weekly, bi-weekly, monthly or quarterly basis. The frequency will depend on the requirements of the target audience and the criticality of the message. The frequency and timing of key messages will be reviewed with the relevant target audiences to help promote alignment with user expectations. The frequency of communication will increase as the relevant target audience moves closer to Go-Live

9.8.1 Change Management Metrics

The Change Resistance Wheel is a simple mechanism used to assess an organizations readiness to change at all levels. It summarizes areas that are ready for change, areas of potential concern, and obstacles to change. It is especially useful in facilitating discussions with leaders and identifying areas where additional research, and or intervention, may be required.

The Change Management team will monitor organizational readiness throughout the implementation, using the Change Resistance Wheel to assess progress made against the baseline risk assessment. This wheel will be updated by periodic pulse surveys conducted by the Organization Readiness Team. Deloitte Consulting will also leverage the data from the phase-specific Sponsorship Assessments, local implementation site Change Readiness Assessments and Communication Reviews to determine the effectiveness of the Change Management Program.

9.8.2 Communication Metrics

Key to the success of the Communication effort is obtaining feedback on every communication event; as well as conducting periodic Communication Effectiveness Assessments. The Change Management team will incorporate this assessment via completion of feedback forms after each communication event, as well as the use of surveys, telephone canvassing, follow-up focus groups, formal or informal discussions with key executives and leaders, Project Leadership and Team Members.

This feedback is recorded in the detailed Communication Plan and Schedule and reviewed with the appropriate members of the Organization Readiness team responsible for Communication as well as with Project Leadership as a measure of communication success.

9.9 Leadership Alignment

The Change Management program is only as good as the support given by M-DCPS management. Leadership Alignment is the process used to obtain and sustain support and buy-in to the ERP change imperative. It requires working with executives and key leaders to create visible demonstrations of commitment and support to the program and continuous involvement in planning and decision-making processes.

Activities are targeted at leaders who have visibility, accountability and influence over faculty and staff, as well as the direction and outcome of the ERP implementation. This includes Steering Committees from the regions, principals and administrators. Deloitte Consulting and M-DCPS will work together to identify and tailor an approach to leadership alignment activities, such as

1. Identifying and establishing roles (for example, as Process Sponsors and Process Owners) for key leaders within the program governance structures; with particular emphasis on participation in planning and decision-making activities.
2. Conducting one-on-one interviews with key executives and leaders to identify their individual issues and concerns with the planned implementation as well as their view of key priorities (stakeholder groups, functions and locations), and competing/supporting initiatives.
3. Sharing the results of the Change Readiness Assessment with M-DCPS leadership including a summary of the perceived barriers and enablers to a successful implementation.
4. Involving key leaders in the development and integrated review of Process Visions, Performance Objectives and detailed Process Designs (this will highlight fit/gap of alignment around the new organization "Design").
5. Creating an Executive Education Plan and Communication Plan that provides an overview of the overall implementation plan and approach, key lessons learned from other implementations, understanding of the new business processes, supporting technology and people decisions and impacts, and also keeps leadership informed on project progress and issues.
6. Actively involving key M-DCPS leaders (at every level of the organization) in all aspects of the Communication Plan and Process including review of key communication messages and delivery of communication to key stakeholder groups. It also includes creating Activity Checklists that provide reminders of key messages to be communicated and actions required.

7. Conducting regular sponsorship assessments and developing action plans for key leaders. These plans may include providing specific coaching messages to individuals and building active "partnering" roles between key leaders and relevant members of the project team (e.g., Functional Team Leads with their Process Owners).

This program of activities assists leadership in performing their roles as leaders, frontline communicators, and 'champions' of the transformation program.

9.10 Organizational Transition

By its nature, the ERP implementation will significantly change the way in which work is conducted at M-DCPS. This includes potentially impacting existing user roles, responsibilities and skill sets. A critical element of the Change Management Plan is preparing M-DCPS staff for these new or changing roles, responsibilities and skill sets.

There are several key activities and deliverables within each Phase of the project that are associated with effective Organizational Transition. Deloitte Consulting will work closely with M-DCPS in the implementation of these activities and deliverables. This includes working with internal Human Resource departments to determine the extent and timing of the involvement of key Union/Bargaining Unit and Labor Relations representatives; particularly in situations where roles, responsibilities or working conditions of union employees are impacted. In situations where changes are major contractual items or not supported by the union(s), Deloitte Consulting will work with M-DCPS management to develop strategies to address these obstacles.

9.11 Key Activities and Tasks

The Deloitte Consulting team will work with M-DCPS communications team members to address the Project approach by performing the following activities and tasks:

9.11.1 Key Activities – Change Management Planning:

1. Create, implement, and lead a comprehensive, deliverable-oriented Change Management work plan
2. Determine appropriate project integration points where the Change Management, process, and training teams will work hand-in-hand
3. Create a cohesive and productive Organization Readiness Team

9.11.2 Key Activities – Audience/Stakeholder Analysis:

1. Identify all impacted Stakeholders (individuals and groups) including Customers, Vendors, Unions
2. Create Stakeholder Prioritization Map based on the impact and criticality of stakeholders to the program
3. Analyze current versus desired levels of support or resistance to the program
4. Create Stakeholder Engagement Plans to address gaps between current and desired levels of support
5. Provide input to the development of the Communication Plan
6. Review results of Stakeholder Analysis with Project Leadership

9.11.3 Key Activities – Change Readiness Assessment:

1. Determine criteria to be explained by the Change Readiness Assessment survey

2. Determine questions to address those criteria; prepare package to make the case for the survey
3. Design questions and pilot test
4. Develop basis for measurement
5. Identify individuals who will complete the survey; identify contacts at each location
6. Identify and develop method to tabulate data
7. Administer Change Readiness Survey
8. Prepare and Conduct Focus Groups
9. Develop Change Readiness Assessment Report
10. Tabulate data, Create Reports, and Generate a Changeability Resistance Wheel
11. Present Change Readiness Findings and Recommended Change Management Actions to Steering Committee

9.11.4 Key Activities – Communication Process, Vehicles, and Frequency:

1. Assess communication issues and needs by stakeholder/audience groups
2. Identify and assess communication vehicles and mediums such as town halls meetings, focus groups, newsletters, emails, poster, etc.
3. Identify and design new communication vehicles required (e.g., Project Website)
4. Determine key messages by Phase
5. Identify formal and informal key communicators to deliver/authorize messages
6. Develop feedback mechanisms for enabling all employees to provide input and ask questions and for evaluating the effectiveness of the communications
7. Develop communication materials
8. Assess communication effectiveness
9. Provide feedback to Project Team and Leadership on Communication Effectiveness

9.11.5 Key Activities – Leadership Alignment:

1. Identify critical Leadership roles across the implementation, e.g., Process Owners, Steering Committee
2. Design, build and conduct one-on-one interview with key leaders and summarize results for input into Change Readiness Assessment
3. Design, build and conduct Leadership Education Sessions
4. Review results of final Change Readiness Assessment with key leadership
5. Review Communication Plan (including events, roles, responsibilities and timing) with key leadership
6. Coach Leaders on executing action plans
7. Monitor leadership execution of action plans

9.11.6 Key Activities - Organization Transition:

1. Prepare New Organization and Job Design – Process Teams will design (or refine) the current Organization and Job Design to more effectively support the new Process and Technology designs. This may include changing existing job roles and responsibilities, or adding new roles and/or responsibilities. This activity will require extensive coordination with the M-DCPS business process, internal Human Resources and technical teams.
2. Assess Change Implications – The Functional Teams will identify the high-level "Change Implications" associated with each Process, Sub-Process or Activity (depending on which level is applicable). This will include, for example, changes to

roles, responsibilities, team structures, physical locations of employees and skill sets required. All Change Implications will be captured in ThreadManager™.

9.11.7 Key Activities – Organization Readiness Activities Specific to the Enterprise Value Delivery Phases:

9.11.7.1 Build Phase

1. Role-to-Position Mapping – The Organization Readiness Team will work with local implementation site representatives to map generic business roles (used in Process Design activities) to existing Positions and People. This provides a view of the roles/responsibilities for each position and its associated staff. It also provides a view of the system security access associated with these Positions and the associated Training required.
2. "Impact Analysis" – The Organization Readiness Team will review the high level Change Implications (in ThreadManager™) and the results of the Role-to-Position Mapping activity (also captured in ThreadManager™) and will prepare a summary view of the key impacts by Process, Function, and/or Physical Location or Implementation Site as appropriate. This includes identifying potential staff displacements and reaching agreement with Executives/Leadership responsible for impacted staff, and M-DCPS Human Resources on the appropriate strategy and plan for dealing with displacements (for example, early or voluntary retirement, finding alternate positions within the organization, or supporting a shift outside of the organization). Clearly these strategies and plans are significantly influenced by whether the impacted member of staff is a union employee.
3. Job-Person Matching – Relevant members of the Process Teams and Organization Readiness Team will provide support to M-DCPS Human Resources and Functional Leaders to identify suitable candidates for new positions.

9.11.7.2 Deliver Phase

1. Workforce Transition Plan – The Organization Readiness Team will work hand-in-hand with M-DCPS Human Resources to develop an approach and detailed plan for transitioning employees into their new roles and responsibilities (or equally, for displacement of staff if appropriate). These workforce transition activities include providing appropriate training for impacted staff. These training requirements will be included in the Training Plan discussed in Section 8.0 – Training Scope and Approach.

Section 10.0

Knowledge/Skills Transfer Scope and Approach

This section describes the Knowledge/Skills Transfer method for the project.

10.1 Approach

1. The Knowledge/Skills Transfer approach is an integral component of the SAP Business Suite implementation, aiming to transfer knowledge, skills and culture to M-DCPS staff at the individual and team levels.
2. The objective of this approach is to build a sustainable, flexible, in-house delivery capability within an environment that nurtures, retains and continues to develop the required skills over time. One of Deloitte Consulting's primary project objectives is to enable M-DCPS to meet its project goals and objectives by creating self-sufficient, competent M-DCPS staff that can support the system after go-live.
3. Knowledge/Skills Transfer to end-users and trainers is detailed in Section 8.0 – Training Scope and Approach.

10.1.1 Planning Assumptions

The following Project assumptions apply:

1. The project team members will attend the relevant SAP training courses for their area of responsibility.
2. M-DCPS and Deloitte Consulting project team members will jointly agree on the skills to be transferred.
3. The functional teams will maintain timely and accurate project documentation.
4. Project documentation will be leveraged to facilitate knowledge transfer.

10.1.2 Knowledge/Skills Transfer Framework

To adequately support the achievement of knowledge/skills transfer goals, the approach will address each of the following critical areas:

1. Appoint a senior member of the M-DCPS Program Management Team to the role of Knowledge Transfer "Owner" with responsibility for actively sponsoring and monitoring progress
2. Identify and prioritize the knowledge, skills, and abilities required to initiate and sustain the program (e.g., process redesign, Change Management, SAP configuration and project management skills)

3. Establish an appropriate project team infrastructure and work approach that supports the acquisition of desired knowledge, skills, and abilities (for example, a buddy system between M-DCPS and consulting colleagues and a side-by-side working approach).
4. Develop practical, realistic Skills Transfer Plans between M-DCPS staff and their consulting colleagues that reflect individual priorities and targets.
5. Establish a formal process for monitoring the status and evaluating the effectiveness of the knowledge transfer, based on pre-defined learning objectives and performance metrics/criteria.

10.1.3 Knowledge/Skills Transfer Outline

The key elements of Deloitte Consulting's approach are represented in the graphic below; which highlights Deloitte Consulting's focus on cascading capability through the entire organization.

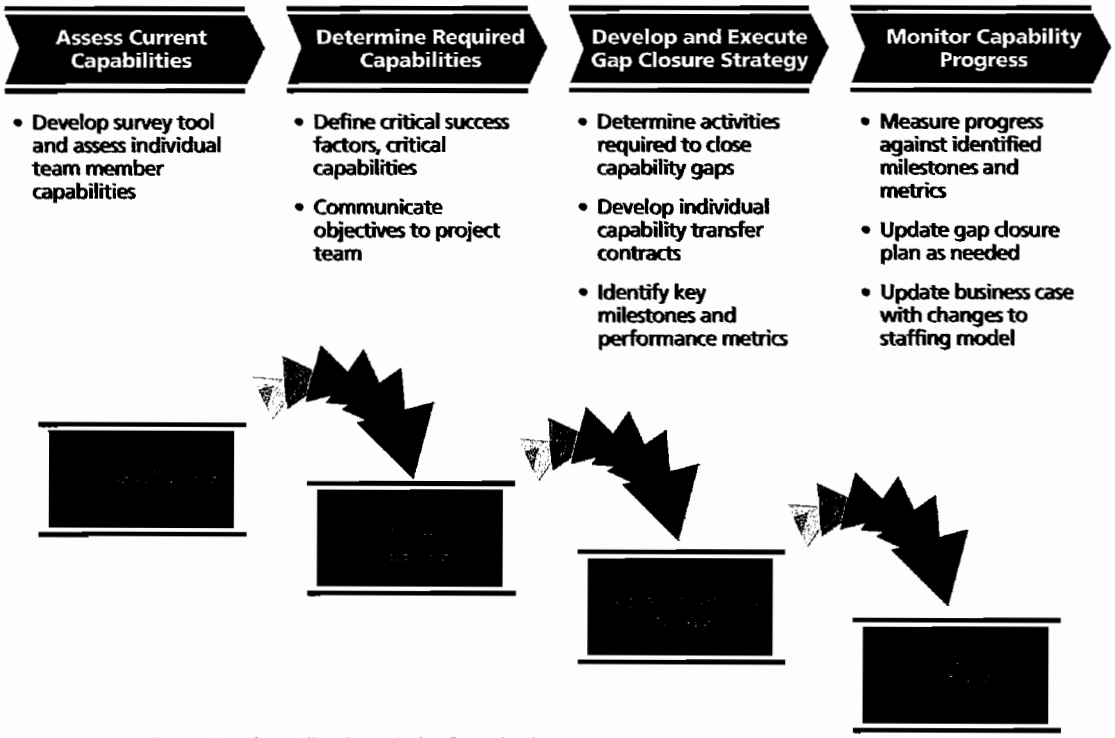

Figure 10.1.3 – Cascading Capability through the Organization

To initiate Knowledge/Skills Transfer at the team level, a structured approach will be implemented. The outline of this approach consists of the following three components:

1. The first component of the knowledge/skills transfer approach consists of a series of just-in-time project based workshops in preparation for completing key phase activities. During these sessions, Deloitte Consulting will provide an overview and detailed training on processes, tools, accelerators and methodologies which the project team will employ on the project.
2. The second component consists of SAP Project Team training. Project Team training is a series of courses necessary for those implementing and configuring the software. The project team members must attend the appropriate courses no later than the beginning of the Design and Build phases, so that they are trained just-in-time to be able to perform their daily project activities. Some of these courses are available as public

courses at SAP facilities and some may be procured from SAP for on-site delivery at a M-DCPS facility.

3. The third component of the knowledge transfer approach for the M-DCPS team is to learn by actively working side-by-side with Deloitte Consulting in one-on-one learning focused on:
    3.a. Creating and reviewing process documentation (business processes and sub processes)
    3.b. Gaining hands-on systems and tools experience through configuration and training
    3.c. Working along side with Deloitte Consulting to practice how to configure the SAP Business Suite system in a safe sandbox environment
    3.d. Creating and reviewing detailed step-by-step SAP Business Suite transactional documentation which will be used in end-user training

10.1.4 Method of Transfer

To make available Deloitte Consulting's configuration knowledge, Deloitte Consulting will:

1. Recommend SAP Business Suite Level 1, 2 and 3 classes for each M-DCPS project team member with configuration responsibilities
2. Develop a knowledge transfer plan with appropriate milestones for the transition of configuration responsibilities from consultant to M-DCPS project team member
3. Actively seek opportunities to increase knowledge of the implementation methodology, technologies employed and specific job skills required. For example:
    - Jointly gather business requirements for the to-be process so that all project team members understand the objective of each configuration object
    - Demonstrate how to configure each activity that is in scope
    - Provide insight into available configuration options and the consequence of each decision

Section 11.0

Post Go-Live Support

Post Go-Live support (otherwise referred to as the Operate Phase) is comprised of two distinct components:

1. Onsite Post Go-Live Support
2. Ongoing Production support (M-DCPS responsibility)

11.1 Onsite Post Go-Live Support Activities

Post Go-Live Support (Operate Phase) commences the first day after go-live as per Appendix B - Staffing Plan and per the high-level Gantt timeline as depicted in Section 4.0 –Project Scope and Implementation Approach in the SOW. The purpose is to stabilize the system, manage the impact of any early system issues and prepare to transition the system to M-DCPS's ongoing Production Support team.

During the Operate Phase both the Deloitte Consulting and M-DCPS team will closely monitor the newly deployed system and user activity; assign appropriate resources to resolve issues; rapidly detect and escalate issues as required; and quickly resolve and communicate resolution. Deloitte Consulting's post go-live support will also serve to transfer knowledge of SAP problem solving tools and techniques to M-DCPS's support team members to help M-DCPS to support the system independently.

Deloitte Consulting will provide post go-live support planning assistance throughout the project.

During the Design Phase, Deloitte Consulting will provide guidance and options to M-DCPS in order to define and confirm M-DCPS's post implementation support strategy, especially as it relates to the phased SAP Business Suite rollout. Deloitte Consulting will also provide recommendations on service levels, organizational approaches, and staffing requirements.

During the Build Phase, Deloitte Consulting will provide guidance and recommendations with development of support processes and job descriptions for support roles. Deloitte Consulting will also work with M-DCPS to define a detailed transition plan from the implementation team to an ongoing support organization.

During the Deliver Phase, Deloitte Consulting will provide further consulting support to planned production support team members. This will include support process cutover planning for any existing Tier I help desk with which the support team may be integrated. It will also include detailed logistical planning for the initial days and weeks of post implementation support, during which the Deloitte Consulting resources will work with M-DCPS to with the goal of transitioning ongoing support activities to M-DCPS employees.

During the Operate Phase, Deloitte Consulting's team will provide M-DCPS the following post Implementation support:

1. Security profile updates
2. Troubleshooting, analysis and modifications to configuration and development objects
3. Troubleshooting and analysis of interface execution issues
4. Knowledge transfer as to how to answer user questions regarding functionality
5. Monitoring of system performance and recommendations with system tuning
6. Coaching M-DCPS support team members on issue resolution approaches and techniques

11.2 Post Go-Live (Operate Phase) Support Levels

Three tiers of post go-live support will be required to effectively support M-DCPS's SAP system.

1. Tier I: Tier I support (first-line Help Desk support) will be provided by M-DCPS. Deloitte Consulting will provide guidance and recommendation to M-DCPS in integrating Tier II support with first-line Help Desk support,
2. Tier II: Both Deloitte Consulting and M-DCPS project team members will initially comprise Tier II support. Deloitte Consulting's involvement at this level will be provided at the staffing levels as described in the section below and transition totally to M-DCPS as this Post Go-Live Support period comes to a close.
3. Tier III: This level is defined as software development support. It will be provided by the appropriate software vendor(s) as part of their respective maintenance agreement(s).

11.3 Post Go-Live Support Resources

Deloitte Consulting will provide onsite post go-live support for each of the three Releases.

Detailed estimates of consultant and M-DCPS staffing for onsite post go-live support are provided in the staffing model in Appendix B – Staffing Plan in this SOW. It is important to note that M-DCPS post go-live support is a permanent function.

11.4 Post Go-Live Support: Close-Out

Two weeks prior to the end of Deloitte Consulting's post go-live support for each implementation release, Deloitte Consulting and M-DCPS will jointly conduct a system evaluation and prepare a Post Implementation Evaluation Review (PIER) Report. The purpose of the PIER report is to report on the operation and provide an evaluation of the system at the end of each phase. At the end of the project team's production support period, full responsibility for system support will be handed over to M-DCPS.

Deloitte Consulting expects the preparation of the PIER report to take no more than two weeks and the joint review to take no more than three days. If there are any open issues, the PIER report will provide detailed information on the proposed resolution and the associated resource requirements. The Steering Committee (or other M-DCPS representative) may consider an extension via Change Order to address the issues. A second PIER review and report will then be conducted at the end of the extension period.

The PIER report will contain the following:

1. **Release Overview** – including objectives, key dates/milestones, deliverables, staff, and summary achievements (work documented, planned landscape installed, training complete, testing complete, RICEFW (reports, interfaces, conversions, enhancements, forms, and workflow) complete, and system functioning as designed)
2. **Lessons Learned** – what worked and what did not work
3. **Critical Issues** – including issues covering scope, approach, resources and timeline, as well as recommended priority, approaches and resources for their resolution
4. **Improvement Recommendations** – how to improve the implementation process

Appendix A

Glossary and Definitions

Appendix A contains all the explanations of acronyms and definitions of terminology used in this Statement of Work

DEFINITIONS OF TERMINOLOGY

Term	Definition
Go Live Date	"Go Live Date" is the date on which the applicable portions of the Systems are implemented, configured, and made available for "live" use by end users in the School Board's production environment.
Form	Forms in SAP relate to documents such as invoices, credit memos, benefit statements and pay advices. The project team will utilize SAPscript, which is the standard SAP forms tool, to design, build and print forms from SAP.
Report	A report is defined as any statistical or narrative information in written or tabular format. Reports can be produced directly from the SAP system using the standard SAP programming language known as "ABAP", can be produced directly from the SAP system using SAP Business Warehouse standard reporting capabilities, or can be produced using standard functionality as provided by third-party bolt-on products such as EPIUSE Query Manager and ReadSoft.
Interface	An Interface is the point at which a connection is made between two systems, so that they can communicate with one another. Interfaces can be one-way or bi-directional. Interfaces between two systems will require a program to be written to extract the required data in the specified format from the sending system and a program to be written to read the sent data, in the receiving system. Interfaces can be internal to SAP, such as SAP e-Recruitment module interface to SAP Personnel Administration module for master data; or posting payroll payments made to employees from SAP Payroll to SAP General Ledger and Controlling modules. Interfaces are also external to SAP, such as sending net pay to the banking institution, sending personnel master data to benefit providers, or receiving checks cashed information back from the bank. Interfaces can be created using standard SAP programming language known as "ABAP" or using standard SAP tool know as "Legacy System Migration Workbench (LSMW)"
Conversion	A conversion program has two components. First the legacy extract program to pull all the identified data elements from the legacy systems as per the defined record layout and mapping rules. Second the SAP conversion program to read the file created from legacy and load into SAP. Conversion legacy extract programs will be written in the programming language specific to the legacy system, and SAP load will be created using standard SAP programming language known as "ABAP" or using standard SAP tool know as "Legacy System Migration Workbench (LSMW)".
Enhancements	SAP provides the ability to make approved program changes within the system to meet the business requirements of the client. These are known as enhancements. Enhancements take shape in one of two ways. Either through the standard SAP process of writing SAP ABAP code directly into predefined user exits, or creating programs to enhance the areas of functionality allowed by SAP. No modifications will be made to SAP foundational source code without written approval and signoff by SAP.
Workflow	SAP Business Workflow provides M-DCPS with the ability to automate specific business process flows across the organization. Workflow examples include approval of purchase requisitions based on spending authority and the routing of that document to all relevant parties who are required to view and signoff. Standard SAP workflow will be used in conjunction with the SAP Organization Management module in SAP Business Suite - Human Resource Management.

ACRONYM LISTING	
Acronym	Description
AA	Asset Accounting
ABAP	Advanced Business Application Programming
ABSO	Association of School Business Officials
ACH	Automated Clearing House
AD	Application Development
ADS	Active Directory Services
AIMS	Account Information Management System
ALE	Application Link Enabling
AMO	Application Maintenance and Operations
AP	Accounts Payable
APHSA	American Public Human Services Association
ASA	Adaptive Security Algorithm
ASAP	Accelerated SAP
ASAP+	An enhanced version of the Accelerated SAP (ASAP)
ATP	Available to Promise
AVC	Availability Control
AYP	Adequate Yearly Progress
BAPI	Business Application Programming Interface
BAU	Business Application User
BEN	Benefits Management
BEST	Better Educated Students for Tomorrow
BEx	Business Explorer
BI	Business Intelligence
BOCES	Board of Cooperative Educational Services
BOR	Business Object Repository
BPE	Business Process Engine
BPP	Business Process Procedure
BPR	Business Process Re-engineering
BPS	Budget Preparation System
BPT	Business Process Testing
BSP	Business Server Pages
BW	Business Warehouse
CAFR	Comprehensive Annual Financial Report
CARS	Centralized Accounts Receivable System
CATT	Computer Assisted Testing Tool
CBT	Computer-Based Training
CCA	Cost Center Accounting
CCMS	Computing Center Management System
CCSSO	Council of the Chief State School Officers
CD	Collection and Disbursement (long form of PSCD)
CDP	Certificate in Data Processing
CGCS	Council of the Great City Schools
CI	Central Instance
CICS	Customer Information Control System
CM	Compensation Management

ACRONYM LISTING	
Acronym	Description
CMP	Container Managed Persistence
CMT	Change Management and Training
CO	Controlling
CobiT	Control Objectives for Information and related Technology
CPA	Certified Public Accountant
CRA	Change Readiness Assessment
CRM	Customer Relationship Management
CSC	Customer Service Center
CSM	Content Switching Modules
CUA	Central User Administration
CUL	Capacity Utilization Level
CVP	Continuing Voluntary Program
DBA	Database Administration
DBMS	Data Base Management System
DBR	Daily Bus Report
DDL	Data Definition Language
DGA	Democratic Governors Association
DI	Direct Input
DMAC	Data Management Advisory Committee
DML	Data Manipulation Language
DOE	Department of Education
DPS	Detroit Public Schools
DR	Disaster Recovery
DREF	Departmental Reference Number
DSS	Decision Support System
DTR	Design Time Repository
DWR	Department of Water Resources
EA	Employee Administration
EAI	Enterprise Application Integration
EBP	Enterprise Buyer
ECC	Enterprise Core Components
ECM	Enterprise Content Management
EDI	Electronic Data Interchange
EP6	mySAP ERP Portal
EPM	Enterprise Performance Management
EQRP	Earthquake Recovery Program
ERAC	Enterprise Reporting Advisory Committee
ERP	Enterprise Resource Planning
ESA	Enterprise Services Architecture
ESA	Enrollment and Student Affairs
ESS	Employee Self Service
ETL	Extraction, Transformation, and Loading
EUA	Enterprise User Administration
EUT	End-User Training
EVD	Enterprise Value Delivery
EWOTS	Electronic Work Order Transfer System
FA	Financial Accounting

ACRONYM LISTING	
Acronym	Description
FDOR	Florida Department of Revenue
FERPA	Family Educational Rights and Privacy Act
FI	Finance
FIRS	Facilities Integrated Reporting System
FM	Funds Management
FMIS	Financial Management Information System
FRICE	Forms, Reports, Interfaces, Conversions and Enhancements
FSM	Firewall Security Module
GFOA	Government Finance Officers Association
GM	Grants Management
GSS-API V2	Generic Security Services Application Programming Interface Version 2
GUI	Graphical User Interface
HA	High Availability
HCM	Human Capital Management
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
HRIS	Human Resource Information System
IB	Integration Builder
ICHE	Indiana Commission of Higher Education
ICMA	International City/County Management Association
ID	Integration Directory
IdM	Identity Management
IDOC	Intermediate Document
IGS	Internet Graphics Service
ILT	Instructor-Led Training
IM	Inventory Management
IM/WM	Inventory and Warehouse Management
IMG	Implementation Guide
IODS	Integrated Operational Data Store
IPA	Independent Project Assessment
IR	Integration Repository
IRB	Institutional Review Board
IRM	Information Resource Management
IS	Integration Server
ISD	Independent School District
ISSC	Information Steward Steering Committee
IT	Information Technology
ITCR	ITaP Customer Relations
ITEA	ITaP Enterprise Applications
ITI	ITaP Infrastructure
ITSP	ITaP Security and Privacy
IVR	Interactive Voice Response
J2EE	Java 2 Enterprise Edition
JCA	J2EE Connector Architecture
JCO	Java Connector
JDBC	Java Database Connectivity
JDO	Java Data Objects

ACRONYM LISTING	
Acronym	Description
JMS	Java Message Service
JPR	Java Proxy Runtime
KPI	Key Performance Indicator
LAUSD	Los Angeles Unified School District
LAWA	Los Angeles World Airports
LCSP	Lead Client Service Principal
LDAP	Lightway Directory Access Protocol
LMS	Learning Management System
LSMW	Legacy System Migration Workbench
MBPD	Maintenance Branch Personnel Data
MD	Materials Master Data
M-DCPS	Miami-Dade County Public Schools
MDM	Master Data Maintenance
MM	Materials Management
MSS	Manager Self Service
NACUBO	National Association of College and University Business Officers
NAS	Network Attached Storage
NASACT	National Association of State Auditors, Comptrollers, and Treasurers
NASCIO	National Association of State Chief Information Officers
NASRA	National Association of State Retirement Administrators
NCLB	No Child Left Behind
NGA	National Governors Association
NW	'04 Netweaver '04
OCA	Overhead Cost Accounting
ODS	Operational Data Store (See InfoCube above)
OIG	Office of Inspector General
OLAP	Online Analytical Processing
OM	Organization Management
PA	Payroll
PA	Personnel Administration
PAS	Pluggable Authentication Services
PBC	Position Budget Control
PDA	Personal Digital Assistant
PERNR	Personnel Number
PI	Process Infrastructure
PIER	Post-Implementation Evaluation Review
PLM	Project Lifecycle Management
PM	Plant Maintenance
PMDES	Person Master Data Enterprise Services
PMO	Program Management Office
PS	Project Systems or Public Sector
PSC	Public School Choice
PSCD	Public Sector Collection and Disbursement (long form of CD)
PSI	Process and Systems Integrity
PU	Purchasing
PWT	Permit with Transportation
QA	Quality Assurance

ACRONYM LISTING	
Acronym	Description
QAS	Quality Assurance System
QRC	Quick Reference Card
QRG	Quick Reference Guide
RDBMS	Relational Database Management System
RFC	Remote Function Call
RGA	Republican Governors Association
RICEFW	Reports, Interfaces, Conversions, Enhancements, Forms and Workflows
RMS	Resident Management System
ROI	Return on Investment
RPO	Recovery Point Objective
RTO	Recovery Time Objective
RWB	Runtime Workbench
SAB	Space Available Basis
SAN	Storage Area Network
SAP	GUI SAP Graphical User Interface
SAT	Satellite
SDCS	San Diego City Schools
SEDS	Student Enrollment Data System
SEM	Strategic Enterprise Management
SEVIS	Student Exchange Visitor Information System
SFWMD	South Florida Water Management District
SIO	Statistical Internal Order
SIS	Student Information System
SIT	System Integration Testing
SLD	System Landscape Directory
SMA	Subject Matter Advisors
SME	Subject Matter Expert
SMS	Subject Matter Specialist
SMUD	Sacramento Municipal Utilities District
SMTP	Simple Mail Transport Protocol
SNC	Secure Network Communications
SOW	Statement of Work
SPOF	Single Point of Failure
SPS	Sponsored Programs Services
SQL	Structured Query Language
SRM	Supplier Relationship Management
SSO	Single Sign-On
SSU	Self-Service User
SUS	Supplier Self-Service
TA	Time and Attendance
TCO	Total Cost of Ownership
TDSB	Toronto District School Board
TR	Travel Management
TR	Treasury
TSM	Tivoly Storage Manager
TV	Travel
UAT	User Acceptance Testing

ACRONYM LISTING	
Acronym	Description
UDO	University Development Office
UMR	User Master Record
VBCPS	Virginia Beach County Public Schools
VEPR	Voluntary Early Partial Retirement
VLAN	Virtual Local Area Network
WBS	Work Breakdown Structure
WBT	Web-Based Training
XI	Exchange Infrastructure

Appendix B
Staffing

In order to achieve the desired levels of team effectiveness and knowledge transfer, Deloitte Consulting has proposed a fully integrated project team at all levels. Deloitte Consulting's resources will be as set forth in the Agreement and this SOW.

M-DCPS staff will be required to bring a deep understanding of existing business processes and systems and current working environment, and insights into the critical change management priorities and issues.

M-DCPS will provide throughout the term of the project the staffing described in Section 2.0 Project Structure and this Appendix B – Staffing Plan, of this SOW. To the extent that any failure by M-DCPS to provide such staffing, with the qualifications described herein and in accordance with the staffing schedules, has an adverse impact on Deloitte Consulting, such failure will entitle Deloitte Consulting to a Change Order eliminating the adverse impact on Deloitte Consulting resulting from such failure. M-DCPS staff will be available as set forth in the staffing schedules herein; those members specified as full-time will dedicate 100% of their time and effort to the project for the duration of the project. All M-DCPS staff assigned to the project will be knowledgeable, competent and empowered to act within the scope of their assigned duties. M-DCPS will promptly replace M-DCPS staff assigned to the project that are not performing their responsibilities satisfactorily and/or not meeting the qualifications or schedule requirements described herein, and will also promptly replace any vacated team slots. M-DCPS's failure to promptly replace such staff may adversely impact the project schedule, and will entitle Deloitte Consulting to a Change Order eliminating any adverse impact on Deloitte Consulting resulting from such failure.

Deloitte Consulting will have the opportunity to review the qualifications of all M-DCPS personnel proposed for assignment on the project. Should Deloitte Consulting, in consultation with M-DCPS, reasonably determine that the proposed M-DCPS staff is not appropriate for the project, M-DCPS will promptly propose other qualified individuals for assignment to the project for Deloitte Consulting's review.

mi-Dade County Public Schools Transformation Program
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	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	I	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	J	ug	
	2007				2008												2009								
OJECT ROLL-OUT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Totals
'ision and Plan		Vision/Plan																							
Release 1 - Finance and Procurement																Deliver									
Release 2 - HR & Payroll																						Deliver			
Release 3 - Procurement								Hibernate								Refresh						Deliver			
REA/POSITION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
OVERNANCE, RISK AND COMPLIANCE TEAM																									
GRC Team Lead		0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	4.55
GRC Consultant		0.10	0.10	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	6.80
GRC Consultant				0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.40	0.40	0.40	0.40	0.40	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	7.30
ABAP/BASIS Consultant								0.45	0.40																0.85
GRC Advisory Partner		0.04	0.03	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.03	0.03	0.03	0.04	0.04	0.04	0.04	0.03	0.03	0.03	0.04	0.04	0.04	0.04	0.85
otal Governance, Risk and Compliance FTEs	0.00	0.24	0.23	1.19	1.19	1.19	1.19	1.64	1.59	1.19	1.08	1.08	1.08	1.09	1.09	0.59	0.59	0.58	0.58	0.58	0.59	0.59	0.59	0.59	20.35
ev. Total Projected FTEs By Month	0.00	0.24	0.23	1.19	1.19	1.19	1.19	1.64	1.59	1.19	1.08	1.08	1.08	1.09	1.09	0.59	0.59	0.58	0.58	0.58	0.59	0.59	0.59	0.59	20.35

Statement of Work (SOW), AppendixB - Deloitte and Subcontractor FTEs

Estimated Consultant Staffing Levels

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
	2007												2008									2009				
PROJECT ROLL-OUT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Totals
Vision and Plan	Logistics	Vision/Plan																							
Release 1 - Finance and Procurement																Deliver									
Release 2 - HR & Payroll																						Deliver			
Release 3 - Procurement								Hibernate								Refresh						Deliver			
AREA/POSITION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
PROJECT MANAGEMENT OFFICE																									
Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24.00
Project Partner	0.30	0.50	0.50	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70	16.00
QA Partners				0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	4.20
Advisory Partner		0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	6.90
Lead Client Service Partner		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	2.30
Project Director	1.00	1.00	1.00	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	13.50
QA Advisor - SAP		0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	2.30
Advisory Partner -IBM		0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	6.90
Project Advisor - Sharplon, Brunson and Co.				0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	1.05
Project Controller	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24.00
Integration/Deployment Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24.00
Integration Test/ Cutover Lead								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	16.50
Test Support Consultant									0.30	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	14.80
PMO Support		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Total Project Management Office FTEs	4.30	6.30	6.30	6.25	6.25	6.25	6.25	7.25	7.55	8.25	8.25	8.25	8.25	8.25	8.25	8.25	8.25	8.25	8.25	8.25	8.25	8.25	8.25	7.25	179.45
FINANCE AND PROCUREMENT FUNCTIONAL TEAM																									
Finance and Procurement Lead	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24.00
Funds Management Consultant		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Funds Management (CAFR) Consultant								0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	16.80
Grants Management Consultant			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						16.50
Job Costing Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
Controlling Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
GL Consultant			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						16.50
SD-Billing Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
Accounts Receivable/ Billing				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
Projects Systems Lead				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						16.00
Project Systems Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
Supplier Relationship Management Consultant (incl. Sourcing & Contracting in II)		0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	22.50
Supplier Relationship Management (SUS/BE/Catalog)				0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						15.50
Procurement Consultant		0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							16.50
Procurement Team Member				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
Materials Lead			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.50
Inventory Management Consultant														1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	11.00
Fixed Assets Consultant			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						16.50
Travel Management Consultant				1.00	1.00	1.00	1.00							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	15.00
Accounts Payable Consultant		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						18.00
Total Release I/II Fin/Proc Functional Team FTEs	1.00	4.00	7.00	17.50	18.00	18.00	18.00	17.80	18.00	18.00	18.00	18.00	18.00	20.00	20.00	20.00	20.00	20.00	12.00	6.00	6.00	6.00	6.00	6.00	333.30
HR AND PAYROLL FUNCTIONAL TEAM																									
Human Resource/ Payroll Lead	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24.00
Personnel Administration/ eRecruitment Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Personnel Administration Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
Organizational Management Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
eRecruitment Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
Benefits Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Benefits Consultant					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
Time Lead			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	22.00
Time Consultant			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.50
Time Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.80			17.80
Time Consultant						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
Payroll Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Payroll Consultant			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.50
Payroll Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
Payroll Consultant				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
Employee Self Service						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
Budget Control Consultant						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
Total Release II Functional Team FTEs	1.00	4.00	8.00	20.00	14.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	17.00	16.80	16.00	16.00	355.80	

Estimated Consultant Staffing Levels

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
	2007										2008														
PROJECT ROLL-OUT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Totals
Vision and Plan	Upgrade Sandbox	Vision/Plan																							
Release 1 - Finance and Procurement																Go/No-Go									
Release 2 - HR & Payroll																						Deliver			
Release 3 - Procurement							Hibernate									Refresh						Deliver			
CROSS RELEASE ORGANIZATION AND CHANGE/ TRAINING																									
Organizational Readiness Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50		21.50
Communications Consultant		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Change Support Consultant			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.50
Training Lead						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
Training Developer - Finance							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00								11.00
Training Developer - Finance							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00								11.00
Offshore Training Developer							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		17.00
Productivity Pack Consultant							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18.00
Training Developer - HR							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			16.00
Training Developer - Procurement							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			16.00
Total Cross Release Organization and Change/ Training FTEs	0.00	2.00	2.50	3.00	3.00	4.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	8.00	8.00	8.00	8.00	8.00	5.50	4.00	174.00
CROSS RELEASE TECHNICAL																									
Technology Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Application Development Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
R10 Liasion Lead						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			17.00
Finance / Procurement Onsite Liaison 1							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						12.00
Finance/ Procurement Onsite Liaison 2										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		13.00
Human Resources Onsite Liaison 1									1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		14.00
HR Onsite Liaison 2										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			12.00
Offshore Developer 1								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						11.00
Offshore Developer 2								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00						11.00
Offshore Developer 3								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 4								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 5								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 6								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 7								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 8								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 9								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 10								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									8.00
Offshore Developer 11										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		13.00
Offshore Developer 12										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		13.00
Offshore Developer 13										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		13.00
Offshore Developer 14										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		13.00
Offshore Developer 15										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		13.00
Offshore Developer 16											1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00					9.00
Offshore Developer 17											1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00					9.00
Offshore Developer 18											1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00					9.00
Offshore Developer 19											1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00					9.00
Offshore Developer 20											1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00					9.00
Offshore Developer 21																1.00	1.00	1.00	1.00	1.00	1.00	1.00			7.00
Offshore Developer 22																1.00	1.00	1.00	1.00	1.00	1.00	1.00			7.00
Offshore Developer 23																1.00	1.00	1.00	1.00	1.00	1.00	1.00			7.00
Offshore Developer 24																1.00	1.00	1.00	1.00	1.00	1.00	1.00			7.00
Offshore Developer 25																1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50		7.50
Workflow								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			15.00
Workflow (T&E)														1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	11.00
Portal						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		18.00
XI Architect/Developer					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		19.00
BW Solution Architect (BW)		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		22.00
BW Cube Developer (BW)							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18.00
BW Query Developer (BW)							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18.00
Security & Controls Thread Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
Security & Controls Team - Fin/Proc			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	21.10
Security & Controls Team - HR/PY				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
Security & Controls Team							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	17.50
Basis and Infrastructure Lead			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.50
Basis (Solution Manager and ECC)			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.50
Basis (BW, EP and TREX)						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		16.00
Basis (XI and SRM)						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
Total Cross Release Technical FTEs	0.00	4.00	5.50	8.00	9.00	13.00	16.00	18.00	29.00	29.00	38.00	41.00	41.00	42.00	42.00	47.00	39.00	39.00	39.00	38.00	31.00	31.00	23.50	11.00	628.10
Rev. Total Projected FTEs By Month	6.30	20.30	27.40	44.75	50.25	58.25	67.25	70.05	80.55	82.25	89.25	94.25	94.25	97.25	97.25	102.25	94.25	92.25	84.25	75.25	70.25	70.05	59.25	44.25	1671.65

M-DCPS Transformation Program
Estimated M-DCPS Staffing Levels

		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
		2007										2008									2009						
	PROJECT ROLL-OUT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Totals
	Plan & Design	Logistics																								
			Vision/Plan																							
	Release 1 - Finance and Procurement																Deliver									
	Release 2 - HR & Payroll																						Deliver			
	Release 2 - Finance and Procurement							Hibernate									Refresh						Deliver			
Position #	AREA/POSITION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
	PROJECT MANAGEMENT OFFICE																									
S5	Project Sponsor	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	12.00
P4	Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24.00
P3	Integration Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	24.00
P2	Project Admin Assistant		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
P3	Deployment Lead												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	13.00
P4	Deployment Coordinator												1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	13.00
P5	Testing Team Lead								0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	16.50
	Total Project Management Office FTEs	2.50	3.50	3.50	3.50	3.50	3.50	3.50	4.00	4.50	4.50	4.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	325.50
	FINANCE AND PROCUREMENT FUNCTIONAL TEAM																									
F1	Finance and Procurement Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
F2	Funds Management				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F2	Funds Management					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							14.00
F3	Grants Management		0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.40
F3	Grants Management					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							14.00
F4	Cost/Job/Project Accounting		0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00								14.40
F4	Cost/Job/Project Accounting					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									12.00
F5	Cost (General Ledger)				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F6	General Ledger				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F7	Financials for HR				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
F7	Financials for HR									1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	16.00
F8	Accounts Receivable/ Billing				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F10	Project Systems				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F10	Project Systems						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00								12.00
F11	SRM (Incl. Sourcing)				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
F11	SRM (Incl. Contracting)				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
F12	Procurement		0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.40
F12	Procurement				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F13	Materials				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.80							14.80
F14	Inventory Management				1.00	1.00	1.00										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.50	11.50
F15	Fixed Assets				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F16	Accounts Payable				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.00
F16	Accounts Payable					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							14.00
F17	Travel Management				1.00	1.00	1.00										0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	11.50
F18	Budget Control		0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00							15.40
F19	Position Budget Control					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00									12.00
	Total Release I Functional Team FTEs	0.00	1.80	1.80	19.00	24.00	25.00	23.00	23.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	25.50	24.00	21.80	7.00	7.00	7.00	7.00	7.00	6.50	396.40
	HR AND PAYROLL FUNCTIONAL TEAM																									
H1	Human Resource/ Payroll Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
H2	eRecruitment Lead					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
H4	Organizational Management					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		19.00
H5	Personnel Administration Lead		0.20	0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.60
H6	Personnel Administration					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
H7	Benefits Lead		0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.40
H8	Benefits				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
H9	Time Lead		0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.40
H10	Time				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
H10	Time					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
H11	Payroll Lead		0.20	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.40
H12	Payroll				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
H12	Payroll					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
H12	Payroll					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		19.00
H13	Employee Self Service							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	16.00
H14	Budget Control						0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00				15.50
	Total Release II Functional Team FTEs	0.00	1.80	1.80	7.20	14.00	14.50	15.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	15.00	15.00	12.00	320.30

Draft - For Discussion and Review with M-DCPS. Based upon Preliminary Discussions with Department Heads

		2007									2008									2009						
	PROJECT ROLL-OUT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Totals
	Plan & Design	Logistics																								
			Vision/Plan																							
	Release 1 - Finance and Procurement																Deliver									
	Release 2 - HR & Payroll																						Deliver			
	Release 2 - Finance and Procurement										Hibernate						Refresh						Deliver			
Position #	AREA/POSITION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
	Release III FUNCTIONAL TEAM																									
	Release III Functional Lead																									0.00
	Total for Release III Functional Team	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	CROSS RELEASE ORGANIZATION AND CHANGE/ TRAINING																									
C1	Organization Readiness Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
C2	Communications Specialist					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
C2	Communications Specialist							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18.00
C3	Change Analyst					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
C3	Change Analyst						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
C4	Training Lead						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
C5	Training Coordinator									1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00								9.00
C6	Training Developer								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			15.00
C6	Training Developer									1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			14.00
C6	Training Developer										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			13.00
C6	Training Developer										1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			13.00
C6	Training Developer											1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			12.00
	Total CR Org. and Change / Training FTEs	0.00	1.00	1.00	1.00	3.00	5.00	6.00	7.00	9.00	11.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	11.00	11.00	11.00	11.00	11.00	6.00	6.00	195.00
	CROSS RELEASE TECHNICAL																									
I1	Technology Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
I2	Basis and Infrastructure Lead		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	23.00
I3	Basis			0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.50
I3	Basis				1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	21.00
I3	Basis						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	19.00
I4	Application Development Lead (Emphasis Finance)			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	22.00
I5	Development Team Sub Lead (HR & Payroll)					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00			18.00
I7	ABAP Developer						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00				16.00
I7	ABAP Developer							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00				15.00
I7	ABAP Developer							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00				15.00
I7	ABAP Developer								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		16.00
I7	ABAP Developer								1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		16.00
I7	ABAP Developer									1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	16.00
I8	Portal Administrator						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		18.00
I9	Portal Developer						1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00		18.00
I9	Portal Developer							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00				14.00
I10	Legacy Conversion Developers								3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	1.00		46.00
I11	Legacy Interface Developers								3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00		48.00
I12	Security & Controls Lead			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	22.00
I13	Security & Controls Analysts					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
I13	Security & Controls Analysts							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	17.00
I14	Business Intelligence Lead			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	22.00
I15	Functional Business Intelligence Analyst					1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	20.00
I16	Data Warehouse Developer/ Analyst							1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18.00
	Total Cross Release Technical FTEs	0.00	2.00	5.50	7.00	10.00	14.00	17.00	27.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	24.00	21.00	13.00	504.50
	Total Projected FTEs By Month	2.50	10.10	13.60	37.70	54.50	62.00	64.50	77.00	61.50	83.50	84.50	86.50	86.50	86.50	86.50	88.00	86.50	83.30	68.50	66.50	66.50	63.50	55.50	44.00	1543.70

M-DCPS Transformation Program

Estimated M-DCPS Staffing Levels

	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
	2007				2008												2009								
PROJECT ROLL-OUT	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	**Totals**
Plan & Design	Logistics																								
		Vision/Plan																							
Release 1 - Finance and Procurement																Deliver									
Release 2 - HR & Payroll																						Deliver			
Release 2 - Finance and Procurement							Hibernate									Refresh						Deliver			
AREA/POSITION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
GOVERNANCE, RISK AND COMPLIANCE TEAM																									
Business Process Owner		0.05	0.05	0.1	0.1	0.1	0.1	0.1	0.1	0.03	0.03	0.03	0.03	0.03	0.03	0.55	0.03	0.03	0.03	0.03	0.03	0.35	0.03	0.03	1.99
Internal Auditor		0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.15	0.02	0.01	0.01	0.01	0.01	0.15	0.01	0.01	0.66
Human Resources Specialist				0.1	0.1	0.1	0.1	0.075	0.075	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.003	0.2	0.003	0.003	0.79
Information Technology Administrator		0.015		0.015	0.015			0.015	0.015	0.015						0.05						0.05			0.19
Total for GRC Team FTEs	0.00	0.09	0.07	0.24	0.24	0.22	0.22	0.21	0.21	0.07	0.05	0.05	0.05	0.05	0.05	0.75	0.05	0.04	0.04	0.04	0.04	0.75	0.04	0.04	3.63
Total Projected FTEs By Month	0.00	0.09	0.07	0.24	0.24	0.22	0.22	0.21	0.21	0.07	0.05	0.05	0.05	0.05	0.05	0.75	0.05	0.04	0.04	0.04	0.04	0.75	0.04	0.04	3.63

eliverables and Deliverable Descriptions for M-DCPS Transformation roject

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
1	Vision / Plan Phase	Project Work Plan	A consolidated work plan outlining the tasks, activities, project team training, deliverables and timeline for completion of the M-DCPS Transformation and ERP Implementation across all phases of the project – including dependencies and interdependencies. Progress against project tasks will he tracked and reported from the Project Work Plan tool.	1, 2, 3	Project Manager / Integration Lead Assist with development. Review	Project Manager / Integration Lead **Primary** responsibility for development	M	
2	Vision / Plan Phase	Project Charter	A "stake in the ground" document outlining the scope, timeline, organization structure, project governance, technical architecture, development scope, process scope and a high level summary of the project approach and deliverables.	1, 2, 3	Project Manager / Integration Lead Assist with development. Review	Project Manager / Integration Lead **Primary** responsibility for development	M	
3	Logistics	Project Repository	A project team repository to manage the project approach and deliverables from each phase and each team. All documentation and project outputs will he stored in a predefined structure. All team members will be responsible for storing final documents in the repository.	1, 2, 3	Project Management Office Assist with development. Review	Project Management Office **Primary** responsibility for development		P
4	Logistics	Communication Strategy	Documents the principles and objectives of project communications, their scope, and provides overall direction and strategy of the communications program. It will identify the chosen methods of communication, standards, audience, and frequency of communication. Standard project templates to be used for all project communication will be developed along with a detailed communications plan for each Release.	1, 2, 3	Organizational Readiness Lead Assist with development. Review	Organizational Readiness Lead **Primary** responsibility for development	M	

Release 1 – Finance / Procurement
Release 2 – HR / Payroll
Release 3 – Inventory Management / Travel Management / Supplier Relationship Management

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
5	Vision / Plan Phase	Change Readiness Assessment Strategy and Approach	Documents the change management factors, the approach for assessing staff readiness, and areas of change that will be proactively managed during the project.	1, 2, 3	Organizational Readiness Lead Assist with development. Review	Organizational Readiness Lead **Primary** responsibility for development		P
6	Vision / Plan Phase	Risk Management Plan	Documents the established critical success factors, the possible risks associated with meeting those critical success factors and establishes the methods used to monitor, control and mitigation of the identified risks.	1, 2, 3	Project Management Office Assist with development. Review	Project Management Office **Primary** responsibility for development	M	
7	Design Phase	Sandbox Environment	A fully installed, technically configured available Sandbox SAP Environment with an initial configuration that will aid the M-DCPS team members on the look, feel and basic functionality of SAP in preparation for Workshops and prototyping solutions.	1, 2, 3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development	M	
8	Vision / Plan Phase	IndustryPrint Business Process Vision	The documented Preliminary Business Process Vision based on the Deloitte IndustryPrint™ process and procedures tool. This initial vision will be utilized by the teams during the Design Workshops as the starting point of K-12 better practices in process improvement and design.	1, 2, 3	Functional Leads Assist with development. Review	Functional Leads **Primary** responsibility for development	M	
9	Vision / Plan Phase	Kick-off Planning and Delivery – mobilize team and facilities	This is the preparation, delivery and education of M-DCPS ERP Project team including : all project activities leading up to the kick-off: site preparation, on boarding, orientation, planning and prep for kick-off meetings – presentations and basic team training will be developed and delivered to the team members to facilitate a full understanding of how the project will be managed, the tools to be used, the progress reporting templates, project standards and procedures, project plan activities and tasks, and project deliverables and deadlines.	1, 2, 3	Project Management Office Assist with development. Review	Project Management Office **Primary** responsibility for development		P

Release 1 – Finance / Procurement
Release 2 – HR / Payroll
Release 3 – Inventory Management / Travel Management / Supplier Relationship Management

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
10	Vision / Plan Phase	Communication Plan	Details the type of project communications, how often the communications will be delivered, the media method by which the communications will be delivered, the themes of communication to be delivered, and the audience for the communications. This plan will be updated throughout the project as communication needs change based on the phase of the project.	1,2,3	Organizational Readiness Lead Assist with development. Review	Organizational Readiness Lead **Primary** responsibility for development	M	
11	Logistics	Problem Management and Tracking Process	Documents the process to be used to track, manage, and resolve project issues and problems. The process will provide a detailed log of every issue created, associated dates, issue status, ownership of the issue and the final resolution.	1,2,3	Project Management Office Assist with development. Review	Project Management Office **Primary** responsibility for development	M	
12	Logistics	Project Scope Change Process	Defined process for managing on- going project scope and the analysis and decision processes for any identified needed changes.	1,2,3	Project Management Office Assist with development. Review	Project Management Office **Primary** responsibility for development	M	
13	Logistics	Project Team Training Strategy and Plan	The overall strategy for project team only training, identifying the training requirements and the person-by-person training plan for the M-DCPS Transformation project team members.	1,2,3	Organizational Readiness Lead and Training Lead Assist with development. Review	Organizational Readiness Lead and Training Lead **Primary responsibility** for development and review	M	
14	Design Phase	System Deployment Plan	Presents the approved implementation strategy, rollout of new system, legacy systems identified to be phased out and the planned timing.	1,2,3	Technology Lead **Primary responsibility** for Legacy development. Review	Technology Lead **Primary responsibility** for SAP development. Review	M	

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
15	Design Phase (Rel. 1) Build Phase (Rel. 2 & 3)	Detailed Functional Requirements	Presents the detailed information to be configured in the system, such as wage types, cost center, organizational structure, etc.	1,2,3	Functional Leads **Primary** responsibility for development. Review	Functional Leads Assist with development.	M	
16	Design Phase	Development Environment	A fully installed, technically configured and available Development SAP Environment and landscape for the teams to begin configuration of SAP functionality based on the requirements gathered during the Design workshops. This is the starting point of all system changes and process design which will be moved later into Quality Environment for test and end-user acceptance prior to be placed in Production for operational use.	1,2,3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development and review		P
17	Design Phase	Change Readiness Assessment	The Change Readiness Assessment identifies District internal cultural opportunities and points of resistance to change. The Assessment will leverage focus groups and identify areas to be managed through the course of the project, as well as assess the ability to of various stakeholder groups to adapt to changes being made to support the streamlining and improvement of the District operations.	1,2,3	Organizational Readiness Lead Assist with development. Review	Organizational Readiness Lead **Primary** responsibility for development and review		P
18	Design Phase	Change Management Plan	Details the initial assessment and planning for change management activities to support the SAP implementation. Defines the strategy and plan for organizational acceptance and commitment to change such that risks are minimized.	1,2,3	Organizational Readiness Lead Assist with development. Review	Organizational Readiness Lead **Primary** responsibility for development and review	M	

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
19	Vision / Plan Phase (Rel. 1 & 3) Design Phase (Rel. 2)	Business Process Design Workshops	Documentation of the Business Process Design Workshops to be held, selection of order, dates and attendees, along with agenda and process to be followed in Workshops. Includes Fit/Gap Analysis.	1,2,3	Functional Leads Assist with development	Functional Leads **Primary** responsibility for development		P
20	Design Phase	Draft Business Process Design	Draft of Future Process Model at the Process/Sub-Process/Task Level to be reviewed in Business Process Design Workshop sessions with original participants of workshop and other advisors to the project team.	1,2,3	Functional Leads **Primary** responsibility for policies / procedures, requirements, process, change impact, legacy mapping, current issue	Functional Leads Assist with SAP mapping, constraints		P
21	Design Phase	Data Conversion Strategy	Documentation of how M-DCPS data will be transferred from old systems into the new ERP system. Details will include type of data, volume of data, how much historical data is to be converted/loaded into mySAP ERP/BW. In addition, this deliverable will document a Data Cleansing Approach for all data to be transferred into the new ERP system.	1,2,3	Functional Leads **Primary** responsibility for development, mapping of legacy systems. M-DCPS will deliver required data cleansing of legacy data. M-DCPS to develop legacy extraction programs and extract required data from legacy system	Functional Leads Assist with development in understanding the target environment and data mapping fields	M	

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
22	Design Phase	System Landscape and Technical Design	Specifies overall system architecture used throughout all phases and releases of the M-DCPS Transformation project. Outlines the SAP Hardware and Client Strategy, BW System Architecture and Strategy, Portal Architecture and Strategy, E-Recruitment Architecture and Strategy, and additional bolt-on software. This document will also outline the integration with retained M-DCPS systems.	1,2,3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development and review	M	
23	Design Phase	Security Strategy	Defines the scope of work for business process integrity, information technology (IT) integrity, interface and data integrity, and application security, addressing federally established laws and codes about privacy and the protection of data, documenting an approach around a control environment that auditors can rely on during internal and external audits and establishing guidelines to a security, controls, and compliance thread of project activities focused on managing risk by implementing security and controls.	1,2,3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development and review, include GRC	M	
24	Design Phase	Business Intelligence Strategy	Serves as a guide throughout the remainder of the current project as well as subsequent implementations. Major topics addressed within this deliverable include Methodology and Standards, Technical and Procedural Reporting Infrastructure, Business Intelligence Organizational Structure, Organizational Readiness/Change Management, and Report Tool Selection Processes.	1,2,3	Business Intelligence Lead and Training Lead Assist with development. Review	Business Intelligence Lead and Training Lead **Primary** responsibility for development and review	M	

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
25	Build Phase (Rel. 1) Design Phase (Rel. 2 & 3)	End User Training Strategy	The End-User Training Strategy has two key components; the training infrastructure and target audience assessments and the training approach and work plan based on assessment results. The End-User Training Strategy provides an overview of the direction, goals, and objectives of the End-User Training Program over the life of the project. The strategy will continue to evolve through the early phases of the project. It should be determined with the client at the beginning of the project if the End-User Training Strategy is intended to be used by the organization to train new hires or if it is limited to a single go-live or rollout.	1,2,3	Organizational Readiness Lead and Training Lead Assist with development. Review	Organizational Readiness Lead and Training Lead **Primary** for development and review	M	
26	Design Phase	Business Process Confirmation Workshops	Includes preparation, scheduling, and executing of final to-be process workshops. This effort will include design confirmation sessions in greater detail around complex processes and procedures. The approved processes will be configured in SAP during the Build phase.	1,2,3	Functional Leads **Primary** responsibility for development	Functional Leads Assist with development		P
27	Build Phase	Final Business Process Design	Final documentation of "to-be" processes and procedures, including overall process model for all Phases at the Process/Sub-Process Level. The process model includes process flow diagrams, specified high level SAP system settings, and detailed configuration requirements. Further, change impacts, development objects, and draft roles are documented.	1,2,3	Functional Teams **Primary** responsibility for development	Functional Teams Assist with development	M	

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
28	Build Phase (Rel. 1 & 2) Design Phase (Rel. 3)	Functional Specifications	Functional specifications include both the functional and technical requirements for forms, reports, interfaces, conversions, enhancements, and workflow ("RICEFW") identified or validated during design workshops. Functional Specifications will be given to the IT Development team for defining technical specifications and to perform program coding.	1,2,3	Functional Teams **Primary** responsibility for Writing detail functional specifications, reviewing technical specifications with developers, and unit testing	Functional Teams Assist with writing detail functional specifications, reviewing technical specifications with developers, and unit testing	M	
29	Design Phase	Performance Management Plan	Defines the strategy and plan for the performance of all the SAP system environments for R/3 and BW.	1,2,3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development and review		P
30	Build Phase	Job Role / Task Analysis	Examines the process flows and maps tasks to job roles. The analysis includes a high level mapping of the training required for system administrators, database management staff, configuration staff, functional area experts and end users.	1,2,3	Organizational Readiness Lead **Primary** responsibility for development. Review	Organizational Readiness Lead Assist with development and review		P
31	Design Phase (Rel. 1) Build Phase (Rel. 2) Refresh (Rel. 3)	Detailed Development Plan (RICEFW Scope/List)	Determine all the Reports, Interfaces, Conversions, Enhancements and Forms needed for the project and create a master RICEFW list for SAP and BW systems See Section 6.2 for more detailed information of RICEFW planning.	1, 2, 3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development and review	M	

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
32	Build Phase	Quality Assurance Environment	A fully installed, technically configured and available Quality Assurance SAP Environment and landscape for integration, payroll reconciliation, system, volume/stress, and regression/audit testing.	1, 2, 3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development and review		P
33	Build Phase	Production Environment	A fully installed, technically configured and available Production SAP Environment and landscape sized according to sizing surveys and expected transactional and data volumes.	1, 2, 3	Technology Lead Assist with development. Review	Technology Lead **Primary** responsibility for development and review		P
34	Design Phase	Test Strategy	Defines strategy for conducting unit, string, integration, regression and payroll parallel testing for the all releases (as required). The strategy will also outline the process to develop unit test scripts, integration test scenarios, and regression test scripts for both process configuration and development objects. The document will also outline the types of data to be used for testing, the timeline for testing, the method to establish expected results and the M-DCPS resource requirements to support testing.	1,2,3	Integration Lead Assist with development. Review	Integration Lead **Primary** responsibility for development and review	M	
35	Build Phase	Support Strategy	Documents the strategy for providing the initial and long-term production support.	1,2,3	Integration Lead Assist with development. Review	Integration Lead **Primary** responsibility for development and review		P
36	Build Phase	Training Curriculum	This document outlines the training curriculum and course content and includes the training topics, the content that will be delivered within each topic, scheduled delivery dates for each course, participants identified for each course. It can also include any supplies or technical equipment needed.	1,2,3	Organizational Readiness Lead and Training Lead Assist with development. Review	Organizational Readiness Lead and Training Lead **Primary** responsibility for development and review		P

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
37	Design Phase	Knowledge Transfer Strategy	Provides overall direction and strategy related to transferring knowledge from the consultants to the M-DCPS Transformation Project team members.	1,2,3	Organization Readiness Lead Assist with development. Review	Organization Readiness Lead **Primary** responsibility for development and review	M	
38	Vision / Plan Phase	Stakeholder Engagement Plan	Define communication goals and objectives, key messages, stakeholders and communication roles and outline a plan for communicating to and engaging key stakeholders.	1,2,3	Organization Readiness Lead Assist with development. Review	Organization Readiness Lead **Primary** responsibility for development and review		P
39	Build Phase	Batch Job Schedule	Documents the sequencing and executing of automated background jobs for programs, processing, and reporting in SAP/BW.	1,2,3	Technology Lead **Primary** with development. Review	Technology Lead Assist with development and review		P
40	Build Phase	Initial cut-over Plan	The Cutover Plan is used to manage the activities to convert from the legacy system(s) to the new SAP production system. It involves the conversion of legacy data and transactions, combined with hardware and software installations.	1,2,3	Deployment Lead Assist with development of cutover plan . Review	Deployment Lead **Primary** responsibility for development of cutover plan and review		P
41	Build Phase	Initial Production Support Organization Plan	First draft of the production support organization designed for end-user support in the post go-live environment. In addition, this document outlines the proposed Service Level Agreement(s) for production support.	1,2,3	Deployment Lead **Primary** responsibility with development of cutover plan . Review	Deployment Lead Assist with development of cutover plan and review		P

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
42	Build Phase (Rel. 1 & 2) Refresh (Rel. 3)	System Organizational Hierarchy Configured	Configuration of the SAP hierarchy and overall enterprise structure elements in the Implementation Guide (IMG) to reflect the SAP Organization Structure (i.e., company codes, funds management areas, plants, employee groups, employee subgroups, vendor groups, cost centers, profit centers, personnel areas, payroll areas etc.)	1,2,3	Functional Teams **Primary** responsibility for development	Functional Teams Assist with development		P
43	Build Phase (Rel. 1 & 2) Refresh Phase (Rel. 3)	Configuration & Unit Test Plan	The outline for configuration and unit test priority and test cycles –to be completed for configured and developed items. This includes the approach of how to track the configuration and unit test of each element identified during the Design workshops such as General Ledger Accounts, Earning and Deduction Codes, Vendor Master Record Attributes, Funds, Grants, Materials etc.	1,2,3	Functional Teams Assist wth development	Functional Teams **Primary** responsibility for development		P
44	Build Phase	Baseline Configuration	Initial table, screen, and field settings within the Implementation Guide of SAP. Provides the templates, activities and steps for performing detailed testing of the configured system.	1,2,3	Functional Leads **Primary** responsibility for configuration	Functional Leads Assist with configuration	M	
45	Build Phase	Final Configuration Cycle 1	Finalized table, screen, and field settings within the Implementation Guide of SAP. Represents the settings that have been unit tested. Configuration Documentation provides a permanent record of the configuration decisions, the rationale for those decisions, and the implications of each system setting.	1,2,3	Functional Leads **Primary** responsibility for final configuration	Functional Leads Assist with final configuration		P
46	Build Phase	Final Configuration Cycle 2	Follow unit testing plan to configure and unit test additional cycle of increased complexity.	1,2,3	Functional Leads **Primary** responsibility for final configuration	Functional Leads Assist with final configuration		P

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
47	Build Phase	Final Configuration Cycle 3	Follow unit testing plan to configure and unit test additional cycle of increased complexity.	1,2,3	Functional Leads **Primary** responsibility for final configuration	Functional Leads Assist with final configuration	M	
48	Build Phase	Business Process Procedures (BPP's)	Provides details steps for executing key SAP/BW processes within the configured SAP/BW system. Used in the development of training documentation.	1,2,3	Functional Leads **Primary** responsibility for preparation of the Business Process Procedures	Functional Leads Assist with preparation of the Business Process Procedures	M	
49	Build Phase	Integration Test Plan	This deliverable includes the successful completion of integration test cycles outlined in the Testing Strategy and the Test Plan. Items included in this deliverable include end-to-end test scenario e.g. Purchase to Pay, Hire to Separation, Order to Cash and will test the integration within each functional area such as Payroll (Personnel Master Data, Benefits enrollment, pay check, posting to Finance).	1,2,3	Integration Lead Assist with development. Review	Integration Lead **Primary** responsibility for development and review	M	
50	Build Phase	Integration Test Scripts	Detailed integration test scripts with data sheets and step by step instruction to execute the integration testing.	1,2,3	Functional Leads **Primary** responsibility for developing integration test cases and scripts	Functional Leads Assist with developing integration test cases and scripts	M	
51	Build Phase	Integration Test Cycle 1	Integration test within modules/functions – including minimum baseline security roles. This also includes the execution of integration testing scripts and updating testing roles.	1,2,3	Testing Lead / Functional Teams **Primary** with development. Review	Testing Lead / Functional Teams Assist with development and review		P

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
52	Build Phase	Integration Test Cycle 2	Testing increasingly more complex scenarios – interfaces and enhancements using converted data from legacy systems where feasible. This also includes the execution of integration testing scripts and updating testing roles.	1,2,3	Testing Lead / Functional Teams **Primary** with development. Review	Testing Lead / Functional Teams Assist with development and review		P
53	Deliver Phase (Rel. 1) Build Phase (Rel. 2 & 3)	Integration Test Cycle 3	Testing increasingly more complex scenarios – including regression testing using converted data from legacy systems where feasible. This also includes the execution of integration testing scripts and updating testing roles.	1,2,3	Testing Lead / Functional Teams **Primary** responsibility for development . Review	Testing Lead / Functional Teams Assist with development and review	M	
54	Build Phase	Training Environment	A fully installed, technically configured and available Training SAP Environment and landscape for train-the trainer training and final end-user training of District staff.	1,2,3	Technology Lead **Primary** with development . Review	Technology Lead Assist with development and review	M	
55	Build Phase	Detailed Parallel Testing Strategy	This strategy will stipulate the detail around the planning and execution of Payroll Parallel Testing. It will state the population, the thresholds for errors, the testing tools, etc.	2	Functional Leads Assist with development	Functional Leads **Primary** responsibility for development		P
56	Build Phase	Payroll Parallel Testing Cycle 1	Execute duplicative full payroll processing in new SAP ERP Payroll system performing a comparison between SAP Payroll system results and legacy system results to validate correct calculation of net pay check. This is executed using the project team and a select set of HR/Payroll End-users who will be seen as Power-Users after go-live.	2	Testing Lead / Functional Teams **Primary** responsibility for development . Review	Testing Lead / Functional Teams Assist with development and review		P

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
57	Build Phase	Payroll Parallel Testing Cycle 2	Execute duplicative full payroll processing in new SAP ERP Payroll system performing a comparison between SAP Payroll system results and legacy system results to validate correct calculation of net pay check. This is executed using the project team and a select set of HR/Payroll End-users who will be seen as Power-Users after go-live.	2	Testing Lead / Functional Teams **Primary** responsibility for development . Review	Testing Lead / Functional Teams Assist with development and review		P
58	Build Phase	Payroll Parallel Testing Cycle 3	Execute duplicative full payroll processing in new SAP ERP Payroll system performing a comparison between SAP Payroll system results and legacy system results to validate correct calculation of net pay check. This is executed using the project team and a select set of HR/Payroll End-users who will be seen as Power-Users after go-live.	2	Testing Lead / Functional Teams **Primary** responsibility for development. Review	Testing Lead / Functional Teams Assist with development and review	M	
59	Build Phase	Develop BW Reports and Unit Test	Development of BW reports and unit test complete.	1,2,3	Business Intelligence Lead Assist with development	Business Intelligence Lead **Primary** responsibility for development	M	
60	Build Phase	Training Development Processes and Standards	Design and Document the training development processes and Standards. Develop templates and procedures.	1,2,3	Organizational Readiness Lead and Training Lead **Joint Primary** responsibility for development . Review	Organizational Readiness Lead and Training Lead **Joint Primary** responsibility for development. Review	M	
61	Build Phase	End-User Training Material	First drafts of training material complete.	1,2,3	Organizational Readiness Lead and Training Lead **Primary** responsibility for development. Review	Organizational Readiness Lead and Training Lead Assist with development and review	M	

Release 1 – Finance / Procurement
Release 2 – HR / Payroll
Release 3 – Inventory Management / Travel Management / Supplier Relationship Management

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
62	Build Phase	Role to Position Mapping	Security roles, positions, and authorizations are documented and configured in the SAP System. Security roles are mapped to positions in the system and the configuration is unit tested.	1,2,3	Technology Lead **Primary** responsibility for development	Technology Lead Assist with development		P
63	Operate Phase	System Test Plan	Develop plan to outline the system test – deliverable including stress testing. It also includes the review of the production schedule, support, back-up, and restore procedures for the SAP production system.	1,2,3	Functional and Technical Team Leads Assist with execution	Functional and Technical Team Leads **Primary** responsibility for execution	M	
64	Deliver Phase	Final Go/No-Go Decision	A series of documented meetings providing a method to obtain final sign-off of by the Project Executives / Steering Committee. This document provides the format of reviewing and evaluating the completion of final cutover activities. Upon approval, the Production System Go-Live is achieved.	1,2,3	Steering Committee / Project Management Office **Primary** responsibility for go/no-go decision	Project Management Office Assist with analysis and recommendation		P
65	Operate Phase	Training Evaluation and Improvement Plan	Plan applicable to training evaluation and continuous improvement.	1,2,3	Organizational Readiness Lead and Training Lead Assist with development. Review	Organizational Readiness Lead and Training Lead **Primary** responsibility for development and review	M	
66	Operate Phase	End-User Training	Completion of the end-user training scheduled before go-live as listed in the end-user training plan.	1,2,3	Organizational Readiness Lead and Training Lead **Primary** responsibility for development. Review	Organizational Readiness Lead and Training Lead Assist with development and review	M	

Release 1 – Finance / Procurement
Release 2 – HR / Payroll
Release 3 – Inventory Management / Travel Management / Supplier Relationship Management

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
67	Deliver Phase	Train the Trainer Program Development and Delivery	The Train-the-Trainer Program details the skill sets and resources needed to support end-user training, roles and responsibilities of the trainers, the trainer enrollment process, including on-boarding and education/training, and time commitment expectations pre- and post-implementation for M-DCPS's trainers.	1,2,3	Organizational Readiness Lead and Training Lead **Primary** responsibility for development. Review	Organizational Readiness Lead and Training Lead Assist with development and review		P
68	Operate Phase (Rel. 1) Deliver Phase (Rel. 2 & 3)	Finalized Production Support Plan	This document provides guidance for projects for end-user support in the post go-live environment. In addition, this document outlines the Service Level Agreement(s) for production support.	1,2,3	Deployment Team Lead Assist with development	Deployment Team Lead **Primary** responsibility for development	M	
69	Operate Phase	Internal help desk organization formed /enhanced	This deliverable requires the formation / enhancement of an internal help desk organization which will support the end-users after go-live.	1,2,3	Deployment Team Lead **Primary** responsibility for planning and implementation	Deployment Team Lead Assist with planning and implementation		P
70	Deliver Phase	System Performance and Stress Test	This deliverable includes stress and performance testing. It also includes the review of the production schedule, support, back-up, and restore procedures for the SAP production system.	1,2,3	Functional Teams and Technical Leads **Primary** responsibility for execution	Functional Teams and Technical Leads Assist with execution	M	
71	Operate Phase	Cut-over execution	This deliverable includes the execution of the cutover plan and the completion of all "production ready" activities and notifications.	1,2,3	Deployment Lead Assist with development of cutover plan. Review	Deployment Lead **Primary** responsibility for development of cutover plan and review	M	

Release 1 – Finance / Procurement
Release 2 – HR / Payroll
Release 3 – Inventory Management / Travel Management / Supplier Relationship Management

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
72	Operate Phase	Go-live Contingency Plan	Provides overall direction and strategy for contingency. Includes roll-back strategy & a business continuity plan.	1,2,3	Deployment Team Lead Assist with development. Review	Deployment Team Lead **Primary** responsibility for development and review		P
73	Operate Phase	Post – Implementation Evaluation Review (PIER) Report	Evaluation of the organization after the implementation project.	1,2,3	Functional Leads Assist with development	Functional Leads **Primary** responsibility for development	M	
74	Operate Phase	Release Close-out Checklist	Includes documentation of final System Tuning, Knowledge Transfer Assessment, Documents transferred to Repository. Change Leadership Scorecard, Successful transition of the post go-live support from the on-site production support team to the on-going support team.	1,2,3	Functional Leads Assist with development	Functional Leads **Primary** for development		P
75	Operate Phase	Security Controls	Consists of final fine tuning to systems security and controls. Fine tuning roles.	1,2,3	Security Team **Primary** with the execution of the production security profiles	Security Team Assist and provide guidance with the execution of the production security profiles		P
76	Design Phase	GRC Application Design and Requirements Definition	Final documentation of "to-be" processes and procedures, prior design confirmation sessions, for role workflow approval, fire fighter notification process, accesses enforcer approval process	1,2,3	Security Team **Primary** with the execution of the production security profiles	Security Team Assist and provide guidance with the execution of the production security profiles		

#	Project Phase	Deliverable	Description	Release	M-DCPS Roles & Responsibilities	Deloitte Roles & Responsibilities	Major Deliverable	Project Deliverable
77	Build Phase	GRC Configuration	A fully installed, technically configured and available GRC solution. This includes the successful completion of unit test and integration test plan	1,2,3	Security Team **Primary** with the execution of the production security profiles	Security Team Assist and provide guidance with the execution of the production security profiles		

Software Integration Proposer Response Instructions for Software Functionality

This appendix of the RFP contains detailed Functional Descriptions for the system desired by the District. Software provider SAP has responded to the Functional Descriptions by placing the appropriate response code for each of the requirements and if applicable, providing additional clarification in the Comment column. The definition of the response codes is provided below.

Response Code	Definition
1 - Not Applicable	*Not Applicable or the system cannot support the Functional Description. More of a Process or Change Improvement; not necessarity a tangible ERP based concept.*
2 - System Accomodates this feature with a Customization	*The system can accommodate this feature by customizing the application*
3 - System Accomodates this feature with a Work Around	*The system can accommodate this feature if the process is changed*
4 - System Accomodates with 3rd Party Solution	*The need of a 3rd party service provider support is required for this element.*
5 - The System includes this feature in the Base Product	*The system will accommodate this Functional Description with standard configuration. No additional changes are necessary.*

Proposers shall:

1) For all Functional Descriptions listed, indicate if you Agree (Y/N) with the response provided by SAP. You may also use the Comments column to add additional suporting information to responses you agree with.

2) For any Functional Descriptions listed that you do not agree with SAP response (response is N), indicate the reason for the disagreement and your proposed solution in the Proposers Comments column.

3) For a Functional Description in which you disagree with the response from the SAP's response or support a custimization, configuration or modification, please provide the associated cost with your proposed solution in the Cost Sheet Tab.

Miami-Dade County Public Schools: Cost Sheet

3) For a requirement inwhich you disagree with the response provided from the SAP, or support a custimization, configuration or modification, please provide the associated cost with your proposed solution below.

Tab Section	Requirement Number	Total Cost of Solution
General Functionality SAP	GF007	9,401.00
General Functionality SAP	GF013	11,305.00
FN Accounts Payable SAP	AP005	19,635.00
FN Accounts Payable SAP	AP006	19,278.00
FN Accounts Payable SAP	AP017	8,925.00
FN Accounts Payable SAP	AP025	11,305.00
FN Accounts Payable SAP	AP026	9,520.00
FN Accounts Payable SAP	AP046	8,925.00
FN Accounts Payable SAP	AP051	10,829.00
FN Accounts Payable SAP	AP058	8,925.00
FN Accounts Payable SAP	AP059	8,925.00
FN Accounts Payable SAP	AP064	11,305.00
FN Accounts Payable SAP	AP073	5,355.00
FN Accounts Payable SAP	AP074	8,925.00
FN Accounts Payable SAP	AP087	6,307.00
FN Accounts Receivable SAP	AR019	8,925.00
FN Accounts Receivable SAP	AR026	8,925.00
FN Accounts Receivable SAP	AR032	8,925.00
FN Accounts Receivable SAP	AR124	6,188.00
FN Accounts Receivable SAP	AR140	8,925.00
FN Accounts Receivable SAP	AR141	8,925.00
FN Capital Planning SAP	CP013	5,355.00
FN Capital Planning SAP	CP020	5,355.00
FN Capital Planning SAP	CP021	5,593.00
FN Cash & Capital Mgmt SAP	CCM013	5,355.00
FN Cash & Capital Mgmt SAP	CCM014	5,355.00
FN Cash & Capital Mgmt SAP	CCM015	5,355.00
FN Cash & Capital Mgmt SAP	CCM016	5,593.00
FN Cash & Capital Mgmt SAP	CCM017	5,117.00
FN Cash & Capital Mgmt SAP	CCM018	5,355.00
FN Cash & Capital Mgmt SAP	CCM020	8,925.00
FN Cash & Capital Mgmt SAP	CCM051	8,687.00
FN Cash & Capital Mgmt SAP	CCM065	8,925.00
FN Cash & Capital Mgmt SAP	CCM084	8,687.00
FN Cash & Capital Mgmt SAP	CCM089	9,401.00
FN Cash & Capital Mgmt SAP	CCM090	8,925.00
FN Cash & Capital Mgmt SAP	CCM095	11,305.00
FN Cash & Capital Mgmt SAP	CCM097	8,925.00
FN Cash & Capital Mgmt SAP	CCM103	8,925.00
FN Cash & Capital Mgmt SAP	CCM116	8,925.00
FN Cash & Capital Mgmt SAP	CCM124	8,925.00
FN Cash & Capital Mgmt SAP	CCM131	8,925.00
FN Cash & Capital Mgmt SAP	CCM144	9,639.00
FN Cash & Capital Mgmt SAP	CCM151	8,925.00
FN Cash & Capital Mgmt SAP	CCM157	8,925.00
FN Cash & Capital Mgmt SAP	CCM161	8,925.00
FN Cash & Capital Mgmt SAP	CCM162	8,925.00
FN Cash & Capital Mgmt SAP	CCM163	8,687.00
FN Cash & Capital Mgmt SAP	CCM176	8,925.00
FN Cash & Capital Mgmt SAP	CCM186	8,925.00
FN Cash & Capital Mgmt SAP	CCM189	10,948.00
FN Grants SAP	GR041	5,355.00
FN Grants SAP	GR044	8,925.00
FN Grants SAP	GR075	8,330.00

Miami-Dade County Public Schools: Cost Sheet

3) For a requirement inwhich you disagree with the response provided from the SAP, or support a custimization, configuration or modification, please provide the associated cost with your proposed solution below.

Tab Section	Requirement Number	Total Cost of Solution
FN Grants SAP	GR091	5,831.00
FN Grants SAP	GR115	5,117.00
FN Grants SAP	GR127	8,925.00
FN Grants SAP	GR132	8,925.00
FN Grants SAP	GR139	8,925.00
FN Fin & Ops Planning SAP	FOP023	8,925.00
FN Fin & Ops Planning SAP	FOP030	8,687.00
FN Fin & Ops Planning SAP	FOP036	8,330.00
FN Fixed Assets SAP	FA030	11,305.00
FN Fixed Assets SAP	FA032	11,305.00
FN Fixed Assets SAP	FA053	8,925.00
FN Fixed Assets SAP	FA061	9,282.00
FN Fixed Assets SAP	FA086	10,115.00
FN General Ledger SAP	GL024	5,355.00
FN Outlook SAP	OL003	5,355.00
FN Outlook SAP	OL004	5,355.00
FN Outlook SAP	OL013	6,902.00
FN Outlook SAP	OL019	5,355.00
FN Outlook SAP	OL028	10,115.00
FN P-Card SAP	PC006	10,234.00
FN P-Card SAP	PC009	8,925.00
PR Contract Mgmt SAP	CM008	5,355.00
PR Contract Mgmt SAP	CM010	5,236.00
PR Contract Mgmt SAP	CM018	9,758.00
PR Contract Mgmt SAP	CM020	9,758.00
PR Contract Mgmt SAP	CM024	10,115.00
PR Inventory Mgmt SAP	IM007	10,115.00
PR Inventory Mgmt SAP	IM008	9,044.00
PR Inventory Mgmt SAP	IM015	11,186.00
PR Inventory Mgmt SAP	IM021	10,829.00
PR Inventory Mgmt SAP	IM049	10,115.00
PR Inventory Mgmt SAP	IM058	10,115.00
PR Inventory Mgmt SAP	IM081	11,305.00
PR Inventory Mgmt SAP	IM084	9,401.00
PR Inventory Mgmt SAP	IM088	8,925.00
PR Inventory Mgmt SAP	IM090	8,925.00
PR Inventory Mgmt SAP	IM092	8,925.00
PR Inventory Mgmt SAP	IM095	8,925.00
PR Inventory Mgmt SAP	IM119	8,568.00
PR Inventory Mgmt SAP	IM122	8,925.00
PR Procure Transactional SAP	PT002	8,925.00
PR Procure Transactional SAP	PT014	10,115.00
PR Procure Transactional SAP	PT055	5,355.00
PR Procure Transactional SAP	PT061	5,355.00
PR Procure Transactional SAP	PT064	15,232.00
PR Procure Transactional SAP	PT074	8,211.00
PR Procure Transactional SAP	PT078	14,875.00
PR Procure Transactional SAP	PT082	8,925.00
PR Procure Transactional SAP	PT086	14,875.00
PR Sourcing SAP	S008	10,115.00
PR Sourcing SAP	S013	10,115.00
PR Sourcing SAP	S014	11,424.00
PR Sourcing SAP	S015	11,305.00
PR Sourcing SAP	S019	8,925.00

3) For a requirement inwhich you disagree with the response provided from the SAP, or support a custimization, configuration or modification, please provide the associated cost with your proposed solution below.

Tab Section	Requirement Number	Total Cost of Solution
PR Sourcing SAP	S020	10,115.00
PR Supply Data Mgmt SAP	SDM007	8,330.00
PR Supply Data Mgmt SAP	SDM008	8,925.00
PR Supply Data Mgmt SAP	SDM014	10,472.00
PR Supply Data Mgmt SAP	SDM019	10,115.00
PR Supply Data Mgmt SAP	SDM020	10,115.00
PR Supply Data Mgmt SAP	SDM021	10,115.00
PR Supply Data Mgmt SAP	SDM034	5,236.00
PR Supply Data Mgmt SAP	SDM035	10,115.00
PR Supply Data Mgmt SAP	SDM036	8,568.00
PR Supply Data Mgmt SAP	SDM040	10,115.00
PR Supply Data Mgmt SAP	SDM042	9,401.00
HR Benefits Admin SAP	BA006	14,280.00
HR Benefits Admin SAP	BA028	8,330.00
HR Benefits Admin SAP	BA040	8,449.00
HR Benefits Admin SAP	BA044	10,115.00
HR Benefits Admin SAP	BA045	8,330.00
HR Benefits Admin SAP	BA048	10,115.00
HR Benefits Admin SAP	BA070	9,996.00
HR Benefits Admin SAP	BA072	6,545.00
HR Comp Admin SAP	CA022	9,639.00
HR Comp Admin SAP	CA032	11,781.00
HR Comp Admin SAP	CA037	11,305.00
HR Empl Data Mgmt SAP	EDM039	8,925.00
HR Empl Data Mgmt SAP	EDM040	8,449.00
HR Exit Mgmt SAP	EM005	11,305.00
HR Exit Mgmt SAP	EM006	11,305.00
HR Exit Mgmt SAP	EM027	8,330.00
HR Exit Mgmt SAP	EM030	14,756.00
HR Payroll SAP	PR028	10,115.00
HR Payroll SAP	PR031	10,591.00
HR Payroll SAP	PR034	13,804.00
HR Payroll SAP	PR041	5,355.00
HR Payroll SAP	PR042	6,545.00
HR Payroll SAP	PR047	9,401.00
HR Payroll SAP	PR053	10,115.00
HR Payroll SAP	PR055	8,925.00
HR Payroll SAP	PR056	8,925.00
HR Payroll SAP	PR068	9,639.00
HR Payroll SAP	PR082	10,829.00
HR Payroll SAP	PR083	5,355.00
HR Payroll SAP	PR086	18,445.00
HR Payroll SAP	PR089	10,115.00
HR Payroll SAP	PR092	8,568.00
HR Payroll SAP	PR094	9,520.00
HR Payroll SAP	PR098	9,282.00
HR Recruit & Staff SAP	RS002	6,545.00
HR Recruit & Staff SAP	RS003	10,115.00
HR Recruit & Staff SAP	RS004	6,545.00
HR Recruit & Staff SAP	RS005	7,021.00
HR Recruit & Staff SAP	RS007	14,280.00
HR Recruit & Staff SAP	RS016	6,545.00
HR Recruit & Staff SAP	RS019	6,545.00
HR Recruit & Staff SAP	RS024	6,783.00

Miami-Dade County Public Schools: Cost Sheet

3) For a requirement inwhich you disagree with the response provided from the SAP, or support a custimization, configuration or modification, please provide the associated cost with your proposed solution below.

Tab Section	Requirement Number	Total Cost of Solution
HR Recruit & Staff SAP	RS025	14,280.00
HR Recruit & Staff SAP	RS026	9,877.00
HR Recruit & Staff SAP	RS036	11,305.00
HR Recruit & Staff SAP	RS041	6,545.00
HR Recruit & Staff SAP	RS042	9,044.00
HR Recruit & Staff SAP	RS046	10,115.00
HR Recruit & Staff SAP	RS047	6,188.00
HR Recruit & Staff SAP	RS048	10,115.00
HR Recruit & Staff SAP	RS053	6,545.00
HR Recruit & Staff SAP	RS067	9,758.00
HR Recruit & Staff SAP	RS071	5,950.00
HR Recruit & Staff SAP	RS072	6,545.00
HR Recruit & Staff SAP	RS080	9,877.00
HR Recruit & Staff SAP	RS081	14,280.00
HR Recruit & Staff SAP	RS084	10,115.00
HR Recruit & Staff SAP	RS085	11,305.00
HR Recruit & Staff SAP	RS102	10,115.00
HR Time & Attendance SAP	TA037	10,472.00
HR Time & Attendance SAP	TA041	10,115.00
HR Time & Attendance SAP	TA046	11,305.00
HR Time & Attendance SAP	TA049	9,877.00
HR Time & Attendance SAP	TA052	10,115.00
HR Time & Attendance SAP	TA053	9,639.00
HR Time & Attendance SAP	TA061	9,282.00
HR Time & Attendance SAP	TA070	10,115.00
HR Time & Attendance SAP	TA072	17,493.00
HR Time & Attendance SAP	TA075	10,115.00
HR Time & Attendance SAP	TA095	8,925.00
HR Time & Attendance SAP	TA096	10,115.00
HR Time & Attendance SAP	TA103	10,115.00
HR Time & Attendance SAP	TA105	14,518.00
HR Time & Attendance SAP	TA106	9,996.00
HR Time & Attendance SAP	TA122	9,639.00
HR Time & Attendance SAP	TA123	10,115.00
HR Time & Attendance SAP	TA124	19,873.00
HR Time & Attendance SAP	TA125	10,115.00
HR Travel & Expense SAP	TE007	11,305.00
HR Travel & Expense SAP	TE011	11,305.00
HR Travel & Expense SAP	TE020	8,925.00
HR Travel & Expense SAP	TE031	10,115.00

Miami Dade County Public Schools
Request for Proposals (RFP)
For Enterprise Resource Planning (ERP)

FUNCTIONAL DESCRIPTION RESPONSE TABLES

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Tab
Proposer Instructions and Definitions
General Functionality
ITS And Security
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Human Resources - Recruiting and Staffing
Human Resources - Time and Attendance
Human Resources - Travel and Expense
Cost Sheet

	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Mv)	Proposer Comments
1	General Functionality	Ability for all systems to be capable of handling leap years.	5 - Included in Base Product		Yes	
2	General Functionality	Ability to deliver the following toolset: • Adding new screens • Adding new fields • Increasing field sizes • Changing field description • Adding custom tables	5 - Included in Base Product		Yes	
3	General Functionality	Ability to be table driven with effective, future effective and expiration date processing capabilities.	5 - Included in Base Product		Yes	
4	General Functionality	Provides for user control of table maintenance.	5 - Included in Base Product		Yes	
5	General Functionality	Ability to maintain historical data/archive based on user defined rules for purging.	5 - Included in Base Product		Yes	
6	General Functionality	Allows authorized users to make table changes that will affect processing without requiring the modification of source code.	5 - Included in Base Product		Yes	
7	General Functionality	Ability to support the following data capture methods: • Screen entry • Import files • Web Based • IVR • PDA	5 - Included in Base Product		Yes	IVR and PDA will require 3rd party invlovement.
8	General Functionality	Ability to provide a unique employee identification number in addition to the social security number.	5 - Included in Base Product		Yes	
9	General Functionality	Ability to support unlimited user defined tables.	5 - Included in Base Product		Yes	
0	General Functionality	Ability to provide an on-line content specific help function.	4 - Accommodated via 3rd Party	SAP has proposed the SAP Productivity Pak by RWD to provide this functionality.	Yes	More information is needed. This can be determined during the design phase.
1	General Functionality	Ability to provide on-line edits, real time verification of data with explanations for transaction error/mismatches.	5 - Included in Base Product		Yes	
2	General Functionality	Ability to create user definable fields with associated logic.	5 - Included in Base Product		Yes	
3	General Functionality	Automatic system prompting or population following event changes.	5 - Included in Base Product		Yes	Will require some extra workflow development time.
4	General Functionality	Allow for on-line drill down capabilities.	5 - Included in Base Product		Yes	
5	General Functionality	Ability to provide real time calculation for fields.	5 - Included in Base Product		Yes	
6	General Functionality	Ability to change the navigation flow of data entry screens, based on event, security and user role.	5 - Included in Base Product		Yes	
7	General Functionality	Ability to store event authorizations.	5 - Included in Base Product		Yes	
8	General Functionality	Ability to provide user definable screen design.	5 - Included in Base Product		Yes	

	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Yes)	Proposer Comments
9	General Functionality	Ability to enable users to sign on to system and interact in home country language with data stored in English.	5 - Included in Base Product	You may also allow data to be defined in multiple languages. For example, you can maintain both the English and Spanish names for a Fund. The system will automatically display the name in the language that the user has selected at sign-on.	Yes	
20	General Functionality	Ability to secure data to meet privacy requirements.	5 - Included in Base Product		Yes	
21	General Functionality	Ability to provide a web-accessible knowledge base of HR policy information for employees, managers, HR staff, and call center representatives. Access should be controlled and tailored by employee, role, organizational group and level.	5 - Included in Base Product		Yes	Will involve Portals, and Security (authorization).
22	Data Management	Ability to include a backup process as an integral part of daily processing.	5 - Included in Base Product		Yes	
23	Data Management	Ability to process the estimated transactions within the defined processing window.	5 - Included in Base Product	This can be ensured through proper capacity and infrastructure planning.	Yes	
24	Data Management	Ability to update all employee records due to changes in employee identification number.	5 - Included in Base Product		Yes	
25	Data Management	Ability to change employee identification numbers.	3 - Accommodates via Work Around	As this is the unique database key, the employee would either need to be copied to a new number or (as in the case of a retiree and rehire) attached to another record through a reference id. However, SAP does not believe that this requirement is necessary as Position, Job Class and Personnel Numbers are used as identifiers in the SAP system. They can be system assigned (recommended) or manually assigned. Since SAP can search for and classify users in an almost unlimited number of ways personnel number as an search key is not used as often as in other systems. Any field maintained by the user can be searched on using the SAP 'free search' facility. This has the desired result of not requiring the user to be concerned with building logic into the numbering structure.	Yes	Agree, however more information is required about the need to change employee identification numbers. This can be determined during the design phase.
26	Data Management	Ability to support an automated scheduling capacity for exporting files.	5 - Included in Base Product		Yes	
27	Data Management	Ability to support online access for at least five calendar and fiscal year of history (Accessibility to historical and current data).	5 - Included in Base Product		Yes	
28	Data Management	Ability to support an automated documented process to create and archive time card data based on previously established work rules. Archived information should include employee punch detail, manual transactions, and accrual data.	5 - Included in Base Product	This is entirely depedent on how MDCSD decides to implent their timeclock system. SAP can archive the time pairs imported into the system. SAP does not provide time punch hardware as part of this proposal.	Yes	
29	Data Management	Ability to support an automated process for restoring archived data.	5 - Included in Base Product		Yes	
30	Data Management	Ability to offer an automated migration tool with reporting capabilities.	5 - Included in Base Product		Yes	

ımi-Dade County Public Schools: General Functionality (GF)

Software Integration Proposer Response

	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
1	Reporting	Ability to support ad-hoc reporting and querying capabilities.	5 - Included in Base Product		Yes	
2	Reporting	Ability to sort on user defined variables.	5 - Included in Base Product		Yes	
3	Reporting	Ability to create reports with user defined calculations.	5 - Included in Base Product		Yes	
4	Reporting	Ability to review reports on-line.	5 - Included in Base Product		Yes	
5	Reporting	Ability to provide organizational chart reporting.	5 - Included in Base Product		Yes	For more robust org charting, Org Publisher is additional.
6	Reporting	Ability to provide historical reporting capabilities.	5 - Included in Base Product		Yes	
7	Reporting	Ability to provide event driven reports.	5 - Included in Base Product		Yes	
8	Reporting	Ability to provide point in time reporting capabilities.	5 - Included in Base Product		Yes	
9	Reporting	Ability to reflect organizational structure in reports.	5 - Included in Base Product		Yes	For more robust org charting, Org Publisher is additional.
0	Reporting	Ability to provide drill down queries.	5 - Included in Base Product		Yes	
1	Reporting	Ability to create matrix reports.	5 - Included in Base Product		Yes	
2	Reporting	Ability to create form letters/emails with variable information.	5 - Included in Base Product		Yes	
3	Reporting	Ability to provide "push" reporting to distribution lists electronically based on user driven timing, timeframe and organizational parameters.	5 - Included in Base Product		Yes	
4	Reporting	Ability to provide user access to information for reports, queries, or database views based on security profile.	5 - Included in Base Product		Yes	Data element (field level) security by user or role is enforced throughout the reporting engine.
5	HR Reporting	Ability to produce standard EEO reports.	5 - Included in Base Product		Yes	
6	HR Reporting	Ability to produce reports of Unemployment and workers compensation by state.	3 - Accommodates via Work Around	Using SAP Reporting tools.	Yes	Agree, however further assessment and business requirement will help determine if delivered report is adequate. If delivered report is not adequate, development time may be required to build a customized
7	HR Reporting	Ability to produce a Veterans report.	5 - Included in Base Product	VETS 100 provided.	Yes	Agree, however further assessment and business requirement will help determine if delivered report is adequate. If delivered report is not

#	Sub-Process	Functional Description	Response	Comments	Agree (Y/N)	Proposer Comments
001	Information Technology	Has your product been implemented in other organizations that use Windows Active Directory Services (ADS)? Please describe.	5 - Included in Base Product	Yes, Increasing numbers of customers are using LDAP-compatible directories to administer objects (such as users) centrally. This means that data (in part, redundantly stored) from different data administrations in one system landscape can be kept consistent. The SAP NetWeaver Application Server provides certified integration with Microsoft Active Directory with the SAP LDAP Connector to allow use of directory services for SAP systems. The SAP LDAP Connector is a software component that controls an SAP system access request to a directory server. The LDAP Connector is called using functions and communicates with the directory server using LDAP. The connection with the directory server can be created with various analysis methods, such as simple binding (user ID and password) or anonymously (guest account with no password).	Yes	We have successfully implemented the LDAP Connector between LDAP directory and the SAP CUA product. We have also successfully implemented the LDAP Connector between LDAP directory and a single instance of R3.
3002	Information Technology	Can your product be configured to work with the password user self-reset/ password synching product P-Synch, which M-DCPS uses? Please describe.	5 - Included in Base Product	The solution supports P-Synch authentication tool. Please visit www.psynch.com/technology/integrations.html for more information.	Yes	P-Synch has connectors to support SAP. We are making the assumption that M-DCPS already has the required connectors or will procure them if required.
3003	Information Technology	Can user authentication be passed through your product to any 3rd Party Plug-Ins or Add-Ons? Please describe	5 - Included in Base Product	SAP supports various methods of authenticating users. The use of external authentication mechanisms is supported by the SAP NetWeaver Application Server. Secure Network Communication is a software layer in the SAP system architecture that provides an interface to an external security product. The interface used for the integration is the GSS-API V2 (Generic Security Services Application Programming Interface Version 2). Supported external security products are certified by the SAP Software Partner Program. Pluggable Authentication Services (PAS) allow you to delegate the authentication of users who access an application to external authentication mechanisms by plugging in different adapters. Based on the external authentication, the PAS issues the user a Logon Ticket, which is then used for further authentication when accessing the SAP services. In this way, you can integrate your SAP services into an existing SSO environment that uses non-SAP authentication.	Yes	
S004	Information Technology	Has your product been configured to work with VMWare, which M-DCPS uses? Please describe	5 - Included in Base Product	Yes, Please see http://www.vmware.com/customers/stories/sap.html for more information	Yes	VMWare support is limited to certain Operating Systems only.
S005	Information Technology	Has your product been configured to work with Software AG Adabas, which M-DCPS uses? Please describe.	5 - Included in Base Product	The databases ADABAS D and MaxDB have common roots, which makes them integratable. In most cases only the data have to be transferred from one database to the other. Data definitions (DDL), data manipulation (DML) statements and interfaces like ODBC are upward compatible. However, an existing schema can be extracted from ADABAS D and then be loaded to MaxDB with only some systematic changes. The tables have to be unloaded either in a compressed (CSV) or a formatted ASCII format and then loaded using MaxDB Loader commands.	Yes	We have proposed the use of SAP XI in order to build interfaces with non-SAP systems. In order for the Adabas application to interface with SAP, we will have to use SAP XI or a similar tool.

#	Sub-Process	Functional Description	Response	Comments	Agree (Y/N)	Proposer Comments
006	Information Technology	Has your product been configured to work with SQL, which M-DCPS uses? Please describe.	5 - Included in Base Product	Yes. In the SAP system, transactional data is stored in relational database tables. The SAP system supports the use of relational database management systems (RDBMS) to include: Oracle, Microsoft SQL Server, DB2, Informix, and SAP DB. All supported RDBMS are SQL compliant. SAP does not recommend one database over another. All system functionality is database independent. To make the SAP system independent of the database system with which you use it, despite the differences in the SQL syntax between various databases, each work process on an application server has a database interface. The SAP system communicates with the database by means of this interface. The database interface converts all of the database requests from the SAP system into the correct Standard SQL statements for the database system. To do this, it uses a database-specific component that shields the differences between database systems from the rest of the database interface.	Yes	
007	Information Technology	Has your product been configured to work with Informatica, which M-DCPS uses? Please describe.	5 - Included in Base Product	As part of the proposed solution, SAP NetWeaver Business Intelligence (SAP BI) provides a broad set of extraction, transformation, and loading (ETL) tools for data extraction at the application and file levels, as well as open interfaces for third-party ETL tools (Ascential, Informatica, Mercator, etc.) that offer complementary capabilities. SAP provides certified integration with Informatica. Please visit the following websites for more information. http://www.informatica.com/news/press_releases/2004/10052004a_sap.htm , http://www.informatica.com/solutions/integration/migration/sap/default.htm	Yes	
008	Information Technology	Has your product been configured to work with Cognos, which M-DCPS uses? Please describe.	5 - Included in Base Product	Yes, the proposed SAP solution provides certified integration to Cognos. Cognos' full set of BI functionalities and its integration into the open SAP solutions portfolio gives organizations the ability to track customer satisfaction, increase their knowledge about their business performance, and optimize their core business processes. Cognos' integration with SAP NetWeaver Business Intelligence (BI) adds capabilities such as: enhanced visualization, self-service zero foot print Web analysis/reporting, mobile/disconnected OLAP, what-if analysis, and KPI monitoring, even for non-SAP data. Additional Information: http://www.cognos.com/sapkit/ , http://www.cognos.com/solutions/data/sap/ ,	Yes	
009	Information Technology	Will your application run under the Window 2003 server operating system? Please describe.	5 - Included in Base Product	The proposed SAP solution operates on a variety of operating systems, Network configurations, Database Management Systems and other infrastructure related systems including but not limited to: Windows Server 2003 on x64 64bit Server 2003 on IA64 64bit Server 2003 on IA32 32bit is supported.	Yes	
010	Information Technology	Does your application support SAN data access? Please describe.	5 - Included in Base Product	All required SAP components can operate on a single server (multi-CPU SMP machine) or a cluster of smaller machines (blade servers) equally well with storage-attached disk (SAN).	Yes	

#	Sub-Process	Functional Description	Response	Comments	Agree (Y/N)	Proposer Comments
011	Information Technology	MDCPS currently uses Veritas (Symantec) Data Backup technology. Can this technology be used to backup your application data? Please describe.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	
012	Information Technology	Communication between the mainframe and servers may be done in many ways. If you require this communication, specify in detail the process you use for the communication. Please describe.	5 - Included in Base Product	TCP/IP is the preferred communication protocol.	Yes	
013	Security	Ability for your product to work with IBM mainframe RACF security, which will still be in use during implementation of your product? Please describe.	5 - Included in Base Product	The proposed SAP solution is compliant with IBM RACF security. RACF security is leveraged when the SAP user tries to connect to the database and will check if the user logon is correct.	Yes	RACF security can be used to control user access for application servers, web servers for a particlular deomain. Portal can be protected by RACF authentication technology, therefore protection the back end applications such as SAP. In addition, VPN, Operation systems or
014	Security	Ability to support access control via user id and password. Please describe.	5 - Included in Base Product	User ID and password is a standard security mechanism supported by all SAP products. Access to the system is granted only to those persons who have successfully identified themselves with a user name and a masked password. The system provides security on the following levels: organizational level, information type level, individual employee level, and reporting level. However, the verification routines used depend on the underlying technology as follows: For cases where HTTP is used as the transport protocol, the standard HTTP Basic Authentication and form-based authentication mechanisms are supported. For cases where the SAP protocols (dialog and Remote Function Call "RFC") are used, SAP routines are used. In all cases, the user ID and password are encoded only when transported across the network.	Yes	Many of our projects use this standard functionality of SAP for authentication. SAP also supports access controls via SSO (Single Sign On) solutions.
015	Security	Ability to record all transactions with user ID and time stamp. Please describe.	5 - Included in Base Product	Every SAP transaction generates a record that identifies the date, time and user involved in the creation of a transaction. As individual field values are changed, the user, time, and before/after values are also maintained in a comprehensive historical audit trail.	Yes	Specific transactions generate their own logs with user IDs and date/time stamps. The system also records all activity in system logs.
016	Security	Ability to provide a complete audit trail of all transactions. Please describe.	5 - Included in Base Product	Every SAP transaction generates an audit trail that identifies the date, time and user involved in the creation of a transaction. As individual field values are changed, the user, time, and before/after values are also maintained in a comprehensive historical audit trail.	Yes	Specific transactions generate their own logs with user IDs and date/time stamps. The system also records all activity in system logs.
017	Security	Ability to select transactions for auditing. Please describe.	5 - Included in Base Product	The SAP audit trail functionality can be either enabled or disabled for all business objects pending their specific security requirements.	Yes	SAP STAT database captures transactions executed by users. Specific audit fucntions can also be enabled for busines objects. In addition, in SAP GRC Compliance Calibrator tool Alert monitoring can be
018	Security	Ability to custom flag fields to be audited. Please describe.	5 - Included in Base Product	Within the proposed SAP solution, custom fields can be flagged off for audit purposes based on the customer's security needs and business rules.	Yes	custom fields can be configured for audit log.
019	Security	Ability to support field level security. Please describe.	5 - Included in Base Product	The system handles the security for all information managed by SAP directly. Specifically, the system's application servers manage security. The business rules running at the application layer are capable of providing security at all required levels; that is, tables, transactions, menus, queries, columns and rows of data, and even "field values."	Yes	The authorization concept provided by SAP supports field level security. The security for many of the standard fields are covered by the standard security objects.

#	Sub-Process	Functional Description	Response	Comments	Agree (Y/N)	Proposal Comments
3020	Security	Ability to restrict screen access based on user level or group. Please describe.	5 - Included in Base Product	SAP's security is based on a role based security concept. The SAP authorization concept protects transactions and programs in SAP Systems from unauthorized access. On the basis of the authorization concept, the administrator assigns authorizations to the users that determine which actions a user can execute in the SAP System, after logging on to the system and authenticating. To access business objects or execute SAP transactions, a user requires corresponding authorizations, as business objects or transactions are protected by authorization objects.	Yes	Roles give the user the ability to access transactions (screens). Roles are assigned to users and users are assigned to groups.
3021	Security	Ability to support password changes directly by users as opposed to being centrally performed by the security administrator. Please describe.	5 - Included in Base Product	SAP users can change their current password using the Password button. The password can only be changed once a day.	Yes	In SAP ESS (employee self service) can be set up to allow user to change password w/o help desk. SingleSignOn Solution (SSO) enables the same capability to multiple systems. In addition, SAP GRC product also enable self service such as password reset via Access
3022	Security	Ability to automatically provide new users with log-in and user level access privileges without the involvement of a security administrator. Please describe.	5 - Included in Base Product	For Business to Customer and Business to Business scenarios, SAP software provides Self Service Log-in and registration. The user ID and password are issued so that the user can change the password after that. The system provides restricted access to the users.	Yes	Utilization of SAP HR with position based security allows users to inherit roles assigned to a position in the HR org structure with minimal administration. In addition, SAP GRC Acess Enforcer product also allow automatic user provisioing and workflow to enable the request, approval and
3023	Security	Supports auto logoff of inactive users. Please describe.	5 - Included in Base Product	You can set up your SAP System to automatically log off users with no activity after a specified period of time. This improves system security by assuring that SAP sessions at unattended terminals do not stay active indefinitely. By default, automatic logoff is not activated in the SAP System. Users remain logged on no matter how long they may be inactive.	Yes	System parameters can be set to accommodate auto logoff after a set amount of time.
3024	Security	Supports user controllable auto logoffs intervals. Please describe.	5 - Included in Base Product	The propsed SAP solution provides a parameter that supports auto logoffs that can be set to user defined values.	Yes	System parameters can be set to accommodate auto logoffs.
3025	Security	Ability to limit the number of unsuccessful password attempts. Please describe.	5 - Included in Base Product	Yes, the SAP system can define number of consecutive invalid access attempts.	Yes	System parameters can be set to limit the number of unsuccesssful password attempts.
3026	Security	Ability to support on-line screens that maintain security levels and screen access privileges. Please describe.	5 - Included in Base Product	SAP security is identical regardless of the method of user access. Access to online screens is controlled by the same security as the offline system. Secure Network Communications (SNC) is a software layer in the SAP system architecture that provides an interface to an external security product. SNC provides security at the application level. This means that a secure connection between the components of the SAP system (for example, between the SAP GUI and the SAP application server) is guaranteed, regardless of the communication link or transport medium. You therefore have a secure network connection between two SNC-enabled communication partners.	Yes	SAP UME in ECC is used to access control for online screens, different i-Views.
3027	Security	Supports the ability to modify an individual's access privileges . Please describe.	5 - Included in Base Product	The SAP role-based authorization concept ensures that users only see the features, functions, and data their role requires. The SAP authorization concept permits the assignment of both general and restricted authorizations for precisely defined areas, which can be extended all the way down to the transaction, field, and value levels. User privileges are centrally managed in the user master records.	Yes	User administration is performed using specific transactions within SAP. Using transaction SU01, users are set up with the appropriate roles based on their identified access privileges.

#	Sub-Process	Functional Description	Response	Comments	Agree (Y/N)	Proposer Comments
028	Security	Ability to provide a complete audit trail of all transactions entered including entry source both at terminal ID and user ID. Please describe.	5 - Included in Base Product	The SAP system includes application level security that can provide an audit trail of every transaction executed at the transaction and batch level. Every logged transaction is time stamped with user name, date, time and data entered/changed at local log-in time. The system optionally maintains a complete audit trail of all user activity (including logon attempts and transaction starts). This capability can be restricted for performance purposes. Additionally, the system records the before and after image of the changed data.	Yes	SPAP provides audit trail of transactions, table changes with user ID and time stamp.
029	Security	Ability for the system to provide an error log and user defined capability for reporting from error log. Please describe.	5 - Included in Base Product	The SAP Security Audit Log saves its audits to a corresponding audit file on a daily basis. The audit log's main objective is to record: Security-related changes to the SAP System environment (for example, changes to user master records) Information that provides a higher level of transparency (for example, successful and unsuccessful logon attempts) Information that enables the reconstruction of a series of events (for example, successful or unsuccessful transaction starts). The SAP Audit Information System (AIS) offers a summary of reports that provide key security information. Users can also create reports based on the error logs.	Yes	Yes. SAP provides extensive logging functions for audit purpose as well as for error logging and troubleshooting.
030	Security	Ability to force creation of a unique password each time the user is prompted to change the password . Please describe.	5 - Included in Base Product	SAP software can enforce use of unique passwords. Each time the user changes the password, the system forces the user to create a password that is unique based on the criteria set like minimum length, a value that is contained in a "lock-out list", first three characters cannot appear in the same sequence in the user ID, first three characters cannot be identical etc.	Yes	Yes, in SAP specific parameters can be set up to enforce password policies, such as leagth, expriation,...etc. In SAP, illegal password table can be configured to disallow certain passwords that are guessable and weak. In addition, if SingleSignOn solution is deployed, password requirements can also be enforced via SSO product.
031	Security	Ability to provide for flexible security hierarchy, not constrained by reporting and organizational structure. Please describe.	5 - Included in Base Product	The SAP authorization system allows you great flexibility in organizing and authorizing the maintenance of user master records and roles. Using the profile generator and role maintenance, administrators can create read and write access on an as-needed basis within the overall structure of the security hierarchy (such as a department, cost center, or other organizational unit) .	Yes	SAP security with PFCG is robust and modular to support flexiable security assignment. Flexiale and self defined orgnazational fields can be configured and incorporated into security, such as company code, purchase orgnaizational, cost center...etc.

m	Sub Process	Functional Description	ERP Vendor	Comments	Ac ble (Yes)	Proposer Comments
001	Vendor Management	Define your ability to archive vendors as required with option of retaining or purging history.	5 - Included in Base Product	Vendors can be retained on the active transaction database as long as necessary, then archived when desired. SAP provides a feature called ArchiveLink that seemlessly connects the user to archived data. For example, if a user performs a query that pertains to both current and archived vendors, they will see both. The user is shielded from having to concern themselves with what has been archived and how to retrieve it.	Yes	
002	Vendor Management	Define your ability to retain vendor history including current period, year to date and all prior history with ability to view referenced documents from any year without exiting the system.	5 - Included in Base Product	All vendor history is available to the user in real-time at all time. The user does not need to go to different places for current versus historical vendor data. Please see the comment to AP001 for further details.	Yes	
003	Vendor Management	Define your ability to hold/release payment for specified vendors or parent/vendor groups.	5 - Included in Base Product	SAP provides functionality that allows hold/release of payment indicators per vendor, per group of vendors, per contract, per payment run, and by other dimensions.	Yes	
004	Vendor Management	Define your ability for automatically retrieving vendor name and address, goods ordered and received and unit prices based on purchase order number for invoice processing.	5 - Included in Base Product	All of this information is automatically retreived when a purchase order is referenced during invoice entry. The user may also click-through to view the PO and all other related transactions and details.	Yes	
005	Vendor Management	Define your ability to generate workflow email notifications to vendors requesting refunds for credits issued and not taken after a specified period of time.	3 - Accommodates via Work Around	Configuration of a detailed workflow and report is necessary.	Yes	
006	Vendor Management	Define your ability to notify vendors of changes/adjustments to invoices including but not limited to: • Supplying the Districts Tax Exempt number in cases where sales tax was deducted from the invoice • When invoice is automatically adjusted for freight charges based on validation with bid/contract • Other invoice deductions such as vendor violations, quality issues or short shipments	3 - Accommodates via Work Around	Configuration of a detailed workflow and report is necessary.	Yes	
007	Reporting	Define your ability to have a report writer/data query environment.	5 - Included in Base Product	All components of the SAP application use the sames report writer/query tools.	Yes	
008	Reporting	Define your software's report writer and ad-hoc query tools including support for multi-dimensional data analysis with drill down capability.	5 - Included in Base Product	SAP provides Report Writer/Painter for modifying the delivered ERP reports and crwating new ones. SAP also provides the Business Explorer for creating ad-hoc multi-dimensional reports. Both reporting tools can create drill-down reports.	Yes	
009	Reporting	Provide a list of your software's "out-of the-box" AP Reports.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	

n.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
010	Reporting	Define your ability to allow user defined online or hard copy reports utilizing ad-hoc query/reporting tool. Examples include, but are not limited, to: • Invoice Number • Vendor Number • Invoice Date • Account Structure • By Invoice Status • By PO Status of Invoice including but not limited to: • Matched/Unmatched Invoices • Invoices on Hold • Paid/Unpaid Invoices • Rejected Invoices	5 - Included in Base Product	All of these data elements are available in many delivered reports, through online queries, and through ad-hoc reporting.	Yes	
011	Reporting	Define your ability to provide a vendor portal/vendor self-service including but not limited to: • Secure Access including automatic password resets • Restricting data available to vendors • Ability to select invoices for early payment by offering a discount • ad-hoc reporting with drill-down capabilities	5 - Included in Base Product	Vendor Self Service, a feature of the SAP SRM (Supplier Relationship Management) component, provides these and many other features.	Yes	Using SRM
012	Reporting	Define your ability to drill down to AP Summary and Detail from other modules including but not limited to: • General Ledger • Fixed Assets • Purchasing • Treasury Management	5 - Included in Base Product	Drill-down to AP summary and detail data is possible from each of these components, and others (e.g. Grants, Projects, Travel Management, etc.).	Yes	
013	Reporting	Define your ability to view and print AP history by key fields, but not limited to: • Vendor • PO Number • Invoice number • Invoice Date • Gross Amount • Check Date • Check Number • Account Structure	5 - Included in Base Product	All of these data elements may be viewed and printed.	Yes	

n.	Sub Process	Functional Description	ERP Version	Comments	(Y/N)	Proposer Comments
)14	Reporting	Define your ability to report on Key Performance Indicators such as, but not limited to: • Average Days Paid • Average AP Turn Around Time • Total Number of Invoice's Processed • Total Number of Invoice's Processed by source i.e., manual entry, recurring invoices and file feeds by type • Total Number of Invoices Processed by Operator • Total Number of PO's processed • Total Number of Invoice Line Items Processed • Number of Open Invoices greater than 45, 90 120 days • Number of Worksites disabled from entering requisitions • Average Time a worksite is disabled • Frequency of worksites being disabled	5 - Included in Base Product	These KPIs and others are available in delivered reports and/or may be reported on using SAP's reporting/query tools.	Yes	
015	On-Line Inquiry	Define your wildcard search capability through the system.	5 - Included in Base Product	Wildcard search is available on any data element with search criteria defined. Wild cards can be used as prefix and/or suffix on a string.	Yes	
'016	On-Line Inquiry	Define your ability to move from screen to screen without having to re-enter key information.	5 - Included in Base Product	SAP remembers that last values a user has used during their online session, so data does not need to be re-entered.	Yes	
'017	Processing	Define your ability to optically image invoice documentation for input and verification, both before and after payment. Imaging repository will be in Legato 5.0.	4 - Accommodated via 3rd Party	EMC/Documentum (the vendor of Legato) is a certified SAP software partner which can provide off-the-shelf adapters to link Legato and SAP functionality.	Yes	Development time and testing of adapters will be required.
'018	Processing	Define your ability to tie image of invoice to AP record and available to all locations as well as via a portal.	5 - Included in Base Product	Attaching images and other electronic items can be done on any transaction. The attachments are available to all authorized users regardless of whether they are accessing the system through the Portal or via another means.	Yes	
P019	Processing	Define your software's process for entering invoices including but not limited to: • Recording relevant comments for invoice transactions	5 - Included in Base Product	Invoices can be entered online by a M-DCPS user or by a supplier (through Vendor Self-Service). Invoices may also be imported from 3rd-party sources (e.g. other M-DCPS systems) or received via EDI. Unlimited comments may be made on the invoice header and on each line of the invoice.	Yes	Standard fields on the document header and detail lines do have a limit to the number of characters that can be entered. Other fields are used to capture additional comments.
P020	Processing	Define your ability to add/remove/modify Invoice entry screens.	5 - Included in Base Product	There are numerous configuration options to tailor the flow and appearance of invoice entry screens per the School's business rules and per user preferences. This includes the configuration of screens and the inclusion/removal/re-arrangement of data elements.	Yes	
P021	Processing	Define your ability to add/remove/modify Invoice entry data fields.	5 - Included in Base Product	Adding, removing, and modifying data fields is handled through standard SAP configuration.	Yes	
P022	Processing	Define your ability to accept invoices submitted via electronic methods.	5 - Included in Base Product	Please see previous comment on AP019.	Yes	

m	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
023	Processing	Define your ability to: • Track AP Processing Time, by step • Operator ID for additions and modifications	5 - Included in Base Product	Through date/time stamping of transaction events, SAP can support the analysis fo AP processing time. Operator (User) ID is tracked for all actions within the system, as is the date/time and changes made for all actions.	Yes	
024	Processing	Define your ability to accept and track problem/rejected invoices that include but are not limited to: • PO Number not provided • PO Number not valid • Invoice does not balance	5 - Included in Base Product	The first item is determined through your configuration of business rules (i.e. SAP allows non-PO invoices, but the Schools will decide when/how/if that feature is to be used). The latter two problems are not allowed and will give the user an online error. (You cannot post invalid transactions in SAP, although they may be "parked" for later review/correction.)	Yes	
025	Processing	Define your ability to generate email notifications to: • Purchasing Buyer • Work Site • Originator • Vendor providing Invoice/PO information explaining why invoice: • exceeds Purchase Order Amount • has a price discrepancy • has a receiving discrepancy • is being placed on Hold • is being returned (not accepted by AP)	3 - Accommodates via Work Around	These and similar messages can be defined through the configuration of workflow rules.	Yes	Workflow development will be required.
026	Processing	Provide a list of your software's "out of the box" on-line and batch processing system edits for invoice processing. Please describe.	5 - Included in Base Product	There are hundreds of edits that can be activated, as well as defining site-specific edits through the ad-hoc Validation Rules feature.	Yes	Agree - it is true that there are many edit capabilities in SAP that will meet most of the needs of the District. However, if certain validations are required based on mandated valid account combinations - this will require an enhancement program and possibly one or more custom
027	Processing	Provide a list of your software's "out-of the-box" on-line and batch processing system edits for identifying potential duplicate payments. Please describe.	5 - Included in Base Product	The out-of-the-box edits for duplicate invoice are based on invoice date, vendor invoice number, invoice amount, and vendor identification. You may add additional criteria through the ad-hoc Validation Rules feature.	Yes	
028	Processing	Define your ability to override a duplicate payment edit when it is determined the invoice is not an actual duplicate.	5 - Included in Base Product	You may configure the severity (warning or fatal) of the duplicate invoice check message.	Yes	In addition, SAP allows a preprocessor list which can be reviewed to ensure no problems will be encountered in the payment run including duplicate payments, false duplicate payments, payments that should be
029	Processing	Define your ability for systematically performing on-line 2, 3 and 4 way matching of PO/Receipt/Invoice/Inspection, subject to defined rules/tolerances.	5 - Included in Base Product	SAP supports 2, 3, and 4-way matching. You may define percentage and absolute tolerances for near-matches, which cn be varied per vendor, contract, or department. Note that SAP also supports Evaluated Receipt Settlement (ERS).	Yes	May need to implement the Quality Management module depending on the nature of the inspection required. Other options include blocking all invoices and allowing the inspection process to unblock based on secured access, then complete the 3 way match. Design phase will uncover other options for meeting the specific requirements.
030	Processing	Define your ability for systematically performing batch 2, 3 and 4 way matching of PO/Receipt/Invoice/Inspection, subject to defined rules/tolerances.	5 - Included in Base Product	The matching process is the same whether the documents are received via batch or entered online.	Yes	
031	Processing	Define your ability to define matching tolerances for: • Price - percentage and/or dollar • Receiving - percentage and/or dollar • Freight - percentage and or dollar	5 - Included in Base Product	Matching tolerances can be defined both in percentage and in absolute (dollar) terms for price, receiving, and freight.	Yes	

n.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
032	Processing	Define your ability to allow multiple invoices to be processed on a single purchase order, while preventing overpayment (Paying twice for the same item).	5 - Included in Base Product	Duplicate invoicing on purchase orders is controlled through duplicate invoice checking parameters (see response to AP027), as well as by matching tolerances.	Yes	
033	Processing	Define your ability to address items that appear on invoices that were not stated on the PO including but not limited to: • Item Substitution • Additional Charges • Free Material	5 - Included in Base Product	The SAP invoice allows for the addition of unplanned items, such as unplanned freight, price changes, and other unplanned charges. Ther are a number of ways to handle substitutions, dependent on the business rules prefered by the Schools.	Yes	The Design phase will be used to better understand the situations that occur and how the District wants to respond to them - including rejection or parts of invoices, PO amendments, etc
034	Processing	Define your ability to validate/confirm unit prices from bids and contracts.	5 - Included in Base Product	The unit prices quoted on the winning bid(s) are used to automatically populate the resulting contratc in SAP. Your matching rules can then ensure that any subsequent purchase orders' and invoices' unit prices match the contract.	Yes	
035	Processing	Define your ability to determine whether freight charges are allowed based on bid and contract awards.	5 - Included in Base Product	Whether frieght charges are allowed is one of the parameters that you define when setting-up a contract.	Yes	
036	Processing	Define your ability to change/override the reference PO number on invoice entry pages without having to delete and re-enter the entire invoice.	5 - Included in Base Product	This I simply done by changing the PO reference number.	Yes	
037	Processing	Define your ability to pay a vendor number other than the vendor number on the Purchase Order.	5 - Included in Base Product	SAP support alternate payees and multiple remit-to vendors/addresses.	Yes	
038	Processing	Define your ability to capture pass through data from the purchase order including but not limited to: • Project level information • Work order number • Account Code/structure • Fixed Asset information • Quantity and Unit of Measure	5 - Included in Base Product	All this information and much more is passed through from the PO to the goods receipt and invoice. Note that in SAP you can always click on a field and go to more information. For example, if you are entering an inoice against a PO, you can click the PO number and the system will show you the PO. If the PO referenced a project, you can click on the project number and the system will show you the project defintion. You can always "click to the answer" with SAP.	Yes	Additional fields can be activated to pass from the purchase order through standard configuration.
039	Processing	Define your ability to allow multiple account entries from one or more invoices to pay a single purchase order with multiple allocation methods including but not limited to: • Percentage allocation • Flat dollar amount allocation	5 - Included in Base Product	SAP allows you to make up to 999 acounting line entries on a single PO line or in a single invoice. Allocation methods amoing the lines can be by: - Percentage, - Dollar amount, or - Quantity.	Yes	Need to determine all the business process implications during the Design phase of the project to confirm business needs are handled in the most efficient way possible.
040	Processing	Define your ability to process credit memo's and how it affects the Purchase Order.	5 - Included in Base Product	Credit memos can be posted to a purchase order (thereby restoring balance on the order) or simply posted to a vendor's account (where it will be netted against a future payment).	Yes	
041	Processing	Define your ability to authorize and restrict who can release a matching discrepancy.	5 - Included in Base Product	SAP uses authorization rules to limit who can release payments blocked due to matching discrepancies.	Yes	
042	Processing	Define your ability to generate Payment based on on-line receipt, Evaluated Receipt Settlement.	5 - Included in Base Product	SAP fully supports ERS. You can specify ERS for a vendor, or for a particular contract, or for a particular purchase order.	Yes	
043	Processing	Define your ability to process a single invoice against multiple Purchase Orders.	5 - Included in Base Product	SAP provides an entry screen that allows a single invoice to reference multiple purchase orders.	Yes	

	Sub Process	Functional Description	ERP Vendor	Comments	As Per Vendor	Proposer Comments
044	Processing	Define your ability to perform online approvals of invoices.	5 - Included in Base Product	SAP Workflow supports online approval routing of invoices (and all other SAP transactions).	Yes	Note that there is no automatic vendor approval workflow.
045	Processing	Define your ability to: • Pro-rate freight • Pro-rate Discounts Earned • Other miscellaneous charges across invoice lines	5 - Included in Base Product	This is standard SAP functionality for the invoice transaction.	Yes	
046	Processing	Define your ability to Auto calculate sales and use tax, including look-up of Tax Rate.	5 - Included in Base Product	This is standard SAP functionality for the invoice transaction. Tax rates are stored on a table that can be automatically populated from external tax rate tracking services.	Yes	External rate tracking updates may require some development work.
047	Processing	Define your ability to ensure balance between invoice total and distribution total for all process methods.	5 - Included in Base Product	A transaction may not be posted in SAP unless it balances.	Yes	
048	Processing	Define your ability to prevent specified users from modifying invoice data once the invoice has reached approval status.	5 - Included in Base Product	This is handled through standard workflow rules definition.	Yes	In addition to workflow rules, security can be tailored to prevent access to users after an invoice is approved except those that are authorized.
049	Processing	Define your ability to place/remove an invoice on a Hold Status and specify reason codes for placing and removing the hold.	5 - Included in Base Product	SAP allows you to define your own invoice hold and release reasons. You may also add unlimited comments to an invoice (header and lines) to document the reason for your actions.	Yes	
050	Processing	Define your ability to disallow an originating worksite from entering requisitions until resolution of invoice problem is obtained.	5 - Included in Base Product	You may block activities for a vendor for a particular worksite (purchasing organization).	Yes	
051	Processing	Define your ability to notify disallowed originating worksites the reason they have been disallowed from entering requisitions including the vendor name, PO Number, Invoice number and status of invoice.	5 - Included in Base Product	You may block by worksite,vendor, purchase order, or several other dimensions. The blocking reasons are defined by you. Through Validation Rules can also define your own blocking scenarios.	Yes	Agree, however, notification through an automated process may require workflow development or a custom report.
052	Processing	Define your ability to allow multiple users to process against the same vendor number or Purchase Order number concurrently.	5 - Included in Base Product	Multiple users may view table data and transactions simultaneously. And multiple users can be referencing the same transaction or table simultaneously (e.g. the same PO fom different invoices). However, SAP will only allow one user to be in "change" mode for a single transaction or table entry.	Yes	
053	Processing	Define your ability to allow invoices manually entered to go through a verification process prior to scheduling payment date.	5 - Included in Base Product	Standard workflow defintion.	Yes	Workflow effort included earlier for invoice approval.
054	Processing	Define your ability to allow "reverse keying" for selected fields to test accuracy of input.	5 - Included in Base Product	SAP will allow users to enter data and then, if the inferred data is different, the discrepancies are noted to the user.	Yes	More information would be needed from the Design phase as to the types of situations needing reverse keying verification. It may be that standard SAP provides the necessary checks so that this is not
055	Processing	Define your software's Recurring Invoice processing including but not limited to: • Set-up process • modification process • Approval process	5 - Included in Base Product	Recurring invoices are easy to define: They are defined like any other invoice, plus an additional screen to define the recurring parameters (start date, end date, frequency, etc.). A process runs (typically nightly) to generate actual invoices from the recurring definition. These invoices can be subject to workflow/approvals, and may be modified. You may also modify the recurring definition at any time.	Yes	

	Sub Process	Functional Description	ERP Version	Comments	Agree (Y/N)	Proposer Comments
56	Processing	Define your ability to cancel/close/delete an invoice with a reason for non-payment and retaining the document in invoice history as well as the associated audit trail.	5 - Included in Base Product	You may cancel and close an invoice by blocking it for payment or by reversing it. Invoices that have been posted cannot be deleted, but they may be reversed. (Deletion would compromise the audity trail.) If an invoice has not yet been posted (i.e. it is held or parked), then it can be deleted.	Yes	Reversing an invoice provides the same end result as deleting would - the invoice will not be processed any further.
57	Processing	Define your ability to make adjustments to Invoices/Payments after period is closed with associated audit trail.	5 - Included in Base Product	You may still make adjustments and payments after the original invoice period is closed. The posting are made in the curent period.	Yes	
58	Processing	Define your ability to accept and reject imported files containing invoice and payment information with multiple distribution lines that are created outside of the AP module including but not limited to: • Utilities • Construction • Customer Refunds • Payroll Garnishments	5 - Included in Base Product	You may import invoices from any source into the SAP system. Standard interface configuration will allow you to accommodate different file layouts. All imported transactions are subject to the same rules and edits that other transactions are subject to; the same processing logic is used for all transactions, whether they are entered online or imported.	Yes	Agree, however, development will most likely be needed for the inbound processing.
59	Processing	Define your ability to accept and reject imported files containing invoice and payment information with multiple distribution lines that are received using various EDI formats.	5 - Included in Base Product	EDI invoices are fully supported in SAP. Please see prior comment regarding the consistency of rules/edits for transactions entering into SAP.	Yes	Agree, however, EDI will require technical team support.
60	Processing	Define your ability to close invoices with corresponding credits netting zero and indicate cross-referencing invoice numbers without requiring a check to be issued or a check cycle to be run.	5 - Included in Base Product	In SAP you may credit an invoice to zero with direct reference to the original invoice. No check is necessary.	Yes	
61	Processing	Define your ability to enabling business rules that systematically close/purge purchase orders for which invoices are not received subject to defined aging thresholds including notifying the vendor and Purchasing buyer in advance of the purchase order number and date.	5 - Included in Base Product	SAP provides a purchase order lapse process which may be run at any time. The notification wil require configuration of workflow rules.	Yes	
62	Processing	Define your ability in preventing the closing/deleting of Purchase Orders when an unpaid invoice references that Purchase Order Number.	5 - Included in Base Product	Deletion of POs with activity is not allowed (audit integrity). You may define a rule to prohibit closure of a PO with an unpaid invoice. (But the invoice should have already reversed the corresponding encumbrance and established an expenditure, so why not allow the outstanding PO balance to be closed?)	Yes	
63	Payments	Define your ability to print checks from a central and multiple locations	5 - Included in Base Product	You may print checks from any authorized printer. This is controlled through your SAP security definitions.	Yes	

	Sub Process	Functional Description	ERP Version	Comments	Agree (Yes/No)	Proposer Comments
064	Payments	Define your ability to pay multiple invoices with multiple distribution lines on a single check as well as on demand check based on user defined criteria including but not limited to: • Discount Due Date • Net Due Date • Payment entity and provide detail and provide detail of invoices included in the remittance	5 - Included in Base Product	SAP supports both batch and online checks. The user may define detailed selction criteria for both these facilities, including discount due date, net due date, payment entity, and other details from the pending payments. And both facilities support paying multiple invoices and multiple lines on a single check.	Yes	Agree, however development of a form will be required.
P065	Payments	Define your ability to automatically update the history file with check information and the General Ledger, liquidating the associated encumbrances.	5 - Included in Base Product	SAP check generation automatically updates history, the gerneral ledger, and other associated records and balances. Regarding encumbrances -- they have already been relieved by the preceding expenditure (at invoice or goods receipt).	Yes	
P066	Payments	Define your ability to process payments on multiple cycle's including but not limited to: • Daily • Twice Weekly • Weekly	5 - Included in Base Product	Payment runs can be on any/all of these cycles as well as on-demand.	Yes	
P067	Payments	Define your ability to automatically calculate and record discount earned/discount lost and generate/schedule payment based on status.	5 - Included in Base Product	SAP performs automatic discount computation based on payment terms, and automatically posts discounts lost and taken.	Yes	
P068	Payments	Define your ability to include/exclude specific invoices in pay cycle.	5 - Included in Base Product	Any invoice can be marked with a payment hold indicator. You may also put holds on all invoices for a particular vendor.	Yes	
P069	Payments	Define your ability to partially pay an invoice, allowing payment of line items received rather than leaving the entire invoice open because some items were not received.	5 - Included in Base Product	SAP supports partial payment based on receipt.	Yes	
P070	Payments	Define your ability to allow authorized users to record voided and/or stop payment checks on-line • With automatic generation of the appropriate accounting entries • with updates to the positive pay file	5 - Included in Base Product	SAP supports the online entry of check voids and cancellations. Postings are made automatically to the general ledger and other associated areas (such as the positive pay records).	Yes	
P071	Payments	Define your ability to retain history of invoice payment when a check is voided or stop paid and verify whether a check was reissued to pay the invoice providing new check number and date.	5 - Included in Base Product	SAP tracks botht the original check details as well as any re-issued check details. This information is easy to access from the invoice history, or via vendor payment history.	Yes	
P072	Payments	Describe your ability to systematically update status of invoices paid by ACH/wire transfers with bank transaction number, date etc.	5 - Included in Base Product	SAP fully supports ACH payment processing -- the process is very similar to check processing (tracking the date, transaction number, etc.).	Yes	
P073	Payments	Define your ability to create Positive Pay File.	5 - Included in Base Product	Generation of a positive pay file is standard SAP functionality.	Yes	Agree, however, technical support may be required for the transmission of positive pay files and maybe the formatting with the bank.
P074	Payments	Define your ability to create EDI Payment File.	5 - Included in Base Product	This is standard SAP functionlality.	Yes	Agree, however, EDI requires technical support.

m	Sub Process	Functional Description	ERP Vendor	Comments	(Y/N)	Proposer Comments
075	Payments	Define your ability to create EFT Payment Files.	5 - Included in Base Product	This is standard SAP functionlality.	Yes	
076	Payments	Define your ability to indicate/assign beginning check number by bank for: • a system generated check run • for on-demand check	5 - Included in Base Product	SAP allows you to define multiple check lots per bank. The user can indicate which check lot to use when defining a payment run or performing an on-demand check. SAP automatically keeps track of the check lot inventory, including the tracking of alignment checks, unused check stock, etc.	Yes	
077	Payments	Define your ability to handle check overflow for: • a system generated check run • for on-demand check	5 - Included in Base Product	Check overflow is standard SAP functionality.	Yes	
078	Payments	Define your ability to produce copies of checks.	5 - Included in Base Product	Printed checks are sent to the SAP print queue; multiple copies can be specified.	Yes	
079	Payments	Define your ability to limit access to check printing process.	5 - Included in Base Product	Access to the check printing process can be lmited through standard security configuration.	Yes	
080	Payments	Define your ability to utilize a signature cartridge or signature bitmap on a secured drive.	5 - Included in Base Product	The SAP forms design utility -- SAP Script -- can pull images, such as a signature, from external sources.	Yes	
081	Payments	Define your ability to generate: • Trial Check Register • Payment Register	5 - Included in Base Product	SAP generates both of these registers. (The trial check register is called the Payment Proposal, and the payment register is called the Check Register.)	Yes	
082	Accounting Functions	Define your software's AP Closing process for any given period based on items entered into the AP module including but not limited to: • Types of accruals created • Type of entries created to be feed into the general ledger • Balancing of Inter-company iterfaces	5 - Included in Base Product	SAP supports processes to generate year-end accruals. General ledger integration is automatic and real time (there is no time delay nor manual reconciliation required). Inter-company payables can be configured for automated self-balancing journal entries.	Yes	
P083	Accounting Functions	Define your ability to automatically liquidate associated encumbrances, encumber in one area and charge expenditure in another, as invoices are processed.	5 - Included in Base Product	SAP performs automatic liquidation of encumbrances as invoices (or receipts) are entered. SAP also allows a partial but final invoice to be marked as Final, and the system will automatically liquidate the entire encumbrance amount. You may also allow the account distrbution to be changed, in some circimstances, between PO and Invoice entry.	Yes	
P084	Accounting Functions	Define your ability to designate the accounting period to which an invoice is to be posted to including but not limited to: • Ability to allow invoice entry for multiple accounting periods concurrently • Ability to hold posting even after invoice verification • Ability to capture justification comments and audit trail on invoice being un-posted	5 - Included in Base Product	You may designate any open accounting period in an invoices. More than one period may be open at one time, thus allowing invoice entry for multiple periods concurrently. Invoices may be held even after receiving all approvals.	Yes	
P085	Accounting Functions	Define your ability to automatically post Accounts Payable activities to the General Ledger in detail or summary.	5 - Included in Base Product	SAP allows either summary or detail representation of payables in the general ledger.	Yes	
P086	Accounting Functions	Define your ability to restrict entry of Accounts Payable activity without affecting the General Ledger period.	5 - Included in Base Product	The SAP closing process allows you to restrict processing in accounts payable while leaving the general ledger postings open. This can be done for other subledger accounts too (e.g., accounts pyable, fixed assets, etc.).	Yes	

	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
087	Accounting Functions	Define your ability to handle 1099s including but not limited to: • Ability to track and report 1099 Supplier as Self Employed, Partnerships, etc • Ability to identify which line items from a 1099 Supplier are 1099 applicable or exempt • Ability to process 1099 balance conversions • Ability to run 1099 reports centrally • Ability to report 1099s electronically or through magnetic media	5 - Included in Base Product	1099 processing is fully supported off-the-shelf by SAP.	Yes	May need some technical support with the form.

m	Sub Process	Functional Description	ERP Vendor	Comments	(Y/N)	Proposer Comments
001	Customer Master	Ability to define multiple customer addresses and parent/child location relationship/grouping in the customer master file, including the ability to identify duplicate customer numbers and the ability to determine which address prints on receipts, statemenents, invoices, refund checks and late charge/penalty charge notifications.	5 - Included in Base Product		Yes	The parent/child location relationship grouping is accomplished by using the head office function in SAP. Multiple customer addresses can be accomodated by creating additonal customer accounts and linking them through the use of business partners.
002	Customer Master	Define your ability to accommodate information in the customer master file including, but not limited to: • Customer number • Customer Name • Multiple addresses • Multiple telephone/fax numbers • Email addresses • URLs • Contact names • Bill-To, Remit-From and bank information for electronic payments	5 - Included in Base Product	All of this information is part of the SAP Customer Master. There are many other data elements, and you may define your own M-DCPS fields as well.	Yes	M-DCPS specific fields would be defined using a Business Add-in (Badi) on the customer record.
003	Customer Master	Define your ability to provide flexible customer search capabilities, including but not limited to: • Full or partial customer's name • Customer Number • Account Number • Wildcard searches	5 - Included in Base Product	You may search on any data element in the customer master. SAP also supports wildcard searches.	Yes	
004	Customer Master	Define your ability to cross-reference fields in the vendor and customer master files to link customer account numbers to vendor numbers (some customers may also be vendors).	5 - Included in Base Product	The customer master may be directly linked to a vendor master, and vice versa. Note that, in SAP, you may also post receivables and collect cash to vendors, and make payment to customers.	Yes	The relationship between customer and vendor is established in the control data of the customer master record.
005	Customer Master	Define your ability to: • Define customer credit limits at the customer level • Monitor customer balances versus credit limits • Place customers on credit hold as needed	5 - Included in Base Product	SAP includes a full credit management component which allows credit limits per customer, supports real-time checking of credit limits, and will hold activity when credit limits are reached.	Yes	The credit limit is established in the customer master record and the % of the credit limit consumed is stored on the customer master record. Additionally, the customer can be placed on hold by setting a flag on the customer master record.
006	Customer Master	Define your ability to deactivate/reactivate • Customers • Customer accounts	5 - Included in Base Product	SAP provides a customer hold indicator which you can define for multiple reason codes.	Yes	
007	Customer Master	Define your ability to classify customers by user-defined classification codes.	5 - Included in Base Product	SAP provides a feature called "Classification" that allows you to define your own (user-defined) classification codes.	Yes	Customers can be categorized by using the account group as well as the feature "Classification."
008	Customer Master	Define your ability to track and update address changes using unique identifiers including but not limited to: • Social security number • Driver's license	5 - Included in Base Product	SAP tracks every change made to every piece of information. The information is reportable by user, date/time of change, old value, and new value.	Yes	

m.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
009	Customer Master	Define your ability to utilize alphanumeric characters for customer numbers.	5 - Included in Base Product	The customer "number" is 16 alpha-numeric characters.	Yes	
010	Customer Master	Define your ability to auto generate: • Customer Master File Numbers • Invoice Numbers while ensuring that duplication does not occur.	5 - Included in Base Product	You may use user-assigned and/or auto-generated numbers for customers, invoices, and other transactions. SAP will not allow duplicates to be created.	Yes	Every customer must be defined to an account group. The decision on external vs. internal number assignement is defined at the account group level.
011	Customer Master	Define your ability to restrict access to add/modify/delete customer information.	5 - Included in Base Product	This is done through the standard security features of SAP.	Yes	Security profiles are defined by roles within an organization thereby providing only the authorization necessary to perform a particular role.
012	Customer Master	Define your ability to track additions/deletions/modifications to the customer master file with an audit trail (including operator ID, date, time, etc.).	5 - Included in Base Product	SAP tracks every change made to every piece of information. The information is reportable by user, date/time of change, old value, and new value.	Yes	
013	Customer Master	Define your ability to validate user-defined customer codes during online entry.	5 - Included in Base Product	SAP allows you to set-up mask rules on numbers. This will force users to adhere to your numbering schemes.	Yes	
014	Customer Master	Define your ability to archive Customers and customer accounts with option of retaining or purging history.	5 - Included in Base Product	Customers can be retained on the active transaction database as long as necessary, then archived when desired. SAP provides a feature called ArchiveLink that seamlessly connects the user to archived data. For example, if a user performs a query that pertains to both current and archived customers, they will see both. The user is shielded from having to concern themselves with what has been archived and how to retrieve it.	Yes	
015	Customer Master	Define your ability to flag customers who have previously issued a bad check.	5 - Included in Base Product	This can be done through Credit Management or by using the user-defined customer block indicator. Alternatively, you may use one of several other indicators to support this.	Yes	
016	Customer Master	Define your ability to record a designated collections manager and/or key contact by account.	5 - Included in Base Product	This information is standard on the SAP customer master.	Yes	Both credit representatives and key account contacts can be defined in the customer master.
017	Billing	Define your ability to generate invoices where no payment is required/expected - zero balance.	5 - Included in Base Product	SAP supports the generation of zero-net invoices.	Yes	
018	Billing	Define your ability to track differences between amount billed and amount realized.	5 - Included in Base Product	SAP supports full accrual accounting and therefore tracks all categories of revenue and receivables, including recognized (actual) revenue, receivables (billed), and cash. SAP also supports all variation postings including deferred revenue, write-offs, discounts, etc.	Yes	
019	Billing	Define your ability to attach optically imaged or electronic documentation to an invoice. Imaging repository will be in Legato 5.0.	5 - Included in Base Product	EMC/Documentum (the vendor of Legato) is a certified SAP software partner which can provide off-the-shelf adapters to link Legato and SAP functionality.	Yes	Documents can be attached to SAP objects (e.g. customer invoice) - The off the shelf adapters from EMC/Documentum would need to be configured to work with SAP.
020	Billing	Define your ability to include various sources of funding for billing.	5 - Included in Base Product	There is no limit in SAP to the number of funding sources that can be linked to a billing.	Yes	
021	Billing	Define your ability to link billing to various programs and projects.	5 - Included in Base Product	There is no limit in SAP to the number of programs and projects that can be linked to a billing.	Yes	
022	Billing	Define your ability to generate "request for payments" from grantors and cross referencing payment information to other agency information and project numbers.	5 - Included in Base Product	SAP generates billings (requests for payments) to grantors. These can be automatically generated by the SAP Grants Management component.	Yes	

m.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
023	Billing	Define your ability to provide a customer portal/customer self-service including but not limited to: • Secure Access including automatic password resets • Restricting data available to customers • Ability to make payment via credit card • ad-hoc reporting with drill-down capabilities • Billing by Fund • Billing by Organization • Billing by Account • Billing by Program	5 - Included in Base Product	SAP includes a component called Biller Direct which provides a customer portal. Biller Direct is a secure portal restricted to registered customers, and provides them with online payment processing and reporting.	Yes	The SAP Biller Direct is part of the SAP Financial Supply Chain Management applications.
024	Billing	Define your ability to create new open receivable items for unapplied credits and chargeback's.	5 - Included in Base Product	Standard SAP functionality.	Yes	
025	Billing	Define your ability to prevent an invoice from being entered twice into the system.	5 - Included in Base Product	The out-of-the-box edits for duplicate invoice are based on invoice date, customer invoice number, invoice amount, and customer identification. You may add additional criteria through the ad-hoc Validation Rules feature.	Yes	
026	Billing	Define your ability to enter receivable items including but not limited to: • Invoices • Credits memos • Debit memos online through manual entry as well as import receivables items electronically from the billing system.	5 - Included in Base Product	All of these transactions are supported in standard SAP and may be entered online or imported from other system(s).	Yes	If billings are imported from non SAP system this would be an interface and require custom programming. The requirement for an interface from a non-SAP billing system will be determined during the design phase.
027	Billing	Define your ability to add credit memos that reduce receivable balances from the customer that include but not limited to: • Credit Memo Number • Credit Memo date • Invoice Number related to the credit • Credit Memo amount	5 - Included in Base Product	Credit Memo is a standard SAP transaction and is assigned a document number, date, amount, etc. A credit memo may be linked to a specific Invoice as well.	Yes	
028	Billing	Define your ability to calculate and bill customers retroactively from an adjustment that has been made after the event has taken place.	5 - Included in Base Product	You may run a bill based on any initial point in time (retroactive). SAP will automatically determine the appropriate receivable postings to make.	Yes	
029	Billing	Define your ability to allow users to manually add additional charges or deductions to customer invoice as needed.	5 - Included in Base Product	SAP supports adjustments through direct changes to existing documents or through supplemental transactions (for clean audit trail), depending on the nature of the adjustment to be made.	Yes	
030	Billing	Define your software's review process prior to billing being generated/posted to customer accounts.	5 - Included in Base Product	There are hundreds of edits that can be activated, as well as defining site-specific edits through the ad-hoc Validation Rules feature. You may review the online documentation at http://help.sap.com.	Yes	

m.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
031	Billing	Define your software's Recurring Invoice/Billing processing including but not limited to: • Set-up process • modification process • Approval process	5 - Included in Base Product	Recurring invoices are easy to define: They are defined like any other invoice, plus an additional screen to define the recurring parameters (start date, end date, frequency, etc.). A process runs (typically nightly) to generate actual invoices from the recurring definition. These invoices can be subject to workflow/approvals, and may be modified. You may also modify the recurring definition at any time.	Yes	
032	Billing	Define your ability to accommodate bar coding on invoices.	5 - Included in Base Product	SAP fully supports the printing of bar codes. For bar code reading, most bar-code equipment vendors have standard off-the-shelf interfaces with SAP. This is very common functionality among SAP customers.	No	Require integration to 3rd party bar-coding equipment.
033	Billing	Define your process for generating invoices: • Systematically • On Demand • Ready-To-Mail invoices prepared in accordance with governmental regulations	5 - Included in Base Product	SAP supports on-demand invoices and automatically generated invoices. The invoice generation functionality prepares forms-based invoices, electronic invoices, and can be defined for other medium as well.	Yes	
034	Billing	Define your ability to cancel invoices and generate automatic reversal entries.	5 - Included in Base Product	SAP provides a one-step feature to cancel and reverse an existing invoice.	Yes	The cancelled invoice and the reversal are linked in the system to maintain an audit trail.
035	Billing	Define your ability to capture expenditure data for billing purposes.	5 - Included in Base Product	SAP will allow all customer activity to be factored into billing, including expenditure activity.	Yes	
036	Billing	Define your ability to: • Correct Invoices • Reprint Invoices • Generate a copy of an invoice	5 - Included in Base Product	All of these functions are standard SAP functionality.	Yes	
037	Billing	Define your ability to generate invoices via electronic methods.	5 - Included in Base Product	SAP provides capability to generate invoices using electronic medium, such as EDI.	Yes	
038	Billing	Define your ability to future date invoices.	5 - Included in Base Product	You may future-date and back-date invoices, dependent on your own business rules.	Yes	The ability is dependent on the posting period being open for future postings.
039	Billing	Define your ability to include billing date range and/or period on invoices.	5 - Included in Base Product	M-DCPS can configure the invoices to include any information that they desire. Contents and formatting of the invoices is configured using SAP Script, SAP's utility for modifying/deigning forms.	Yes	
040	Billing	Define your ability to include/exclude in billing data including but not limited to: • Data elements • Allowable charges • Overhead	5 - Included in Base Product	Please see previous comment.	Yes	
041	Billing	Define your ability to include/exclude different customers or customer groups in a billing cycle based on user-defined parameters.	5 - Included in Base Product	SAP allows you to include/exclude customers for each billing cycle by group and/or individual customer number.	Yes	
042	Billing	Define your ability to record relevant or customer communication regarding an invoice and store the communication data with the invoice record.	5 - Included in Base Product	SAP includes functionality for recording customer interaction, including phone calls, written correspondence, emails, and other. Also available is a component called the Customer Interaction Center for online web-based customer interaction.	Yes	Communication with the customer can be entered at both the customer master and invoice level. Credit Management text IDs can be defined in order to categorize the type of customer communication.
043	Billing	Define your ability to record customer information including but not limited to: • Balance forward • Account activity • Balance due	5 - Included in Base Product	This is standard data automatically tracked within SAP.	Yes	

of Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
R044	Billing	Define your ability to set up one time customers with minimal data entry.	5 - Included in Base Product	You may easily define one or more "one time" customer numbers. When you defined these customer numbers, you can indicate what data must be entered upon invoice entry.	Yes	The customer is setup using an account group of "One-Time-Customer" and at the time of invoice entry the specifics are entered about the customer.
R045	Billing	Define your ability to show the actual date that the invoice was entered into the system.	5 - Included in Base Product	SAP refers to this date as the Entry Date. It may not be altered by the users.	Yes	
R046	Billing	Define your ability to split invoices between multiple funds.	5 - Included in Base Product	An invoice can be split among multiple funds (up to 999 on a single invoice).	Yes	The fund is defined in the Funds Management (FM) application and can be input on each invoice line or derived by establishing derivation rules
R047	Cash Application	Define your ability to track payments through their processing cycle.	5 - Included in Base Product	Current payment status is available on-line and real-time throughout the entire payment cycle. Users may drill down into any and all documents within the payment cycle to examine detailed transaction data as well.	Yes	
R048	Cash Application	Define you ability to allow users to define levels of approval authority for adjustments.	5 - Included in Base Product	This is done through standard SAP Workflow configuration.	Yes	It can also be accomplished by using Tolerance Groups with authorization.
R049	Cash Application	Define your ability to use multiple bank accounts for deposit of cash receipts.	5 - Included in Base Product	You may define an unlimited number of bank accounts in SAP. Cash receipts can be posted to any of your deposit-authorized bank accounts.	Yes	
R050	Cash Application	Define your ability to record payment date, customer check number and check amount.	5 - Included in Base Product	All of this information is recorded at time of cash receipt.	Yes	
R051	Cash Application	Define your ability to allow users to apply payment receipts to multiple open items (invoices/debit memos) and define specific amounts for each.	5 - Included in Base Product	Standard SAP functionality.	Yes	
R052	Cash Application	Define your ability to apply cash receipts to customer accounts (on-account payments) and support prepayment for future-dated invoices.	5 - Included in Base Product	Standard SAP functionality.	Yes	Customer down payment functionality.
R053	Cash Application	Define your ability to handle cash receipts for items other than invoices (i.e., unapplied cash. Miscellaneous cash receipts and other GL accounts). This is sometimes referred to as direct journal entry and provides flexibility for handling/tracking of unidentified cash receipts that can be applied to customer accounts/invoices at a later time.	5 - Included in Base Product	You may enter cash through journal entries, posting to any of the accounts mentioned.	Yes	
R054	Cash Application	Define your ability to reopen invoices/debit memos automatically when NSF Checks are received.	5 - Included in Base Product	Once a check is identified as NSF, the receipt can be cancelled/reclassified which will then re-open the invoice.	Yes	
R055	Cash Application	Define your ability to support multiple reversals and collection processes for NSF checks.	5 - Included in Base Product	Reversals of NSF checks are easily carried out through a one-step process. The follow-on collection processes can be defined by you through SAP Workflow rules.	Yes	
R056	Cash Application	Define your ability to write-off a receivable amount at time of cash application based on partial payment received and invoice written off using predefined GL distribution codes.	5 - Included in Base Product	You may specify write-offs during the cash-receipt process when you know that a partial payment will be the last. You may also enter write-offs separately (after realizing that no more cash will be received).	Yes	

m.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
057	Cash Application	Define your ability to auto generate bank deposit slips.	5 - Included in Base Product	Several reports are available which may be configured to serve as bank deposit slips.	Yes	Configure cash journal to serve as deposit slip.
058	Cash Application	Define your ability to provide cash application functionality that allows users to match receipts through a graphical interface that gives flexibility to sort by user-defined criteria.	5 - Included in Base Product	Users entering receipts are provided several options for determining matching invoices, including by date, by amount, by customer numbers, by age, or by using any attributes on the customer master. The user is displayed a tabular list of all potential matches from which they can pick/choose those that they wish to clear.	Yes	
059	Cash Application	Define your ability to search for specific payments and determine payment status including invoice(s) the payment was applied to.	5 - Included in Base Product	Users may search for payments based on any data recorded in Accounts Receivable.	Yes	
060	Cash Application	Define your ability for automated cash application to electronically match cash receipts to open items based on flexible user defined cash application rules.	5 - Included in Base Product	Please see comment on AR058.	Yes	
061	Cash Application	Define your ability to process single or partial payment against multiple invoices.	5 - Included in Base Product	Standard SAP functionality.	Yes	
062	Cash Application	Define your ability to search for the accounts and invoices affected by a payment.	5 - Included in Base Product	You may query for payments by account, by invoice, or innumerable other ways. The search can be on check number, date, customer, name, or any other data that has been recorded.	Yes	
063	Cash Application	Define your ability to identify and handle a customer overpayment including but not limited to: • Carrying a credit balance • Generating a refund	5 - Included in Base Product	SAP supports both of these overpayment scenarios.	Yes	The refund to the customer would be paid through Accounts Payable.
064	Cash Application	Define your payment options for payments by receivable including but not limited to: • Electronically • Phone • Credit Card • ACH/Wire Transfers	5 - Included in Base Product	SAP supports all these payment methods including payment via a customer portal. The electronic payment functionality can be configured for different file formats and transactions types.	Yes	The customer portal is the SAP Biller Direct.
065	Cash Application	Define your ability to receive/process multiple payments for an invoice.	5 - Included in Base Product	There are no limits to the number of payments that can be posted to an invoice.	Yes	
066	Cash Application	Define your ability to accept payments in advance.	5 - Included in Base Product	SAP supports the processing of advanced and down payments.	Yes	
067	Cash Application	Define your ability to generate customer refunds.	5 - Included in Base Product	Customer refunds can be easily performed because SAP allows you to issue disbursements from customer accounts.	Yes	The refund to the customer would be paid through Accounts Payable.
068	Cash Application	Define your ability to: • Apply charges to NSF Checks • Charge Credit Card Fees • Apply Late payment fees	5 - Included in Base Product	SAP provides several mechanisms for adding fees to customer payment transactions. For example, automated dunning procedures can apply late fees for overdue accounts.	Yes	The interest in calculation program can also apply late fees and penalities to overdue items.
069	Cash Application	Define your ability to calculate and apply interest charges and penalties based on established due dates.	5 - Included in Base Product	SAP provides dunning procedures which can automatically apply interest and late fees to outstanding receivables.	Yes	The interest in calculation program can also apply late fees and penalities to overdue items.
070	Cash Application	Define your ability to automatically update revenues and receivables based upon receipts.	5 - Included in Base Product	SAP processes are fully integrated. Hence, when receipts are posted, the corresponding postings to receivables and/or revenue are made.	Yes	

m	Sub Process	Functional Description	ERP Vendor	Comments	(Y/N)	Proposer Comments
071	Cash Application	Define your ability to change or waive the fee/receivable amount at specific security levels based on user-defined criteria.	5 - Included in Base Product	Through standard security configuration you can restrict access for modifications to certain accounts, such as those for fees.	Yes	This is done by security roles.
072	Cash Application	Define your ability to distribute cash receipt deposits out to the department/location level and have information accessible on a real-time basis.	5 - Included in Base Product	Receipts can be entered by any authorized user regardless of physical location. Because SAP is an integrated system, even remote office receipts are posted real-time.	Yes	
073	Cash Application	Define your ability to generate a customer receipt as well as an internal transaction tape for each transaction.	5 - Included in Base Product	Accomplished through report configuration (a report can be generated on-demand by the cashier).	Yes	Funds Management Application - Cash Desk Functionality - Standard Cash Receipt delivered by SAP.
074	Cash Application	Define your ability to generate and save multiple receipt types by department/location.	5 - Included in Base Product	SAP allows you to configure your own receipt types. There is no limit to the number of receipt types that you may have.	Yes	
075	Cash Application	Define your ability to systematically update status of invoices paid by ACH/wire transfers with bank transaction number, date etc.	5 - Included in Base Product	The source of payment is tracked for all invoices, including electronic receipt transaction number, date, etc.	Yes	
076	Cash Application	Define your ability to post cash receipts.	5 - Included in Base Product	Cash receipts can be posted on-line or imported from Excel or external systems. Like other SAP transactions, the cash receipt transactions can be configured to M-DCPS and user's preferences.	Yes	
077	Cash Application	Define your ability to process all adjustments/maintenance and have the updated data available real-time for purposes of aging, trial balance and subsidiary ledger.	5 - Included in Base Product	All postings -- whether they are initial postings, adjustments, or cancellations -- are processed in real-time and available throughout the system (AR, General Ledger, Grants, Projects, etc.)	Yes	
078	Cash Application	Define your ability to process split or mixed tendering situations.	5 - Included in Base Product	SAP allows you to specify an "Alternate Payer" in instances where payment has been tendered by someone other than the invoiced customer.	Yes	Alternate payer can be defined at the customer level as well as defined at the time of invoice creation.
079	Cash Application	Define your ability to project cash flow of receipts based on historical data by account receivable type.	5 - Included in Base Product	SAP provides full cash forecasting functionality. All account receivable transactions (and non-accounts receivables) can be factored into the projections.	Yes	The cash forecasting is performed in the Cash Management module.
080	Cash Application	Define your ability to record miscellaneous cash receipts not related to invoicing.	5 - Included in Base Product	SAP support of non-invoice cash receipts is standard functionality.	Yes	
081	Cash Application	Define your ability to receive multiple payment methods for payment of one invoice.	5 - Included in Base Product	Receipts against an invoice can be of multiple payment methods.	Yes	
082	Cash Application	Define your ability to suspend partial payments and over-payments as separate open items against the original bill amount until the bill is fully cleared.	5 - Included in Base Product	These transactions may be parked (held) until you decide to release them for posting.	Yes	
083	Cash Application	Describe your ability to generate individual receipts for payments. More so, do you have a point-of-sale module?	5 - Included in Base Product	SAP does produce receipts. SAP also offers a full point-of-sale module called Triversity.	Yes	Triversity is SAP's POS solution for the retail industry. Need clarification on the Triversity POS solution.
084	Customer Master	Define your ability to enter cash receipt's from a central and multiple locations.	5 - Included in Base Product	SAP allows cash receipts to be entered by any authorized user, regardless of their physical location.	Yes	This could be setup using role based security coupled with multiple cash journals.
085	Customer Master	Define your ability to enter reimbursements (cash received) into an expense account.	5 - Included in Base Product	Cash receipts can be posted to revenue or expense accounts.	Yes	The specific GL account can be entered at the point of invoice entry or through account assignment.

m	Sub Process	Functional Description	ERP Vendor	Comments	Avail (Y/N)	Proposer Comments
086	Collections	Define your ability to integrate with Payroll to resolve employees with balances requiring collection.	5 - Included in Base Product	Employees can be linked to customer records so that garnishments and other AR/Payroll processes are integrated.	Yes	
087	Collections	Define your ability to record and categorize notes/comments on customer accounts including but not limited to: • Capturing date/time, invoice reference, customer contact name and setting follow-up date • Send conversational follow-up letters to customers via hardcopy, fax or email These notes/comments should be accessible from the customer master file, cash application screens and collection screens.	5 - Included in Base Product	SAP provides functionality to record notes, comments, calls, and other correspondence for customer accounts. It is also possible to configure follow-up letters to customers.	Yes	Available in Credit Management. More extensive credit and collection functionality is available in the SAP Financial Supply Change Management - Receivables processing SAP Collection Management application.
088	Collections	Define your ability to sort and display accounts receivable in a prescribed aging format.	5 - Included in Base Product	SAP provides numerous flexible online reports and queries for accounts receivable history and aging.	Yes	The aging intervals are configurable (e.g. 30, 60 , 90 days).
089	Collections	Define your ability to review aging data online by fiscal year or a rolling period basis by invoice date or due date.	5 - Included in Base Product	SAP provides numerous flexible online reports and queries that can segment accounts receivable history by year, invoice date, due date or other dimension.	Yes	
090	Collections	Define your ability to store multiple user-defined dunning messages.	5 - Included in Base Product	You can define unlimited different dunning types with unique, custom dunning messages.	Yes	
091	Accounting Functions	Ability to refund customer credit balances from AR to AP through an automated refund process where the process is initiated in AR, system links customer account number to vendor number and generates payment for approval in AP.	5 - Included in Base Product		Yes	The link between customers and vendors is establish in the master record. The AR and AP open items can be configured to net the open items and a refund check generated in AP.
092	Accounting Functions	Define your ability to allocate bills by fund number.	5 - Included in Base Product	You can allocate a bill to any number of funds (up to 999 per billing line).	Yes	The fund is defined in the Funds Management (FM) application and can be input on each invoice line or derived by establishing derivation rules in FM.
093	Accounting Functions	Define your ability to roll-up bills by fund number and other fields.	5 - Included in Base Product	Bills can be rolled up using any field associated with them, including fund.	Yes	
094	Accounting Functions	Define your ability to • predefine GL accounting distribution codes to control default accounting entries with ability to manually specify accounting entries as needed • allow user to override the default general ledger account(s) by an authorized user	5 - Included in Base Product	SAP supports numerous business rule options to control the default of account distribution values. Users may or may not override certain elements depending on the rules that M-DCPS defines.	Yes	Automatic accounts assignment in accounts receivable and the account derivation rules in Funds Management can be used to default in general ledger account codes.
095	Accounting Functions	Define your ability for setting conditions for writing off uncollectible receivables subject to different dollar thresholds.	5 - Included in Base Product	These conditions can be defined in an online report.	Yes	
096	Accounting Functions	Define your ability to define transaction codes for receivable transactions including but not limited to: • Invoice • Credit Memos • Debit Memos	5 - Included in Base Product	Invoice, Credit Memo, and Debit Memo are standard transaction types in SAP. You may also define your own M-DCPS-specific transaction codes.	Yes	SAP is delivered with standard document types for invoices, debit and credit memos.

m:	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
097	Accounting Functions	Define your ability to define reason codes for: • Write-offs • Adjustments • Credit/debit Memos	5 - Included in Base Product	There are several attributes available on these transactions that can be used to indicate the reason for the transactions.	Yes	Reason codes can be configured for the various types of adjustments.
098	Accounting Functions	Define your ability to allow users to define and assign a variety of payment terms and assign default payment terms at the customer level.	5 - Included in Base Product	SAP supports the definition of unlimited payment terms. The payment terms can default from the customer level.	Yes	The payment term that is defaulted from the customer to the invoice can be overriden at the invoice level.
099	Accounting Functions	Define your ability to define aging buckets and generate aging reports which query for payments 30, 60, 90, etc. days late.	5 - Included in Base Product	Standard SAP online aging reports allow you to indicate the aging buckets that you want displayed.	Yes	The aging intervals are configurable (e.g. 30, 60 , 90 days).
100	Accounting Functions	Define your ability to allow users to define discount calculations when setting up payment terms and override discounts as needed during cash application.	5 - Included in Base Product	Automated discount calculations are a performed based on the payment terms that you define. The payment terms may be overridden on the invoice or during cash application.	Yes	The payment terms are configured to define the discount to be taken (e.g. 2% 10, net 30 days).
101	Accounting Functions	Define your ability to allow users to: • Define finance charges/late payment penalties/NSF penalties • Assign default finance charge codes at the customer level • Allow users to waive/remove finance charges	5 - Included in Base Product	These are standard SAP processes.	Yes	This is accomplished by the interest calculation functionality.
102	Accounting Functions	Define your ability to age items from: • Transaction Date • Payment Due Date • User Defined Dates	5 - Included in Base Product	There are several reports that allow you to select items using different date elements. You can then base the aging on any of these date fields.	Yes	
103	Accounting Functions	Define your ability to create multiple: • Payment schedules • Billing Cycles	5 - Included in Base Product	You may define unlimited payment schedules and billing cycles.	Yes	
104	Accounting Functions	Define your ability to reverse a cash receipt entry creating the appropriate account entries.	5 - Included in Base Product	Reversing a cash receipt entry is a simple one-step process that automatically generates the appropriate accounting entries.	Yes	
105	Accounting Functions	Define your ability to void issuance of a receipt through system security.	5 - Included in Base Product	This is done through the standard security features of SAP.	Yes	This is accomplished through role base security.
106	On-Line Inquiry	Define your wildcard search capability through the system.	5 - Included in Base Product	Wildcard search is available on any data element with search criteria defined. Wild cards can be used as prefix and/or suffix on a string.	Yes	
107	On-Line Inquiry	Define your ability to move from screen to screen without having to re-enter key information.	5 - Included in Base Product	SAP remembers that last values a user has used during their online session, so data does not need to be re-entered.	Yes	

	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No (Y/N)	Proposer Comments
I108	Process	Provide a list of your software's "out-of the-box" AR Reports.	5 - Included in Base Product	The report lists below will contain 1) Standard, delivered reports within the SAP ERP system, 2) Ad Hoc Query capabilities within the SAP ERP system, and 3) Standard, delivered reports within the SAP Business Intelligence tool. The following is a list of the standard, delivered reports for Accounts Receivable function: 1) ERP Transactional and Summary Reports SAP Accounts Receivable AR Account Balance AR Account Summary AR Account Line Items AR Account Analysis AR Aging Reports Due Date Analysis Report List of Customer Open Items Customer Due Date Forecast Customer Payment History Account Balance with Cases Flagged for Clarification Dunning History Installment Plan History Returns History Correspondence History Inbound Correspondence History Invoice History Write-Off History Creditworthiness Report Account History of Revenue Distribution Deposit History History of Collection Items Transferred Adjusted Receivables	Yes	
R109	Reporting	Define your software's report writer and ad-hoc query tools including support for multi-dimensional data analysis with drill down capability.	5 - Included in Base Product	SAP provides Report Writer/Painter for modifying the delivered ERP reports and creating new ones. SAP also provides the Business Explorer for creating ad-hoc multi-dimensional reports. Both reporting tools can create drill-down reports for on-line viewing and/or printing.	Yes	
R110	Reporting	Define your ability to allow user defined online or hard copy reports utilizing ad-hoc query/reporting tool. Examples include but are not limited to: • Revenue received by department/location • Aging reports by district, department or location • Customers who have issued a bad check • Write-Off's • Log of all receipt's with control totals	5 - Included in Base Product	The SAP Business Explorer allows users to create ad-hoc reports for online viewing and/or printing. The three examples can be created with Business Explorer. Also note that these are standard report provided by SAP.	Yes	

	Sub Process	Functional Description	SAP Version	Comments	Yes/No	Proposer Comments
:111	Reporting	Define your ability to allow user defined online or hard copy reports utilizing ad-hoc query/reporting tool. Examples include but are not limited to: • Accrual reports • Close out report to be balanced with cash, checks etc. in the cashiers drawer • Bill by Fund • Bill by Organization • Bill by Account • Bill by Program	5 - Included in Base Product	Please see prior response.	Yes	
R112	Reporting	Define your ability to allow user defined online or hard copy reports utilizing ad-hoc query/reporting tool. Examples include but are not limited to: • Total Credits • Total Write-offs • Total Receipts • Cash Receipts journal • Short Paid invoices • Over Paid invoices	5 - Included in Base Product	Please see prior response.	Yes	
R113	Reporting	Define your ability to allow users to exclude selected items, i.e., credit memos, from customer statements, aging reports and dunning statements.	5 - Included in Base Product	All SAP reports allow the user to provide detailed parameters for the report/query that they wish to see. Hence, a user can decide to include/eliminate based on date, transaction type, and many other data attributes (these vary by report, depending on their purpose).	Yes	
R114	Reporting	Define your ability to generate invoices and statements for all customers with open receivables balances.	5 - Included in Base Product	SAP functionality includes automatic generation of invoices and other customer statements.	Yes	
R115	Reporting	Define your ability to report monthly receivables detail showing: • Credits • Write-off's • Payments • Invoices	5 - Included in Base Product	This is included in standard SAP receivables reporting.	Yes	
R116	Reporting	Define ability to produce a daily accounts receivable control total with supporting details.	5 - Included in Base Product	This is included in standard SAP receivables reporting.	Yes	
R117	Reporting	Define your ability to produce automatic dunning letters showing past due invoice amounts and generate aging reports of all past due invoices.	5 - Included in Base Product	SAP fully supports the computation of dunning fees and the generation of dunning notices.	Yes	
R118	Reporting	Define your ability to include dunning information on customer statements.	5 - Included in Base Product	Dunning notices are a kind of customer statement within SAP.	Yes	This customer statement will include both current and past due items. The dunning letters based on the rules defined would include the past

	Sub Process	Functional Description	ERP Version	Comments	Agree (Y/N)	Proposer Comments
:119	Reporting	Define your ability to drill down to AR Summary and Detail from other modules including but not limited to: • General Ledger • Accounts Payable • Payroll • Cash/Treasury Management • Grants Management	5 - Included in Base Product	Drill-down to AR summary and detail data is possible from each of these components, and others.	Yes	Cannot drill-down back to AR customer balance from AR reconciliation account in the general ledger.
R120	Reporting	Define your ability to estimate revenue.	5 - Included in Base Product	You may enter estimated revenues as Plans in SAP, or extrapolate future revenue forecasts based on current and past revenue. SAP also provides sophisticated forecasting functionality in the Business Planning & Simulation module.	Yes	
R121	Reporting	Define your ability to accommodate and recognize: • Revenue earned and billed • Revenue earned and not billed	5 - Included in Base Product	SAP supports the distinction between billed and unbilled revenue.	Yes	
R122	Reporting	Define your ability to age receivables in user-defined schedules including but not limited to: • Charge Types • Account • Customer type	5 - Included in Base Product	The receivables aging report allows the user to select the range/type of receivables to consider. Any attribute from the AR transactions can be used as selection criteria.	Yes	
R123	Reporting	Define your ability to generate grant reimbursement requests based on expenditures.	5 - Included in Base Product	SAP Grants Management can automatically generate reimbursement requests based on eligible expenditures. Corresponding account receivables are automatically created as well.	Yes	
R124	Reporting	Define your ability to generate statements including but not limited to: •Specific Accounts •Customers •Delinquent account •Consolidating customers with multiple accounts	5 - Included in Base Product	All of these statements can be generated by SAP. SAP includes many configurable off-the-shelf statements, and allows you to create additional statements using SAP Script.	Yes	The delivered statements will probably need to be modified for M-DCPS specific format requirements.
R125	Reporting	Define your ability to generate email notifications to: • Accounts Receivable staff • Customers providing information requiring follow-up with a customer based on date specific criteria	5 - Included in Base Product	This can be achieved through configuration of workflow rules.	Yes	
R126	Reporting	Define your ability to inquire online or provide hardcopy reporting of all accounts receivable activity and aging, including account's/customer's outstanding invoices/fees when receiving payments for any type of invoice/fee.	5 - Included in Base Product	Standard SAP online reports.	Yes	
R127	Reporting	Define your ability to maintain detail of un-billed charges.	5 - Included in Base Product	Standard SAP billing reports allow to see unbilled, help, and billed amounts as separate columns.	Yes	
R128	Reporting	Define your ability to produce reconciliation statements for bank accounts.	5 - Included in Base Product	SAP supports both manual an automated bank reconciliation. Reconciliation statements can be produced for either process.	Yes	

#	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Yes/No)	Proposer Comments
R129	Reporting	Define your ability to produce reconciliation statements including but not limited to: • Beginning balance • Charges • Credits • Payments • New Balance	5 - Included in Base Product	This is a standard query in SAP.	Yes	
R130	Reporting	Define your ability to recognize/track revenue previously reported as deferred.	5 - Included in Base Product	SAP links the deferred revenue transaction to the subsequent revenue transaction, thus enabling you to report revenues that were previously reported as deferred.	Yes	
R131	Reporting	Define your ability to view next payment date by account/customer.	5 - Included in Base Product	This is a standard query in SAP.	Yes	
R132	Process	Define your ability to accommodate workflow.	5 - Included in Base Product	SAP includes a comprehensive Workflow toolset that allows you to create workflows for any transaction based on any data or event.	Yes	
R133	Process	Define your ability to track: • Transaction Date/Time, by step • Operator ID for additions/modifications/deletions	5 - Included in Base Product	Through date/time stamping of transaction events, SAP can support the analysis of AP processing time. Operator (User) ID is tracked for all actions within the system, as is the date/time and changes made for all actions.	Yes	
R134	Process	Define your ability to add/remove/modify entry screens.	5 - Included in Base Product	There are numerous configuration options to tailor the flow and appearance of entry screens per the School's business rules and per user preferences. This includes the configuration of screens and the inclusion/removal/re-arrangement of data elements.	Yes	
R135	Process	Define your ability to add/remove/modify data fields.	5 - Included in Base Product	Adding, removing, and modifying data fields is handled through standard SAP configuration.	Yes	
R136	Process	Define your ability to drill down from any field within the accounts receivable module to any functional module within the system.	5 - Included in Base Product	You can drill down into any object regardless of it's "home" module simply by double-clicking on the object.	Yes	
R137	Process	Define your ability to perform account validation for accounts receivable payments.	5 - Included in Base Product	SAP performs all edits and validation real-time as transactions are entered. There are hundreds of potential edits that can be configured based on the M-DCPS business rules.	Yes	
R138	Process	Define your ability to require a valid operator code in order to process a receipt.	5 - Included in Base Product	This is handled through standard SAP security configuration.	Yes	This is handled through role-based security.
R139	Process	Define your ability to secure registers at various levels (i.e., clerk, manager) depending on the function being performed.	5 - Included in Base Product	This is handled through standard SAP security configuration.	Yes	This is handled through role-based security.
R140	Process	Define your ability to support multiple point of sales interfaces for cash receipting to the Treasurer.	5 - Included in Base Product	There is no limit to the number of SAP and non-SAP point of sale devices that the mySAP solution can support. The SAP Netweaver Exchange Infrastructure ("XI") provides configurable interface capabilities between SAP and any open 3rd-party applications.	Yes	Non-SAP POS would require 3rd party integration and would possibily require custom integration links to be built.

Item	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No	Proposer Comments
141	Process	Describe the A/R interface or integration with a cash management module and/or treasury workstation bolt-on system (ex. Sunguard ICMS).	5 - Included in Base Product	SAP provides a fully integrated Cash & Treasury Management component within its mySAP ERP application. All Accounts Receivable and collection activity in SAP is real-time integrated to activities in Cash & Treasury Management. It may also be possible to create integration links between the ASP ERP Accounts Receivable functionality to Sungard, if M-DCPS prefers to do so. The mySAP Netweaver architecture provide open integration between mySAP ERP and other softwares.	Yes	If the SAP Cash Management/Treasury applications are not used this would be a 3rd party integration which would probably require some customization.
142	Process	Describe the A/R interface or integration with a grants management module.	5 - Included in Base Product	SAP Accounts Receivable and Grants are fully integrated. Some examples of this integration include: - Sponsors are linked to Customers - Grant Billing automatically generates Accounts Receivable transactions	Yes	
143	Billing	Ability to record and utilize the agreement (contract) information for billing criteria. The image of the agreement must be referenced and accessible for viewing/printing.	5 - Included in Base Product		Yes	
144	Collections	Ability to identify accounts sent to collection agencies.	5 - Included in Base Product		Yes	
145	Reporting	Ability to allow for on-line inquiry and hard copy reporting of all Accounts Receivable by fund, organization, account and program.	5 - Included in Base Product		Yes	
146	Process	Define your ability to integrate or interface with other modules including but not limited to: • General Ledger • Accounts Payable • Payroll • Cash/Treasury Management • Grants Management	5 - Included in Base Product	The SAP Accounts Receivable component is a fully integrated component of mySAP ERP. It is fully integrated to GL, AP, Payroll, Cash/Treasury Management, Grants Management, Project Management, Budget Management, and other components.	Yes	

ID	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No	Proposal Solutions
R001	Modify or Setup Reports	Ability to create user-defined reports.	5 - Included in Base Product		Yes	ABAP reports, ABAP Query, Report Writer, Report Painter
R002	Modify or Setup Reports	Ability to "drill down" on key performance indicators.	5 - Included in Base Product		Yes	
R003	Modify or Setup Reports	Allows for the development of unlimited, diverse reports in spreadsheet formats by business users with a drag-and-drop graphical user interface (GUI) for report building. Should be able to provide highly formatted production quality reports.	5 - Included in Base Product		Yes	BW Reports
R004	Modify or Setup Reports	Allows hierarchical and multi-dimensional reporting and drill down capabilities based upon user-defined characteristics.	2 - Accommodates via Customization		Yes	BW Reports
R005	Modify or Setup Reports	Ability to include a business data dictionary to provide consistent definitions for terms, levels of detail, formulas and golden sources.	5 - Included in Base Product		Yes	BW Reports
R006	Modify or Setup Reports	Ability to include a central repository for information storage with easy access to data/metadata (accounts cost centers, hierarchies, attributes, business intelligence). This includes holding actual data and multiple versions of plan data.	5 - Included in Base Product		Yes	BW Reports
R007	Modify or Setup Reports	Ability to accept extracted data from external sources (enable inputs from various systems). Ability to export data.	5 - Included in Base Product		Yes	BW Reports
R008	Modify or Setup Reports	Ability to develop and produce new FORMS for users to collect data not currently residing in any system. Also includes the ability to modify existing schedules.	5 - Included in Base Product		Yes	Requirement will be more fully evaluated during the design phase to determine how to meet it. Development work will be needed in order to produce Forms.
R009	Modify or Setup Reports	Allow business rules to apply to specific DIMENSIONAL entities only (not all entities).	5 - Included in Base Product		Yes	
R010	Modify or Setup Reports	Ability to control what data is accessed (ROLE-level security).	5 - Included in Base Product		Yes	
R011	Publish Report	Allows for pre-defined and conditional based formatting (color coding).	5 - Included in Base Product		Yes	BW Reports
R012	Modify or Setup Reports	Allows for variance reporting.	5 - Included in Base Product		Yes	
R013	Modify or Setup Reports	Capability to disseminate and receive information via Portals or Internet/Intranet/Extranet.	5 - Included in Base Product		Yes	
R014	Publish Report	Workflow management capabilities (includes process monitoring, hierarchical review, annotation capabilities, up-to-date status of submissions, color coded icons, email links, easy accept/reject ability, etc..).	5 - Included in Base Product		Yes	

	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
015	Publish Report	Central repository for information storage with easy access to data/metadata (accounts cost centers, hierarchies, attributes, business intelligence). This includes holding actual data and multiple versions of plan data., as well as non-financial data.	5 - Included in Base Product		Yes	
016	Performance Driver Analysis	Allows for explicit (mathematical) and implicit (explanatory) drilldown to provide analysis capability.	5 - Included in Base Product		Yes	
017	Performance Driver Analysis	Provide data mining capabilities for root cause analysis.	5 - Included in Base Product		Yes	
018	Performance Driver Analysis	Ability to perform attribute driven analysis.	5 - Included in Base Product		Yes	
019	Performance Driver Analysis	Ability to create personal ad-hoc reports and schedules.	5 - Included in Base Product		Yes	
020	Performance Driver Analysis	Ability to develop and produce new schedules for users to collect data not currently residing in any system. Also includes the ability to modify existing schedules.	5 - Included in Base Product		Yes	
021	General	Ability to provide systems training.	5 - Included in Base Product		Yes	Requirement will be more fully evaluated during the design phase to determine how to meet it.
022	General	Ability to report on multiple periods, spanning multiple financial years.	5 - Included in Base Product		Yes	
023	General	Ability to remove reports that are not used.	5 - Included in Base Product		Yes	
024	General	Ability to establish user-defined reporting periods.	5 - Included in Base Product		Yes	
025	General	Ability to produce user-generated ad hoc reports.	5 - Included in Base Product		Yes	
026	General	Ability to communicate with online applications.	5 - Included in Base Product		Yes	
027	General	Ability to review and approve workflow.	5 - Included in Base Product		Yes	
028	General	Ability to align Key Performance Indicators (KPIs) and the Strategic Plan at all levels of the organization, including at the top with the Superintendent's KPIs.	5 - Included in Base Product		Yes	
029	General	Ability to provide fund, encumbrance and allotment transparency.	5 - Included in Base Product		Yes	
030	General	Ability to produce and work with multiple and comparable budget cycles with period flexibility spanning multiple years.	5 - Included in Base Product		Yes	
031	General	Ability to track and report on historical budget data associated with reorganizations and resolutions.	5 - Included in Base Product		Yes	
032	General	Ability to meet Federal, State and Local reporting requirements.	5 - Included in Base Product	SAP provides this through standard reporting and reporting development tool sets.	Yes	
033	Consolidate Forecasts	Ability to provide high-level summary graphics and narrative of the financial translation of Ops plan.	5 - Included in Base Product		Yes	

Item	Sub Process	Functional Description	ERP Version	Comments	Yes or No (Y/N)	Proposer Comments
P001	Develop Models Translating Op Plans to Fin Plans	Ability to do Line-Item budgeting. Ability to associate a calculation method with each budget line item.	5 - Included in Base Product		Yes	FM-BCS & BPS :Clarification on Calculation Methods
P002	Develop Models Translating Op Plans to Fin Plans	Ability to pre-populate (seed) the base case capital budget with historical or future measures and/or drivers, including factors such as overhead, maintenance, debt service, and inflation.	5 - Included in Base Product		Yes	BCS &BPS
P003	Develop Models Translating Op Plans to Fin Plans	Ability to do Asset-level budgeting - including: 1) add assets to budget, 2) search for existing assets, 3) perform queries and download asset-related data.	5 - Included in Base Product		Yes	
P004	Develop Models Translating Op Plans to Fin Plans	Ability to pre-populate historical and future depreciation amounts into base budget.	5 - Included in Base Product		Yes	BCS &BPS
P005	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to run reports at all levels of the hierarchy and for types of analysis including Budget vs. Target and Version Analysis. Describe capability to report what if scenarios ability of users to generate reports on demand with data access limited by role.	5 - Included in Base Product		Yes	BCS &BPS
P006	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to drill-down for reporting and analysis.	5 - Included in Base Product		Yes	
P007	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to compare budgets against planned targets - within application.	5 - Included in Base Product		Yes	
P008	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to inquire on budget data within application - including the ability to 1) download to an Excel format, 2) compare line-item budgets within a version, compare budget versions, and compare budgets by budget period.	5 - Included in Base Product		Yes	BCS &BPS
P009	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to provide commentary on variances between budget and planned targets.	5 - Included in Base Product		Yes	BCS &BPS
P010	Consolidate Budgets	Ability to automatically consolidate/aggregate individual budget components.	5 - Included in Base Product		Yes	
P011	Consolidate Budgets	Ability to run reports detailing high-level view of budget versus target.	5 - Included in Base Product		Yes	

m	Sub Process	Functional Description	ERP Version	Comments	Yes/No	Proposer Comments
012	Consolidate Budgets	Ability to drill-down and drill-through from high-level report into lower levels of detail.	5 - Included in Base Product		Yes	BCS &BPS & BW
013	Capital Planning	Ability to electronically approve capital budgets. Budget reviewer/approver should have the ability to: 1) modify, 2) apply mass adjustments, 3) reject, 4) and allocate line-item budgets.	5 - Included in Base Product		Yes	Workflow
P014	Readjust Tactics & Rerun Models	Ability to copy existing budget models.	5 - Included in Base Product		Yes	BCS & BPS
P015	Readjust Tactics & Rerun Models	Ability to update budget models.	5 - Included in Base Product		Yes	BCS & BPS
P016	Capital Planning	Ability to export budget data to central repository - to make available for use by other applications/reporting solutions. Also describe ability to retrieve historical data and archiving capability.	5 - Included in Base Product	Historical data can be maintained by client defined data elements such as fiscal year, budget version (phase / stage), as well as by user, date and time stamp. Delineation of this nature allows historical data to be stored in the same environment as current data, whether that be the production environment or a central repository. Accordingly, historical data can be retrieved and utilized by the same planning and reporting tools that are available for current data manipulation and review. (Security controls can prevent the manipulation of historical data, yet that data can be copied to an unsecured version and then manipulated if so desired.) Aside from the data elements by which historical data is stored and retrieved, and aside from the ability to store historical data in the production and repository environements, data archival is also available.	Yes	BCS & BPS & BW
P017	Review Budget Guidelines	Identify budgets users.	5 - Included in Base Product		Yes	
P018	Run Models w/ Selected Scenario & Op Plans	Ability to 'check out' a budget for processing.	5 - Included in Base Product		Yes	
P019	Scan Internal Environment	Ability to review key performance indicators, trends and performance to plan over the last year.	5 - Included in Base Product		Yes	BW
P020	Run Models w/ Selected Scenario & Op Plans	Ability to send a user communication/update on a specific budget activity from within application.	5 - Included in Base Product		Yes	Workflow

	Sub Process	Functional Description	ERP Version	Comments	Agree (Yes/No)	Proposer Comments
021	Review Budget Guidelines	Define and communicate budget guidelines.	5 - Included in Base Product	The system provides multiple methods for the communication of budget guidelines. Among those methods are 1) The ability to push budget instructions of a textual nature to the budget users. Those instructions could be included directly in the budget planning package that is sent to the end-user, and could appear in an online coversheet. Textual guidelines could also be included in the help functions within the application. 2). The ability to develop and push numerical guidelines and instructions to the end-user. Numerical guidelines could take the form of a centrally prepared "Target" budget column(s) that appears on the end-user's budget entry sheets, or they could take the form of global numerical assumptions that are available to the end-user through pre-defined formulas and models (presented to the user as pushbuttons on the budget worksheets). Numerical guidelines can be prepared centrally using tools as broad as global formulas to manipulate groups of line items, or as specific as individual line item adjustments to "target" on a cell by cell basis.	Yes	Development work may be needed in order to produce Forms. Requirement will be more fully evaluated during the design phase to determine how to meet it.
022	Review Budget Guidelines	Define data integration requirements and data sources - including GL, HR, A/P, Payroll, Assets and other related ERP modules.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	
023	Review Budget Guidelines	Describe Web-based application interface.	5 - Included in Base Product	The web based application interface provides the capabilities to manage, administer and configure the application environment as well as the ability to utilize the end-user functions. For planning purposes, the web interface is highly flexible, providing the client a broad ability to define the appearance and capability of the application. Among the components that can be configured for planning purposes are spreadsheet-based layouts, function (formulaic and logical) buttons, text boxes, report templates (tabular and graphical), page tab formatting and grouping (separate tabs for specific sections within a planning environment).	Yes	BCS& BPS
024	Run Models w/ Selected Scenario & Op Plans	Ability to submit and Reject capital budget planning versions.	5 - Included in Base Product		Yes	
025	Scan External Environment	Ability to compare internal key performance indicators and trends- versus competitive analysis/data.	5 - Included in Base Product		Yes	BW
026	Review Budget Guidelines	Define budget assumptions (i.e., targets for measures and/or drivers).	5 - Included in Base Product		Yes	BW
027	Run Models w/ Selected Scenario & Op Plans	Ability to make mass adjustments to line item details.	5 - Included in Base Product		Yes	
028	Review Budget Guidelines	Define capital budgeting roles - including Budget Coordinator, Budget Analyst, Budget Preparer, Budget Reviewer, and System Administrator.	5 - Included in Base Product	Roles are configured by the M-DCPS. Although SAP comes with pre-packaged roles, most customers define additional roles for their users. This is a standard configuration task.	Yes	

ID	Sub Process	Functional Description	ERP Version	Comments	Yes/No (Y/N)	Proposer Comments
029	Run Models w/ Selected Scenario & Op Plans	Ability to override 'seeded' or calculated values.	5 - Included in Base Product		Yes	
030	Scan External Environment	Describe ability to accept extracted data from external sources (enable inputs from various systems).	5 - Included in Base Product	External source data containing almost any relevant structured data element can be interfaced or uploaded to the planning environment. It is a prerequisite that either the external data must conform to the target environment layout or data mapping (cross walk) must be performed. External data can be loaded automatically via administrative jobs, or it can be loaded by the end user during planning via function buttons on the planning layouts (e.g. a "Import Prior Year Work Order Actuals" button). Multiple source formats are supported.	Yes	BCS, BPS, BW
P031	Review Budget Guidelines	Assign users to Roles, Business Units, Budget Activities and Budget Centers.	5 - Included in Base Product		Yes	
P032	Run Models w/ Selected Scenario & Op Plans	Ability to add notes to individual line items.	5 - Included in Base Product		Yes	
P033	Scan Internal Environment	Allows hierarchical and multi-dimensional reporting and drill down/through capabilities based upon user-defined characteristics.	5 - Included in Base Product		Yes	BW
P034	Scan Internal Environment	Existence of a central data repository (accounts, cost centers, hierarchies, attributes, historical/current financial results, business intelligence).	5 - Included in Base Product		Yes	
P035	Run Models w/ Selected Scenario & Op Plans	Ability to have multiple working versions of budget.	5 - Included in Base Product		Yes	BCS & BPS
P036	Review Budget Guidelines	Forecasting application integrated with Budgeting application.	5 - Included in Base Product		Yes	BCS & BPS
P037	Review Budget Guidelines	Define budgeting status update procedures.	5 - Included in Base Product	Budget status can be updated via multiple methods. A budget status can be updated at any hierarchical level of any data element (e.g. by individual organizational unit, or department-wide). Status can be updated manually via a function button on the planning layout or via function buttons on an administrative menu. Status can be updated automatically by the system on submission, rejection, or approval of a planning layout. Status can be updated automatically by the application based on the evaluation of logical expressions that are defined by the customer during implementation (e.g. "if the system date is Oct. 31 then lock the department/school submission stage from changes").	Yes	
P038	Review Budget Guidelines	Define budget functions for each role.	5 - Included in Base Product	Clients can define the usable layouts, the available fields within the layouts, the function and formula buttons, data security by any data dimension, as well as add, change, delete, submit, review, approve capabilities by role.	Yes	

	Sub Process	Functional Description	SAP Version	Comments	Yes/No	Proposer Comments
039	Capital Planning	Describe system's workflow capability to coordinate capital planning process between Facilities Planning, Facilities Budgeting, Capital Budgeting, Treasury, and Accounting.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.
040	Capital Planning	Describe scheduling capability such as ability to establish a calendar of Due Dates for Deliverables and Milestones.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.
041	Capital Planning	Ability to provide end to end Capital project planning, execution, accounting and completion. Describe any Grants Modules and Project Accounting Modules that may be applicable for the end to end process.	5 - Included in Base Product	The SAP application suite is fully integrated, to include integration between capital project planning, execution, G/L accounting, project accounting, and grants. Accordingly, the application can provide complete insight into, and management of, the end to end process. *	Yes	
042	Capital Planning	Ability to incorporate Workflow with Roles and Responsibilities - including Audit Trails and project priorities.	5 - Included in Base Product		Yes	
043	Capital Planning	Ability to incorporate On-Line Capital Planning, Grants/Fund management and Project accounting help.	5 - Included in Base Product		Yes	
044	Capital Planning	Ability to Register, access and report upon all Capital Planning, Grants/Fund Management and Project Accounting information.	5 - Included in Base Product		Yes	
045	Capital Planning	Ability to perform Capital Planning (Capital Budgeting) over multiple fiscal years and funding sources.	5 - Included in Base Product		Yes	
046	Capital Planning	Ability to project cash flow and comparison to Actuals for project management, funding of projects, timing of debt, and investment of proceeds.	5 - Included in Base Product		Yes	
047	Capital Planning	Describe project's cash flow interface with Cash Management module or Treasury Workstation.	3 - Accommodates via Work Around	Cashflow reporting by project requires additional configuration within the Treasury Management module in order to get necessary visibility.	Yes	
048	Capital Planning	Ability to track and manage construction in progress by project (location, depreciation etc.) for all project related assets.	5 - Included in Base Product		Yes	
049	Capital Planning	Ability to process work orders (Workflow).	5 - Included in Base Product		Yes	
050	Capital Planning	Ability to allocate unique project numbers that can be identified for all project related transaction through capital planning, project accounting, resource usage etc.	5 - Included in Base Product		Yes	

	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No	Proposer Comments
51	Capital Planning	Describe ability to tie in to District's Strategic Plan and prioritization schedule, including capability to list funded vs. unfunded projects (above/below the line).	5 - Included in Base Product	A project's relation to a strategic plan element (e.g. mission, goal, objective, measure) can be selected by the end user, and supporting textual documentation of the project's relationship to the strategic plan element can be entered. Such a relationship would provide the ability to report projects (summary costs, detail, etc.) by element of the strategic plan. Additionally, the planning function provides the ability to prioritize or rank capital project requests via unique numerical prioritization or some client defined qualitative prioritization descriptor such as "high, med, or low". Prioritization can be configured as an iterative process to support the ranking, re-ranking, and what-if reporting of projects by priority. The application can be configured via a function button to advance (or approve) all projects "above the line" as defined by a user-entered level of funding. Advance and/or approval can also be accomplished manually on a project by project basis.	Yes	
52	Capital Planning	Describe how your capital planning software supports integration with GL, Budgeting, and 5-Year Plan (Budget), including the following: 1. GL module capability to access to GL data over the life of projects, which may span several fiscal years. 2. GL module capability to provide job/project cost control features. Also, provide phase detail within a job or project.	5 - Included in Base Product	SAP's capital planning functionality is fully integrated with the general ledger, budget control, project management, and other components. Capital plans can be set-up for future years, prior to availability of funding sources or the opening of future fiscal years. As funding becomes available, that budget detail can be added whereupon there is integration to budget control and general ledger.	Yes	
53	Capital Planning	Describe how your software integrates with AP and tracks PO's/invoices over the life of the project.	5 - Included in Base Product	Projects are life-to-date in SAP. Hence, you can always view all contracts, P.O.s, and accounts payable history from the inception of the project. This information is available on-line and in real-time.	Yes	
54	Capital Planning	Describe how your software integrates with Purchasing. 1. Purchasing module's capability to track vendor info relative to construction purchasing applications. Also, describe construction purchasing features. 2. Provide ability to track contractor selection and procurement through entire process.	5 - Included in Base Product	As noted above, purchasing is fully integrated into project and capital program management. So all vendors and purchasing documents are visible at all times to the project managers. SAP supports construction contract functionality such as contract retainage, milestone billing, scheduling for multiple delivery locations and dates, services contracts, payment authorization pending quality inspections, and many other features.	Yes	
55	Capital Planning	Describe how the capital planning and project tracking software integrates with Fixed Assets.	5 - Included in Base Product	Projects, for planning or execution, are fully integrated with assets. Projects can be tied to assets under construction (work in progress), capitalized assets (e.g. purchased equipment), and depreciation (when a project is directly responsible for depreciation charges).	Yes	

n	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
056	Capital Planning	Describe how your software can interface with bolt-on project management systems such as Primavera and Magellan.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.
057	Capital Planning	Describe how your software's Project master data file supports tracking the following key data elements: 1. Project Name 2. Project Address 3. Contractor/Subcontractor(s) - MWBE flagging at all levels 4. Reference Information 5. Planned/Actual Start 6. Additional User-Defined Dates ("Notice to Proceed") 7. Project Description 8. Square Footage 9. Student Stations 10. Digitized Photographs 11. User-Defined category codes to identify project type (e.g., new construciton, remodeling, codes for work order tracking for projects shared with the Maintenance Dept.) or specific source of revenue that may fund project.	5 - Included in Base Product	The SAP project master file contains these and hundreds of other project attributes. You may also configure M-DCPS specific data elements. You may also control which attributes are displayed by project type.	Yes	
058	Run Models w/ Selected Scenario & Op Plans	Describe your software's capabilities for maintaining a detailed project chart of accounts to track: labor, material, overhead items by cost types (i.e., architect fees), building, parking lot, administrative etc.	5 - Included in Base Product	SAP allows the definition of internal cost accounting chart of account elements to be used for project accounting and other features.	Yes	
059	Run Models w/ Selected Scenario & Op Plans	Describe your software's capabilities for providing current period, cumulative current year, and inception-to-date inquiry and reporting for project budget and expenditures across fiscal years/accounting periods.	5 - Included in Base Product	All project related transactional data, including budget and expenditure, is stored by date, accounting period, and fiscal year. Standard inquiries and reports and ad-hoc reports provide the capability to select relevant data by date, date range, accounting period(s), and fiscal year(s). Accordingly current period, cumulative year to date, and inception to date inquiry is possible by simply selecting the appropriate criteria at run time.	Yes	
060	Run Models w/ Selected Scenario & Op Plans	Describe your software's capabilities for performing funds availability checks at the project level for purchases and by account line item for projects.	5 - Included in Base Product	You can define budget and funding availability checks independent of one another so that checking can occur at different levels. For example, a project may have a budget with availability control turned on, and the funding sources for the project may also have availability control turned on.	Yes	
061	Capital Planning	Describe your software's capabilities for rolling forward encumbrances to the next fiscal year by specified fund group or other account strip criteria.	5 - Included in Base Product	The application provides jobs with client definable criteria for rolling encumbrances (and their respecitve budget) to the next fiscal year. Encumbrance roll is supported by fund group and other account strip criteria including grant, funds center (cost center), commitment item (G/L account), functional area, funded program, date, encumbrance type, and document number. Selection criteria allow for individual selection, selection of ranges, exclusion of individual, exclusion of ranges, or combinations of all of the above.	Yes	

	Sub Process	Functional Description	ERP Version	Comments	Agree Y/N	Proposer Comments
062	Capital Planning	Describe your software's ability to roll forward budget amounts into the next fiscal year.	5 - Included in Base Product	The application provides jobs with client definable criteria for rolling encumbrances (and their respecitve budget) to the next fiscal year. See above. The budget that is rolled can be marked as belonging to the prior year commitment to prevent a rolled budget amount from being consumed by a current year expenditure while the prior year commitment remains outstanding. Additionally, the application provides a (non-encumbrance based) budget rollover with the grant, fund, funds center, commitment item, functional area, and funded program selection criteria.	Yes	
063	Run Models w/ Selected Scenario & Op Plans	Describe how your software tracks productivity and improvement metrics (with historical data) including the ability to perform "what-if" analyses.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	
064	Run Models w/ Selected Scenario & Op Plans	Describe your software's capabilities for providing custom reporting at the following levels: 1. Active/inactive projects 2. Projects grouped by project manager/admin 3. Project types (i.e., new construction, renovation, etc.)	5 - Included in Base Product	SAP delivers off-the-shelf reports that allow you to sort, summarize and navigate on these dimensions of projects.	Yes	
065	Capital Planning	Describe how your software can be used to allocate internal costs over multiple projects.	5 - Included in Base Product		Yes	
066	Capital Planning	Describe your software's ability to track multiple Fund sources per Project.	5 - Included in Base Product		Yes	
067	Capital Planning	Describe your software's ability to tie-in project information on construction activities to the Capital Improvement Plan (status on construction contracts).	5 - Included in Base Product	All project information, including construction activities, can be available to the ad-hoc reporting tools which can be used to supplement the Capital Improvement Plan.	Yes	
068	Run Models w/ Selected Scenario & Op Plans	Describe your software's ability to track savings, including sales tax saved by purchasing project materials thru the District instead of by the contractor.	3 - Accommodates via Work Around	This may require the configuration of a custom report.	Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.
069	Run Models w/ Selected Scenario & Op Plans	Describe how your software supports the ability to record estimates and maintain a history of changes by contractor and project.	5 - Included in Base Product	SAP supports the tracking of up to 999 versions of project estimates ("plans"). SAP also tracks every change to a contract or purchase order throughout its life. All of this information is available for on-line real-time reporting.	Yes	
070	Scan Internal Environment	Describe how your software can be used to track retainage by project phase.	5 - Included in Base Product	Retainage is tracked by multiple dimensions: Project phase, vendor, contract, general ledger account, cost center, and other.	Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.

Num	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No	Proposer Comments
M001	Bank Account Maintenance and Integration	Ability to manage all bank accounts. Specifically, what is the max number of banks and bank accounts which can be managed through your system?	5 - Included in Base Product	The system allows for Unlimited bank accounts.	Yes	
M002	Bank Account Maintenance and Integration	Ability to support multiple accounts for a single bank.	5 - Included in Base Product	The system allows for Unlimited bank accounts.	Yes	
M003	Bank Account Maintenance and Integration	Maintain multiple payment methods for a single bank.	5 - Included in Base Product		Yes	
M004	Bank Account Maintenance and Integration	Restrict access to update bank account information based on roles within treasury organization.	5 - Included in Base Product	Using security roles.	Yes	
M005	Bank Account Maintenance and Integration	Initiate wire transfers, EFT and ACH transactions directly from cash management application. Also, is there capability to turn off this functionality?	5 - Included in Base Product	A payment request program is available.	Yes	
M006	Bank Account Maintenance and Integration	Integration via secure access to bank systems.	5 - Included in Base Product	Interfaces are built To the bank systems.	Yes	
M007	Bank Account Maintenance and Integration	Maintain both internal and external bank account information.	5 - Included in Base Product		Yes	
M008	Bank Account Maintenance and Integration	Maintain fee structures.	5 - Included in Base Product	Using the in-house Cash functionality. See attached in-house cash brochure.	Yes	
M009	Bank Account Maintenance and Integration	Maintain settlement instructions for each bank.	5 - Included in Base Product		Yes	
M010	Bank Account Maintenance and Integration	Record bank ratings and other analysis information.	5 - Included in Base Product	In business partner functionality.	Yes	
M011	Bank Account Maintenance and Integration	Account analysis function supporting bank fee comparisons and analysis of bank statement costs.	1 - NA / Not Supported		Yes	
M012	Bank Integration	Ability to set up new bank account.	5 - Included in Base Product		Yes	
M013	Bank Integration	Communication software allows dial-in to a individual financial institution. The system utilizes script files to retrieve/transfer the required information . Ability to store retrieved data.	5 - Included in Base Product	The interfaces can be built.	No	An interface will require a customization.
M014	Bank Integration	Ability to interface with and transfer files to/from multiple financial institutions.	5 - Included in Base Product	The interfaces can be built.	No	An interface will require a customization.
M015	Bank Integration	Automated balance and transaction reporting. Ability to download, store and report on balance and transaction details - electronic bank statement by bank account and date.	5 - Included in Base Product	The interfaces can be built.	No	An interface will require a customization.

Num	Sub Process	Functional Description	ERP Vendor	Comments	Gap (Y/N)	Proposer Comments
M016	Bank Integration	Ability to transmit issued payment check files to the bank directly from A/P and Payroll system or through Communication software - electronic payment system (EFT).	5 - Included in Base Product	The interfaces can be built.	No	An interface will require a customization.
M017	Bank Integration	Describe ability to dial-out and retrieve Cleared -realized payments with parsing by bank account. Does the system has ability to upload the file to the AP and Payroll systems?	5 - Included in Base Product	The interfaces can be built.	No	An interface will require a customization.
M018	Bank Integration	Ability to download, store, and report on balance and transaction details.	5 - Included in Base Product	The interfaces can be built.	No	An interface will require a customization.
M019	Bank Integration	Describe ACH capability, including discussion of file encryption occurring at the source.	5 - Included in Base Product	SAP provides: • **PPD=PAYMENTS OR COLLECTIONS FOR INDIVIDUALS** • **CCD=CONCENTRATION PAYMENTS OR COLLECTIONS** • **CTX=BUSINESS TO BUSINESS** • **TEL=TELEPHONE INTIATED** • **WEB=INTERNET INITIATED.**	Yes	
M020	Bank Integration	Ability to interface with bank files to view cleared check images, voided checks, etc.	5 - Included in Base Product		No	This will require a customized interface.
M021	Cash Forecasting	Ability to generate short and long-term cash forecasts.	5 - Included in Base Product		Yes	
M022	Cash Forecasting	Creation of a Bank Cash Flow schedule forecast including: Cash from Operations for X weeks. Transaction detail from designated accounts in the bank data table would auto populate this field with drill-down capabilities providing amount, date, account number, payer/payee, etc.	5 - Included in Base Product		Yes	
M023	Cash Forecasting	Creation of a Bank Cash Flow schedule of actuality including Cash from Operation with drill down to the amounts, dates, account no, payer / payee, etc.	5 - Included in Base Product		Yes	
M024	Cash Forecasting	Creation of a Bank Cash Flow schedule forecast including: Acquisitions, Investments, Sales and Dispositions. Information could be entered manually or pulled from other schedule and could be run by Cash Management Department or other functions.	5 - Included in Base Product		Yes	
M025	Cash Forecasting	Describe ability and functionality around grouping of transaction types for cash forecast reporting.	5 - Included in Base Product	See SAP Attachment 1.pdf incorporated into Section VIII of this response.	Yes	
M026	Cash Forecasting	Define capabilities for entering forecasting transactions that affect multiple accounts, including in-house bank accounts.	5 - Included in Base Product	Using memo items.	Yes	
M027	Cash Forecasting	Describe reporting and reconciling capabilities from forecast to Actuals.	5 - Included in Base Product	See See SAP Attachment 1.pdf incorporated into Section VIII of this response. Cash and liquidity forecast.	Yes	
M028	Cash Position and Settlements	Ability to define automatic, semi-manual, or manual reconciliation for each bank.	5 - Included in Base Product	Reconciliation rules.	Yes	
M029	Cash Position and Settlements	Ability to initiate bank account fund transfers from cash management system.	5 - Included in Base Product	Using the cash concentration function.	Yes	
M030	Cash Position and Settlements	Ability to manage cash position based on organizational structure.	5 - Included in Base Product	See See SAP Attachment 1.pdf incorporated into Section VIII of this response. Cash and liquidity forecast.	Yes	

Num.	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No (Y/N)	Proposer Comments
M031	Cash Position and Settlements	Describe ability to manually adjust daily cash position.	5 - Included in Base Product	Memo items can be entered into the cash position manually at any time.	Yes	
M032	Cash Position and Settlements	Ability to prepare statistical cash forecasts.	5 - Included in Base Product	Using Business Intelligence Strategic Enterprise Management.	Yes	
M033	Cash Position and Settlements	Ability to view detailed transactions that comprise each accounting entry from cash application.	5 - Included in Base Product	Full drilldown capability.	Yes	
M034	Cash Position and Settlements	Actual vs. Forecast cash reports.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M035	Cash Position and Settlements	Automated calculation of daily cash position.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M036	Cash Position and Settlements	Bank Fees incorporated into cash forecasts.	5 - Included in Base Product	Bank fees can be entered as memo types.	Yes	
M037	Cash Position and Settlements	Calculate interest accruals.	5 - Included in Base Product	In treasury functionality.	Yes	
M038	Cash Position and Settlements	Describe capability to generate daily cash position, automatically created based on data received from integrated systems.	5 - Included in Base Product	See SAP Attachment 1 - Treasury Cash Management. Cash and liquidity forecast.	Yes	
M039	Cash Position and Settlements	Debt and investment instruments data integrated with cash forecast/position.	5 - Included in Base Product	SAP Attachment 1 - Treasury Cash Management. Cash and liquidity forecast.	Yes	
M040	Cash Position and Settlements	Define components of cash positions to support analysis of cash that is available at a particular time.	5 - Included in Base Product	SAP Attachment 1 - Treasury Cash Management. Cash and liquidity forecast.	Yes	
M041	Cash Position and Settlements	Manage in-house banking transactions including calculating interest accruals and creating in-house bank statements.	5 - Included in Base Product	In-house cash functionality.	Yes	
M042	Cash Position and Settlements	Select cash flows to net that result from deal transactions.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M043	Cash Position and Settlements	Generate interest schedules.	5 - Included in Base Product	Based on underlying instruments cash flow position.	Yes	
M044	Cash Position and Settlements	Letters of Credit are integrated with cash management system and incorporated into cash forecast.	5 - Included in Base Product	Letter of credit is setup as a money market instrument.	Yes	
M045	Cash Position and Settlements	Maintain multiple cash forecasts models.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M046	Cash Position and Settlements	Maintain role based security for all treasury and cash applications.	5 - Included in Base Product	Using security roles.	Yes	
M047	Cash Position and Settlements	Record all bank accounts and related information.	5 - Included in Base Product	Cash management functions.	Yes	
M048	Cash Position and Settlements	Settlement transactions automatically triggered.	5 - Included in Base Product	Using workflow.	Yes	
M049	Cash Position and Settlements	Summary accounting entries automatically created and interfaced to General Ledger daily.	5 - Included in Base Product	Detail transaction data is immediately posted to the general ledger.	Yes	
M050	Cash Position and Settlements	View historic cash forecast data.	5 - Included in Base Product		Yes	
M051	Cash Position and Settlements	Web, EFT and ACH technology utilized for disbursements.	5 - Included in Base Product	Using Netweaver and the portal.	No	This will require an customization interface.

Num.	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No (Y/N)	Proposer Comments
M052	Cash Position and Settlements	Web, EFT and ACH technology utilized for receipts.	1 - NA / Not Supported	Using Netweaver and the portal.	Yes	
M053	Cash Position and Settlements	Interest calculations incorporated into daily cash forecasts.	5 - Included in Base Product	Underlying transaction cash flow generates interest calculations.	Yes	
M054	Cash Position Worksheet	Describe process to track cash transactions.	5 - Included in Base Product	Cash transactions are posted to a cash general ledger account with a unique document number.	Yes	
M055	Cash Position Worksheet	Drilldown from cash position to sub ledgers for supporting details.	5 - Included in Base Product	Standard functionality.	Yes	
M056	Cash Position Worksheet	Visible daily cash position.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M057	Cash Position Worksheet	Cash management system integrated with cash forecasting system.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M058	Cash Position Worksheet	Ability to populate prior day balance details for various bank accounts from data that has been downloaded from banks.	5 - Included in Base Product	Using bank polling and a built interface to the bank.	Yes	
M059	Cash Position Worksheet	Ability for credits from current day bank account reports to auto populate this worksheet/form. Need to be able to identify credits by bank account, date, vendor and type.	5 - Included in Base Product	An interface can be built to the bank.	Yes	
M060	Cash Position Worksheet	Ability for debits from current day bank account reports to auto populate this worksheet/form. Need to be able to identify debits by bank account, date, vendor and type.	5 - Included in Base Product	An interface can be built to the bank.	Yes	
M061	Cash Position Worksheet	Capability to auto populate fields from other areas (i.e., investment and debt maturities, daily EFTs, etc) that are integrated with system.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M062	Cash Position Worksheet	Manual debit/credit and description entries can be made to the Cash Position Worksheet.	5 - Included in Base Product	Using memo items.	Yes	
M063	Cash Position Worksheet	Ability for worksheet/form to calculate an ending balance based on the entries.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M064	Cash Position Worksheet	Worksheet/form should have a target balance field that can be manually changed. This will be subtracted from the calculated ending balance giving a remaining available balance to prevent overdrafts .	1 - NA / Not Supported		Yes	
M065	Cash Position Worksheet	Describe capability for ending balance (upon completion and approval of worksheet/form) to trigger a wire transfer process of excess funds.	3 - Accommodates via Work Around	. Wire transfers are Initiated via a payment request that is initiated at specific times by the user. Each individual transaction Is specified in the payment request.	Yes	
M066	Cash Position Worksheet	Ability to perform As-of reporting for Cash Position. Capability to view Cash Position as of a certain date in the past, and for the values not to change.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No	Proposer Comments
M067	Cash Position Worksheet	Ability to view reconciled as-of reporting for Cash Position. E.g. view previous day's Cash Position along with the expected items occurred and what the dollar difference was from the anticipated amounts - view of only exceptions to be included.	5 - Included in Base Product	Cash and liquidity forecast.	Yes	
M068	General	Describe system's client access for remote and intranet based users.	5 - Included in Base Product		Yes	
M069	General	Ability to restrict inquiry or entry, etc. access to information by company, bank account, type of transaction. Primary restriction would be by Company (Fund)	5 - Included in Base Product	Security provided by role definition.	Yes	
M070	General	Describe ability to grant various levels of access (security) by type of user and location.	5 - Included in Base Product	Security provided by role definition.	Yes	
M071	General	Handle milestone payments, like payments for capital investments/debt.	5 - Included in Base Product	Milestones are tracked in project management.	Yes	
M072	General	Describe capability to handle Positive Pay.	5 - Included in Base Product	The payment program does a verification to ensure items are paid to take advantage of discounts.	Yes	
M073	General	Handle electronic payments with suppliers.	5 - Included in Base Product	Electronic payment mediums are available.	Yes	
M074	General	Describe Integration between Cash Management and AP, AR, Payroll, General Ledger modules.	5 - Included in Base Product	The cash and liquidity forecast integrates banking activity, investment activity, procurement activity and billing activity into a variety of views with ledger and sub ledger drilldown.	Yes	
M075	General	Ability to perform Treasury Workstation tasks. Describe in detail, your system's abilities as compared to SunGard ICMS.	5 - Included in Base Product	The treasury functionality includes: money market investments, security investments, bond issuance, foreign exchange instruments and deriviatives.	Yes	
M076	General	Describe cash receipt integration ability with Grants and Accounts Receivable modules.	5 - Included in Base	Grants management integrates directly to accounts receivable. Grant expenditures are tracked and billed to the federal sponsor. The billing document becomes a receivable item on the federal sponsor customer account.	Yes	
M077	Info Reporting & Account Analysis	Ability to run daily ad hoc inquiries/reports based on the bank data tables.	5 - Included in Base Product	An interface can be built so that bank information populates specific reports in SAP.	Yes	
M078	Info Reporting & Account Analysis	Ability to export daily ad hoc inquiries/reports based on the bank data tables to Excel or other subsystems.	5 - Included in Base Product	. All reports and queries can be downloaded to excel.	Yes	
M079	Info Reporting & Account Analysis	Ability to create prior and current day reports on individual bank accounts. Includes ledger balance, collected balance, available balance, float, total debits, total credits, individual credits, individual debits and all text included with the transactions.	5 - Included in Base Product	Bank statements can be imported into SAP via an interface and the report can be run based on the bank data.	Yes	
M080	Info Reporting & Account Analysis	Ability to create monthly reports on individual bank accounts. Includes ledger balance, collected balance, available balance, float, total debits, total credits, individual credits, individual debits and all text included with the transactions.	5 - Included in Base Product	GL queries.	Yes	

Num	Sub Process	Functional Description	ERP Version	Comments	Yes/No (Y/N)	Proposer Comments
M081	Info Reporting & Account Analysis	Ability to archive and access all account activity related to the bank integration.	5 - Included in Base Product	Archiving is standard functionality in SAP.	Yes	
M082	Info Reporting & Account Analysis	Ability to create Wire Transfer Reports (all wires entered into the transfer template) and Wire Confirmation Reports (date, amount, beneficiary, ref no, ref text)	5 - Included in Base Product	Yes thhrough the payment program.	Yes	
M083	Info Reporting & Account Analysis	Capability to store images.	5 - Included in Base Product	Scanning is provided by third party software.	Yes	
M084	Info Reporting & Account Analysis	Ability to easily compile data on individual bank accounts. Would like to be able to run a query on any field in the bank data table for ad hoc reporting like but not limited to : statistics on number of transfers for a given period or calculation of the average daily collected balance for given period.	2 - Accommodates via Customization	A report would have to be created to count transfer numbers.	Yes	
M085	Info Reporting & Account Analysis	Describe ability to manage GASB 31 and GASB 40 requirements, and any further GASB pronouncements.	5 - Included in Base Product	SAP meets financial reporting requirements through product enhancements that are added to a customers existing software using a patch.	Yes	
M086	Info Reporting & Account Analysis	Describe ability to report portfolio and other metrics. Are scorecards and/or dashboards available?	5 - Included in Base Product	Scorecards and dashboards are available through business intelligence.	Yes	
M087	Info Reporting & Account Analysis	Describe capability for audit trail reporting	5 - Included in Base Product	Every transaction or master record entry, change and or deletion is time, date and user stamped.	Yes	
M088	Info Reporting & Account Analysis	Describe how each in-house bank participant's daily balance is determined.	5 - Included in Base Product	. See In-house banking writeup attached.	Yes	
M089	Info Reporting & Account Analysis	Describe how each in-house bank participant's average balance is determined.	3 - Accommodates via Work Around	A customized report is created to calculate the average daily balance.	Yes	
M090	Info Reporting & Account Analysis	Describe how interest is apportioned to each in-house bank participant.	3 - Accommodates via Work Around	A customized report is created to calculate the average daily balance.	Yes	
M091	Investment and Debt	Ability to store Investment and Debt instruments, including deal terms, conditions, maturity amounts, interest and special features. Ability to manually enter and auto populate the investment tables with prior month data, formulas, data from other worksheets.	5 - Included in Base Product	Using transaction manager.	Yes	
M092	Investment and Debt	Ability for overnight investment details to be retrieved from the bank transaction table and populate automatically.	5 - Included in Base Product	An interface to the bank can be built to retrieve information.	Yes	
M093	Investment and Debt	Ability to generate investment schedules (i.e., maturity) YTD	5 - Included in Base Product	Using transaction manager.	Yes	
M094	Investment and Debt	Describe interface capability with outside files, such as excel, and upload/download process.	5 - Included in Base Product	SAP provides the ability to download files and through customizations to upload files.	Yes	
M095	Investment and Debt	Ability to automatically notify personnel when investment strategy is out of tolerance with guidelines	5 - Included in Base Product	Using limit management and workflow.	No	Workflow requires some customization.

Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposal Comments
1096	Investment and Debt	Ability to apportion interest or fees across entities included in In-House banking system?	5 - Included in Base Product	See SAP Attachment 2 - In-House Cash White Paper..	Yes	
M097	Investment and Debt	Describe how interest earnings determined in the Investment Management Module will interface with the Pool/In-House Bank Module or if applicable with Cash Management and Forecasting Module for interest apportionment purposes.	2 - Accommodates via Customization	A customized report is written to track average daily cash balance partcipation via the special purpose ledger. The interest is then apportioned based on the participation rates.	Yes	
M098	Investment and Debt	Capability to support the accounting for all the investment types listed below in addition to those permitted by statute or regulation. Describe in detail how each investment is accounted for and list all other investments supported. Include any formulas and rounding conventions used to calculate interest & amortization for each investment type. Also describe how new investment types would be added.	5 - Included in Base Product	Using transaction manager.	Yes	
M099	Investment and Debt	Bankers Acceptances	5 - Included in Base Product	Using transaction manager.	Yes	
M100	Investment and Debt	Corporate Bonds	5 - Included in Base Product	Using transaction manager.	Yes	
M101	Investment and Debt	Commercial Paper	5 - Included in Base Product	Using transaction manager.	Yes	
M102	Investment and Debt	Time Deposits	5 - Included in Base Product	Using transaction manager.	Yes	
M103	Investment and Debt	Florida State Board Local Government Investment Pool	3 - Accommodates via Work Around	A product type would have to be built to represent the pooled fund.	Yes	
M104	Investment and Debt	Repurchase Agreements	5 - Included in Base Product	Using transaction manager.	Yes	
M105	Investment and Debt	Revolving Repurchase Agreements	5 - Included in Base Product	Using transaction manager.	Yes	
M106	Investment and Debt	Obligations of the United States Government	5 - Included in Base Product	Using transaction manager.	Yes	
M107	Investment and Debt	Federal Farm Credit Bank Agency	5 - Included in Base Product	Using transaction manager.	Yes	
M108	Investment and Debt	Federal Home Loan Bank Agency	5 - Included in Base Product	Using transaction manager.	Yes	
M109	Investment and Debt	Federal Home Loan Mortgage Corporation Agency	5 - Included in Base Product	Using transaction manager.	Yes	
M110	Investment and Debt	Government National Mortgage Association Agency	5 - Included in Base Product	Using transaction manager.	Yes	
M111	Investment and Debt	Securities of any investment company or trust	5 - Included in Base Product	Using transaction manager.	Yes	
M112	Investment and Debt	Capability to track all investments by transaction number, and by the following fields:	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
M113	Investment and Debt	Description	5 - Included in Base Product	Using transaction manager.	Yes	
M114	Investment and Debt	Portfolio	5 - Included in Base Product	Using transaction manager.	Yes	
M115	Investment and Debt	Custodian	5 - Included in Base Product	Using transaction manager.	Yes	
M116	Investment and Debt	Yield to Call	3 - Accommodates via Work Around	3. A report would have to be created.	Yes	
M117	Investment and Debt	Call Price	5 - Included in Base Product	Using transaction manager.	Yes	
M118	Investment and Debt	Original Price	5 - Included in Base Product	Using transaction manager.	Yes	
M119	Investment and Debt	Par Value	5 - Included in Base Product	Using transaction manager.	Yes	
M120	Investment and Debt	Shares/Units Purchased	5 - Included in Base Product	Using transaction manager.	Yes	
M121	Investment and Debt	CUSIP Number	5 - Included in Base Product	Using transaction manager.	Yes	
M122	Investment and Debt	Interest Calculation	5 - Included in Base Product	Using transaction manager.	Yes	
M123	Investment and Debt	Amortization Code	5 - Included in Base Product	Using transaction manager.	Yes	
M124	Investment and Debt	Yield to Maturity	3 - Accommodates via Work Around	A report would have to be created.	Yes	
M125	Investment and Debt	Call Schedule	5 - Included in Base Product	Using transaction manager.	Yes	
M126	Investment and Debt	Last Interest Date	5 - Included in Base Product	Using transaction manager.	Yes	
M127	Investment and Debt	Next Interest Date	5 - Included in Base Product	Using transaction manager.	Yes	
M128	Investment and Debt	CUSIP Number	5 - Included in Base Product	Using transaction manager.	Yes	
M129	Investment and Debt	Interest Calculation	5 - Included in Base Product	Using transaction manager.	Yes	
M130	Investment and Debt	Amortization Code	5 - Included in Base Product	Using transaction manager.	Yes	
M131	Investment and Debt	Yield to Maturity	3 - Accommodates via Work Around	A report would have to be created.	Yes	
M132	Investment and Debt	Call Schedule	5 - Included in Base Product	Using transaction manager.	Yes	
M133	Investment and Debt	Last Interest Date	5 - Included in Base Product	Using transaction manager.	Yes	
M134	Investment and Debt	Next Interest Date	5 - Included in Base Product	Using transaction manager.	Yes	
M135	Investment and Debt	Ratings	5 - Included in Base Product	Using transaction manager and business partner.	Yes	
M136	Investment and Debt	Broker	5 - Included in Base Product	Using transaction manager and business partner.	Yes	
M137	Investment and Debt	Rate	5 - Included in Base Product	Using transaction manager and business partner.	Yes	

Num	Sub Process	Functional Description	ERP Version	Comments	Yes/No	Proposer Comments
M138	Investment and Debt	Maturity Date	5 - Included in Base Product	Using transaction manager.	Yes	
M139	Investment and Debt	Issue Date	5 - Included in Base Product	Using transaction manager.	Yes	
M140	Investment and Debt	Fair Value	5 - Included in Base Product	Using transaction manager.	Yes	
M141	Investment and Debt	Book Value	5 - Included in Base Product	Using transaction manager.	Yes	
M142	Investment and Debt	Describe field formats, length of fields, and limitations as to the number of fields provided by proposed system for the above noted fields.	5 - Included in Base Product	The above fields are provided.	Yes	
M143	Investment and Debt	Capability to account for all purchases, full sales, partial sales, and calls of securities. Describe in detail each process.	5 - Included in Base Product	Buy, sell and rollover functionality is provided. The trade ticket is executed, settles and posted.	Yes	
M144	Investment and Debt	Does the Investment Management Module recognize different amortization and compounding conventions? Identify and explain any restrictions.	2 - Accommodates via Customization	Amortization schedules are configured by your organization.	Yes	
M145	Investment and Debt	Capability to account for variable rate securities such as money market mutual funds. Describe in detail this process.	5 - Included in Base Product	Variable rates are entered manaully.	Yes	
M146	Investment and Debt	Capability to account for uneven cash flow schedules. Describe in detail this process.	5 - Included in Base Product	Uneven cash flow schedules are created by manually entered condition types.	Yes	
M147	Investment and Debt	Capability to account for all interest and dividend receipts. Describe in detail this process.	5 - Included in Base Product	Interest and dividend are calculated and tracked as a flow types.	Yes	
M148	Investment and Debt	Capability to calculate earnings accruals and amortization of premiums and discounts. Describe in detail this process and include any formulas and rounding conventions used.	5 - Included in Base Product	Accruals and amortizations are available for securities.	Yes	
M149	Investment and Debt	Capability to provide maturity and interest receipts schedules. Describe in detail this process. Does the system include a holiday calendar table and compare maturity dates to the table? How are notifications handled?	5 - Included in Base Product	Each trade has its own cash flow. SAP provides a country specific calendar for each country. Notifications can be created using workflow.	Yes	
M150	Investment and Debt	Capability to handle multiple investment portfolios and allow for the flexibility to group/consolidate separate portfolios. Describe in detail this process.	5 - Included in Base Product	Portfolio is an individual field per transaction that cen be reported on. Portfolios can be grouped via the Finance Group field.	Yes	
M151	Investment and Debt	Capability to reconcile investments included in a portfolio to the Statement of Assets Held reported by the Custodial Banks from information provided via Bank Polling & Reconciliation Module. If so, describe in detail this process.	2 - Accommodates via Customization	A custom reconcilliation report would have to be written to allow for clearing of items.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CCM152	Investment and Debt	Capability to provide fair value reporting and determine unrecognized gains or losses as required by GASB. Describe in detail this process.	5 - Included in Base Product	SAP tracks unrealized gains and losses through a variety of reports as well as throught the market risk management module.	Yes	
CCM153	Investment and Debt	Ability to have mark-to-market capabilities for current and historical time frames. Describe in detail this process and any special features or limitations.	5 - Included in Base Product	Mark to market capabilities are available for all time frames up to the year 9999.	Yes	
CCM154	Investment and Debt	Capability to report by investment, investment type, portfolio, groupings of portfolios, and consolidated positions all portfolio statistics, as follows:	5 - Included in Base Product	Treasury information systems.	Yes	
CCM155	Investment and Debt	Total Income Received	5 - Included in Base Product	Treasury information systems.	Yes	
CCM156	Investment and Debt	Total Net Earnings	5 - Included in Base Product	Treasury information systems.	Yes	
CCM157	Investment and Debt	Average Daily Portfolio Balance	2 - Accommodates via Customization	Custom report that is created.	Yes	
CCM158	Investment and Debt	Earned Income Yield This Period	5 - Included in Base Product	Treasury information systems.	Yes	
CCM159	Investment and Debt	End of Period Portfolio Balance	5 - Included in Base Product	Treasury information systems.	Yes	
CCM160	Investment and Debt	Current Amortized Book Value	5 - Included in Base Product	Treasury information systems.	Yes	
CCM161	Investment and Debt	Weighted Average Yield at End of Period	2 - Accommodates via Customization	Custom report that is created.	Yes	
CCM162	Investment and Debt	Weighted Average Days to Maturity	2 - Accommodates via Customization	Custom report that is created.	Yes	
CCM163	Investment and Debt	Weighted Average Days to Call	2 - Accommodates via Customization	Custom report that is created.	Yes	
CCM164	Investment and Debt	Capability to support the following debt instruments:	5 - Included in Base Product	In securities management.	Yes	
CCM165	Investment and Debt	General Obligation Bonds	5 - Included in Base Product	In securities management.	Yes	
CCM166	Investment and Debt	Certificates of Participation	5 - Included in Base Product	In securities management. Product type can be built	Yes	
CCM167	Investment and Debt	Variable Rate Debt	5 - Included in Base Product	In securities management.	Yes	
CCM168	Investment and Debt	Revenue Anticipation Notes	5 - Included in Base Product	In securities management. Product type can be built	Yes	
CCM169	Investment and Debt	Tax Anticipation Notes	5 - Included in Base Product	In securities management. Product type can be built	Yes	
CCM170	Investment and Debt	List all additional instruments that the Debt Management Module supports and any financial instrument that it does not support. Explain each instance an instrument is not supported. Describe instances where new debt instruments have become available in the market and how the Debt Management Module has been updated to support the addition.	5 - Included in Base Product	The instruments listed above can be configured in the system.	Yes	

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Yes (Y/N)	Proposer Comments
CCM171	Investment and Debt	For all debt instruments noted above provide the interest calculation methods used with each instrument and include any formulas and rounding conventions used. Is there a table maintained for interest calculations?	5 - Included in Base Product	SAP provides the standard interest calculation methodologies. Rounding conventions are set per transaction.	Yes	
CCM172	Investment and Debt	For all the debt instruments noted above provide the calculation methods used for amortization/accretion of premiums and discounts and include any formulas and rounding conventions used.	5 - Included in Base Product	Your organization configures the amortization/accretion methods.	Yes	
CCM173	Investment and Debt	Capability to calculate all premium and discount amortization/accretions under GASB requirements. Describe how interest and amortization/accretion of premium and discounts are recorded and reported in the Debt Management Module. Provide a sample for one bond and a sample for all the bonds in one series. Show how a series of interest payments are aggregated and how it updates the payment schedule.	1 - NA / Not Supported	Transaction Manager supports bond premium and discount amortizations and accretions. A transaction is run at anytime to calculate and post the premium or discount.	Yes	
CCM174	Investment and Debt	Capability to handle interest expense accruals. Describe in detail the process and any limitations.	5 - Included in Base Product	5. Accrual specifications can be set for any time period.	Yes	
CCM175	Investment and Debt	Describe how bond terms such as maturity dates can be edited. Describe how edit capabilities are restricted to authorized users.	5 - Included in Base Product	Maturity dates can be modified with security access by role.	Yes	
CCM176	Investment and Debt	Capability to monitor calls and sinking fund payments. Describe the process.	3 - Accommodates via Work Around	Sinking funds are created via a work around of multiple transactions that are linked together under a report grouping.	Yes	
CCM177	Investment and Debt	Capability to handle different resets on floating rate debt. Describe how floating rate agreements are recorded and reported in the Debt Management Module, including how interest rate resets are handled. Is there any limitation as to the timing of resets? Describe each limitation.	5 - Included in Base Product	Floating rates are created as master data. The table file for the rate is updated as required by your organization.	Yes	
CCM178	Investment and Debt	Capability to handle an advance refunding/defeasance. Describe the process for recording and reporting of a refunding/defeasance. Can the Debt Management Module handle the calculation of gains or losses under an advance refunding? If so, describe the process. Include any formulas and rounding conventions used.	5 - Included in Base Product	Defeasance is managed via a condition type to retire the debt early.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CCM179	Investment and Debt	Can the Debt Management Module accommodate additions/deletions of principal, early termination or extension of maturity dates, and or rolling over of interest? If so, describe each process and whether it is manual or automatic.	5 - Included in Base Product	Additions and deletions are managed through condition types.	Yes	
CCM180	Investment and Debt	Capability to handle semi-annual coupon interest payments, as well as short/long coupon dates. Describe the process to record these payments and any limitations as to different timing of payment dates, (i.e., monthly, quarterly, and annually).	5 - Included in Base Product	Coupon dates are fully defineable at the transaction level.	Yes	
CCM181	Investment and Debt	Capability to support the following functionality:	5 - Included in Base Product	Using securities management.	Yes	
CCM182	Investment and Debt	Payment calculations/verifications	5 - Included in Base Product	Using securities management.	Yes	
CCM183	Investment and Debt	Payment scheduling	5 - Included in Base Product	Using securities management.	Yes	
CCM184	Investment and Debt	Payment forecasting	5 - Included in Base Product	Using securities management.	Yes	
CCM185	Investment and Debt	Payment instructions management	5 - Included in Base Product	Using securities management.	Yes	
CCM186	Investment and Debt	Does the Debt Management Module provide fields that will link an issuance to a related transaction(s), (e.g. a public bond with a related swap)? If so, describe the process.	3 - Accommodates via Work Around	Swaps can be linked to debt using a user defined field.	Yes	
CCM187	Investment and Debt	Capability to allow for tracking, viewing and reporting by the following criteria:	5 - Included in Base Product		Yes	
CCM188	Investment and Debt	Consolidated Debt Position	5 - Included in Base Product	Using securities management .	Yes	
CCM189	Investment and Debt	Portfolio/Fund	3 - Accommodates via Work Around	Using securities management . Fund is represented by portfolio.	Yes	
CCM190	Investment and Debt	Debt Type (GOB, COP, etc.)	5 - Included in Base Product	Using securities management .	Yes	
CCM191	Investment and Debt	Series	5 - Included in Base Product	Using securities management .	Yes	
CCM192	Investment and Debt	Payment Status (Outstanding, Paid, Refunded, Called)	5 - Included in Base Product	Using securities management .	Yes	
CCM193	Investment and Debt	Payment/Maturity Schedules (Interest, Principal)	5 - Included in Base Product	Using securities management .	Yes	
CCM194	Investment and Debt	Payment Instructions Detail	5 - Included in Base Product	Using securities management .	Yes	
CCM195	Investment and Debt	Date Ranges	5 - Included in Base Product	Using securities management .	Yes	
CCM196	Investment and Debt	Describe in detail capability for viewing and reporting of payment/maturity schedules by:	5 - Included in Base Product	Standard treasury reporting.	Yes	
CCM197	Investment and Debt	Fiscal Year	5 - Included in Base Product	Standard treasury reporting.	Yes	
CCM198	Investment and Debt	Calendar Year	5 - Included in Base Product	Standard treasury reporting.	Yes	

Miami-Dade County Public Schools: Cash & Capital Management (CCM)

Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CCM199	Investment and Debt	Interest/Principal	5 - Included in Base Product	Standard treasury reporting.	Yes	
CCM200	Investment and Debt	Issue	5 - Included in Base Product	Standard treasury reporting.	Yes	
CCM201	Investment and Debt	Type	5 - Included in Base Product	Standard treasury reporting.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR001	Accounting Functions	Define your ability for authorized users to lookup grant funding information.	5 - Included in Base Product	Grant funding information is available for any authorized user to view online.	Yes	
GR002	Accounting Functions	Define your ability to modify the grant award amount, the grant end date and/or the grant liquidation date.	5 - Included in Base Product	These grant attributes can be modified at any time during the grant lifecycle.	Yes	
GR003	Accounting Functions	Define your ability to maintain payment history.	5 - Included in Base Product	A complete history of all transactions affecting a grant are available for viewing and reporting at all times.	Yes	
GR004	Accounting Functions	Define your ability to incorporate an audit trail of all project transactions.	5 - Included in Base Product	An audit trail is maintained of ALL transactions in SAP, including those related to projects and grants.	Yes	
GR005	Accounting Functions	Define ability to link funding sources to a specific bills and bill amounts through integration with AR/Billing module.	5 - Included in Base Product	SAP integration allows any number of funding sources to be specified on a bill. Funds management, grants, and accounts receivable are fully integrated in SAP.	Yes	
GR006	Accounting Functions	Define your ability to allocate expenses by fund number, account number, project or sub-object number.	5 - Included in Base Product	You can do this, plus you may split an expense across multiple funds, accounts, project and sub-object number.	Yes	
GR007	Accounting Functions	Define your ability to record transaction history through the full grant life cycle taking into account grants that do not close at the same fiscal year end as the District.	5 - Included in Base Product	Transactions are maintained throughout the entire grant lifecycle regardless of fiscal year boundaries. SAP you may define grants based on the grantor's fiscal year. SAP will simultaneously track based on both the District's fiscal year and the grantor's fiscal year. Reporting can be done using both.	Yes	
GR008	Accounting Functions	Define your ability to account for and manage grants over multiple fiscal years.	5 - Included in Base Product	SAP allows you to define grants based on the grantor's fiscal year. SAP will simultaneously track based on both the District's fiscal year and the grantor's fiscal year. Reporting can be done using both. Grants can be multi-year.	Yes	
GR009	Accounting Functions	Define your ability to consolidate fund, budget, and expense information on a project and/or bureau/department basis or by Funding Source number (i.e., Catalog of Federal Domestic Assistance (CFDA) Number).	5 - Included in Base Product	SAP online reporting will allow you to consolidate transactions based on any attribute.	Yes	
GR010	Accounting Functions	Define how your system performs the transfer of funds between grants.	5 - Included in Base Product	SAP grants management includes a Funds Transfer transaction. This provides a simple mechanism for moving funds and provides an automatic audit trail.	Yes	
GR011	Accounting Functions	Define your ability to track the review and approval of documents throughout the grant life cycle.	5 - Included in Base Product	SAP Grants Management is integrated with SAP Records Management. This allows you to maintain all documents throughout the grants lifecycle.	Yes	
GR012	Accounting Functions	Define the method utilized to rollover funds allocated for a specific grant for multiple years.	5 - Included in Base Product	Year-end budget rollover is a standard SAP Grants Management function. You may do this selectively per grant, fund source, or other dimension. Note that budgets can also be defined as multi-year (requiring no year-end rollover).	Yes	
GR013	Accounting Functions	Define your ability to enable users to monitor changes in grantor project agreement amounts, accurately track funding availability, and adjust budget accordingly.	5 - Included in Base Product	All current grant and project information and grant history is available on-line for viewing by authorized users. This includes agreement amounts, funding, funding availability, and more. Budget adjustments can be made online by any authorized user.	Yes	
GR014	Accounting Functions	Define your ability to track expenses incurred (not billed), bills in progress of being paid, and bills not paid.	5 - Included in Base Product	This information is available online through standard SAP online reports and queries.	Yes	Reporting

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR015	Accounting Functions	Define your ability to make budget amendments, subject to grantor/sponsor approval.	5 - Included in Base Product	Budget amendments can be made through several budget transactions: - Original Budget: adjusts the original budget amount - Budget Supplement: For budget increases to be tracked in a separate category. - Budget reversion: For budget increases to be tracked in a separate category. All of the transactions can be workflow enabled for review and approval.	Yes	
GR016	Accounting Functions	Define your ability to prohibit requisitions from posting after a specified date while program is still open for expenditures and liquidation of purchase orders.	5 - Included in Base Product	You can limit any transaction, by affectivity date, for a grant.	Yes	Accomplished by setting valid to/from dates by value type on individual grant master records.
GR017	Accounting Functions	Define your ability to prohibit service contracts (purchase orders) from exceeding the grant period.	5 - Included in Base Product	Transactions can only post to a valid period. Real-time budget checking is performed for purchase orders and other transactions for which you choose to enable grant budget controls.	Yes	
GR018	Accounting Functions	Define your ability to prohibit additional purchase orders from being created, while allowing expenditure transfers and purchase order liquidations to continue to post.	5 - Included in Base Product	You can limit any transaction, by affectivity date, for a grant.	Yes	
GR019	Accounting Functions	Define your ability to prohibit payroll and non-payroll expenditures from being charged to the grant beyond the grant term. In the case of non-payroll also explain how your system handles attempts to pay against unavailable funds.	5 - Included in Base Product	Like any transaction, payroll transactions can also be locked-out from posting to a grant based on date. Grant Management also supports real-time budget checking; this will ensure that unavailable funds are not committed or spent.	Yes	
GR020	Accounting Functions	Define your ability to enable only time worked during the grant period to post in the GL.	5 - Included in Base Product	Time may only be recorded during the grant period.	Yes	
GR021	Accounting Functions	Define your ability to enable the payment of invoices during the liquidation period, without allowing payroll expenditures to post.	5 - Included in Base Product	You can limit any transaction, by effectivity date, for a grant.	Yes	
GR022	Accounting Functions	Define your ability to enforce a "lock-out" to allow clearing of old invoices and purchase orders after a grant is closed.	5 - Included in Base Product	You can define which transactions are allowed during different grant phases. For example, you may have a grant can be in "Closeout" status, which can be defined to only allow clearing of existing invoices and purchase orders.	Yes	
GR023	Accounting Functions	Define your ability to charge one employee to multiple funding sources with varying time periods/end-dates.	5 - Included in Base Product	An employee can be assigned (charged) to multiple funding sources within and across time periods.	Yes	
GR024	Accounting Functions	Define your ability to track Federal grants by CFDA number assigned to each funding opportunity by the federal sponsor and typically identified in program announcements and award notices.	5 - Included in Base Product	CFDA number is a standard data field on the SAP grant master. It may be inferred from the sponsor record.	Yes	
GR025	Accounting Functions	Define your ability to define revenue recognition plans and methods for grants in Contract Management.	5 - Included in Base Product	You can define revenue budgets" for a grant. You may also define a grant's billing method (e.g. based on eligible expenditures, based on cash expenditures, manual, milestone based, etc,).	Yes	

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR026	Accounting Functions	Define your ability to track budget/revenue information and variances in budgeted/actual amounts.	5 - Included in Base Product	SAP Grants Management tracks both budget and revenue, and allows online real-time viewing of budget to actual information.	Yes	
GR027	Accounting Functions	Define your ability to generate temporary bills for review by a billing administrator with ability to amend rate-based bills.	5 - Included in Base Product	In SAP Grants Management, the first step in the billing process is the generation of a billing proposal. The billing proposal can be saved, reviewed, amended, or deleted. After approving a billing proposal, the bill is then generated.	Yes	
GR028	Accounting Functions	Define your ability to accommodate deferred revenue accounting to generate accounting entries that defer revenue recognition based on the chosen revenue recognition date and method.	5 - Included in Base Product	SAP supports a feature called the Deferral Engine that can be used to handle deferral posting requirements. However, it is possible that deferral postings may not be necessary given SAP's accrual accounting capabilities for billing, receivables and receipts. As bills/invoices are produced, r3evenue is posted and an accounts receivable entry is made. The receivable remains until cash is collected. Thus, you can easily report on total, collects, and uncollected revenue.	Yes	
GR029	Accounting Functions	Define your ability to define a chart of accounts that includes the entity, natural account, department and other chart values	5 - Included in Base Product	SAP has 22 elements available for transaction classification, including entity, account, and department.	Yes	
GR030	Accounting Functions	Define your ability to control spending versus budget at various levels with the budget.	5 - Included in Base Product	You can define budget control at varying levels of the budget. You may also define budget tolerances that vary per budget line.	Yes	
GR031	Accounting Functions	Define your ability to validate costs charged to the program.	5 - Included in Base Product	All costs are subject to your business rules. No illegitimate postings are allowed in SAP.	Yes	
GR032	Accounting Functions	Define your ability to track fixed assets purchased with grant resources.	5 - Included in Base Product	Fixed assets can be associated with grants, which makes tracking of grant-funded/purchased/assigned assets simple.	Yes	
GR033	Accounting Functions	Define your ability to validate transaction dates against the grant award period.	5 - Included in Base Product	All transactions are checked against the grant award start and end date.	Yes	
GR034	Accounting Functions	Define your ability to prevent charges (payroll, accounts payable) to close programs.	5 - Included in Base Product	You may block any transaction at any time in the grant lifecycle. By default, no postings are generally allowed after a program is closed.	Yes	
GR035	Accounting Functions	Define your ability to enter pre-approved batches of entries or import entries from spreadsheets.	5 - Included in Base Product	All transactions can be entered online or imported from a spreadsheet.	Yes	BDC for spreadsheet
GR036	Accounting Functions	Define your ability to view budget changes, encumbrances and expenditures on line.	5 - Included in Base Product	All of this information is viewable online in real-time.	Yes	
GR037	Accounting Functions	Define your ability for unrecognized revenue to be carried forward at year end.	5 - Included in Base Product	This is standard year-end crarryforward functionality.	Yes	
GR038	Accounting Functions	Define your ability to drill-down from any field with the grants accounting screen to any functional module within the system.	5 - Included in Base Product	You can double-click on most fields within the SAP grants screens to reach drill-down information, regardless of the module.	Yes	
GR039	Accounting Functions	Define your ability to reconcile the sub ledger balances or transaction detail to the GL.	5 - Included in Base Product	SAP integration ensures that the GL and subledgers are automatically reconciled in real-time (they are always in balance).	Yes	
GR040	Accounting Functions	Define your ability to inform users to recognize revenue after grant expenditures have been recorded for a user-specified period of time.	5 - Included in Base Product	This can be automated through the grant billing process. But if you wish to do so manually, a workflow rule can be defined to remind grant managers to do so.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR041	Accounting Functions	Define your ability to post the "suspended" grant transaction with supervisory control or post with supervisory override (Address approval chain for override).	5 - Included in Base Product	You may define your own workflow rules and approval authorities so that M-DCPS business processes are followed.	Yes	Workflow
GR042	Accounting Functions	Define how your system handles account structures inactivated during the current fiscal year of the grant award.	5 - Included in Base Product	Inactive accounts can no longer be used for postings. Note that it is possible to inactivate accounts for come functions but not others. So you may allow some accounts to remain active for grants purposes, although they may be deactivated for non-grant purposes.	Yes	
GR043	Accounting Functions	Define your ability to suspend a grant prior to its expiration date.	5 - Included in Base Product	Through SAP's status management feature, you can suspend or close a grant prior to its expiration date.	Yes	
GR044	Accounting Functions	Define your ability to electronically wire transfers for drawdown or letters of credit.	5 - Included in Base Product	Electronic wire transfers, drawdowns, and other electronic transfers can be configured using SAP interface tools.	Yes	Interface Tools will be needed reqiring custom development.
GR045	Accounting Functions	Define your ability to access actual expenditure information form other modules at a detail and summary level for each grant.	5 - Included in Base Product	SAP integration allows Grant users to see real-time detail and summary expenditure information from other modules too.	Yes	
GR046	Accounting Functions	Define your ability to access salary costs associated with a specific grant.	5 - Included in Base Product	Salary costs posted to a grant are fully visible on all grant queries and reports (just like any other transaction posted to the grant).	Yes	
GR047	Accounting Functions	Define your ability to calculate on a user-defined basis indirect costs associated with any grant and to provide system generated entries (Not all grants have the same indirect cost rate).	5 - Included in Base Product	You can define indirect cost rates per grant. Within the grant, you can define different rates by time period, by program, and by cost category. SAP will automatically compute the overhead using the rates that you've specified.	Yes	
GR048	Accounting Functions	Define your ability to capture all grant activity through the general ledger.	5 - Included in Base Product	All grant activity is integrated to the general ledger.	Yes	
GR049	Accounting Functions	Define your ability to charge and track administrative costs to a grant.	5 - Included in Base Product	Any authorized cost can be posted to a grant, including administrative costs.	Yes	
GR050	Accounting Functions	Define your ability to choose drawdown on grant funds during expenditure transactions.	5 - Included in Base Product	SAP provides an online report that displays all unbilled expenditures. The drawdown can be directly derived from this report.	Yes	
GR051	Accounting Functions	Define your ability to control expenditures and encumbrances charged to a grant.	5 - Included in Base Product	There a numerous ways in which encumbrances and expenditures can be controlled for grants. Some examples: - Per account distribution. A grant may only allow certain combinations of program, object, etc to be posted. - By status. If a grant is in closeout status, for example, new encumbrances may be blocked. - By date: transactions can be limited by effective date. - By budget. Budgetary controls can limit encumbrances and expenditures to preset ceilings.	Yes	
GR052	Accounting Functions	Define your ability to define the program and budget year of the grant differently than the system established fiscal year.	5 - Included in Base Product	SAP allows you to define grants based on the grantor's fiscal year. SAP will simultaneously track based on both the District's fiscal year and the grantor's fiscal year. Reporting can be done using both. Grants can be multi-year.	Yes	
GR053	Accounting Functions	Define your ability to establish grant receivables based on expenditures.	5 - Included in Base Product	SAP Grants Management provides automated grant billing. The process automatically generates revenue and receivables based on eligible expenditures.	Yes	
GR054	Accounting Functions	Define your ability to identify revenue to a funding source.	5 - Included in Base Product	Revenue can be posted to one or multiple (split) funding sources.	Yes	Grant revenue is identified to a fund however, each grant has only one external fund but multiple internal funds.

Req Num	Sub Process Area	Functional Description	ERP vendor	Comments	Agree (Y/N)	Proposer Comments
GR055	Accounting Functions	Define your ability to maintain detailed transaction history online for the life of a grant.	5 - Included in Base Product	History is maintained online as long as you like.	Yes	
GR056	Accounting Functions	Define your ability to make adjustments for any accounting period in a any fiscal year.	5 - Included in Base Product	As long as the accounting period is open. Note that you may have up to 4 adjustment periods per fiscal year (periods 13 through 16).	Yes	
GR057	Accounting Functions	Define your ability to make adjustments to open grants.	5 - Included in Base Product	Adjustments to grants are made through the standard journal entry. No special processing is necessary because of SAP's integrated functions.	Yes	
GR058	Accounting Functions	Define your ability to monitor progress of grant expenditures/revenues against original grant contract information.	5 - Included in Base Product	Current expenditures and revenue can be compared to original grant information at any point in time.	Yes	
GR059	Accounting Functions	Define your ability to provide an edit to ensure that grant billings do not exceed the reimbursable budget.	5 - Included in Base Product	This can be controlled through you grant billing rules.	Yes	
GR060	Accounting Functions	Define your ability to report actual employee hours worked by grant.	5 - Included in Base Product	Hours, like costs and revenues, can be posted to and reported from grants.	Yes	
GR061	Accounting Functions	Define your ability to track and account for grant reimbursements and advance payments in accordance with federal and state requirements.	5 - Included in Base Product	You can set-up grant billing so that revenue is recognized at the time of billing (in advance of receipt). A corresponding receivable is posted, which is reversed at the time of receipt.	Yes	
GR062	Accounting Functions	Define your ability to track cost-covered and non-cost covered expenditures.	5 - Included in Base Product	There are several options that SAP provides for handling non-cost covered expenditures: You may allow them to be posted to a grant, or allow them and not bill for them, or allow them but only for statistical reporting purposes (i.e. the postings will not affect budget).	Yes	
GR063	Accounting Functions	Define your ability to track expenditures and revenue by individual sub-categories within a single grant.	5 - Included in Base Product	SAP Grants Management allows you to set up multiple sub categories within a grant. There are two sub-dimension attributes provided: sponsored program and sponsored class.	Yes	
GR064	Accounting Functions	Define your ability to track grant activity over multiple years.	5 - Included in Base Product	SAP supports multi-year grants.	Yes	
GR065	Accounting Functions	Define your ability to integrate Grant Management with Budget Development, General Ledger, Billing/AR, Accounts Payable, Project Accounting, Procurement, Payroll, Human Resources, and Contract Management ERP modules.	5 - Included in Base Product	All of these modules are fully integrated components of mySAP ERP.	Yes	
GR066	Budget Functions	Define your ability to populate Budget Development Module from the grant proposal. Does the ability include positions and their set up in Position Control?	5 - Included in Base Product	Yes, grant proposal information can populate the SAP budget development module. This includes the ability to positions and is integrated with the Position Control functionality within SAP.	Yes	
GR067	Budget Functions	Define your ability to assign new program numbers for the successor year in a grant based on District criteria for employee assignments that may vary.	5 - Included in Base Product	Although there may be no need to assign a new program number in the new year (because SAP will allow programs and grants to span multiple years), you may do so at any time. The assignment of programs to grants is dynamic and can be changed at any time.	Yes	
GR068	Budget Functions	Define your ability to transfer positions and assign successor program numbers.	5 - Included in Base Product	This is standard functionality supported by position control.	Yes	BCS, PBC, BPS

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR069	Budget Functions	Define your ability to pre-determine whether a grant has roll-forward or not and how to re-budget those resources.	5 - Included in Base Product	The grant budget roll-forward process will allow you to preview grants that have potential roll forward amounts. You may also selectively roll forward grant budgets (selecting by grant, program, fund, etc.). For grants whose budgets you do not roll forward, you may go directly into grant budgeting and assign new year budget.	Yes	
GR070	Budget Functions	Define your ability to capture matching funds requirements.	5 - Included in Base Product	Matching fund requirements are specified on the grant master record.	Yes	
GR071	Budget Functions	Define your ability to track matching funds and generate reports on anticipated shortfalls of matching funds.	5 - Included in Base Product	Matching funds can be tracked directly on the grant. There are several online reports that can be used to identify potential shortfalls in matching funds.	Yes	
GR072	Budget Functions	Define your ability to manage Budget Transfers (i.e., Assign tracking numbers, upload from spreadsheet).	5 - Included in Base Product	Budget Transfers are handle with a specific SAP transactions. This gives excellent tracking and reporting visibility into grant budget activity/adjustments. SAP can also be configured so that budget transfers are imported from a spreadsheet or other source.	Yes	BDC for spreadsheet
GR073	Budget Functions	Define your ability to create automatic notification of Budget Create and/or Budget Transfer to pre-defined staff member(s).	5 - Included in Base Product	This is achieved through SAP Workflow.	Yes	workflow
GR074	Budget Functions	Define your ability to define Budget Create/Budget Transfer approval levels.	5 - Included in Base Product	This is achieved through SAP Workflow.	Yes	
GR075	Budget Functions	Define your ability to identify potentially surplussed staff by a predefined date.	5 - Included in Base Product	Because staff can be assigned to a grant (through their cost distribution profile) based on effective date, it is possible to create a report or query that shows which staff will be free from grant responsibilities by which date.	Yes	Custom Reporting
GR076	Budget Functions	Define your ability to entry a successor grant number in the records for the current grant number.	5 - Included in Base Product	SAP Grants Management supports a feature called "object linking" which enables you to see the succession path from grant to grant.	Yes	
GR077	Budgeting Functions	Define your ability to roll over appropriations, revenue sources, and expenditures from one grant year to the next until the grant expires.	5 - Included in Base Product	This is standard SAP year-end functionality.	Yes	
GR078	Budgeting Functions	Define your ability to budget based on on-going grant funding sources.	5 - Included in Base Product	Grant budgets may span multiple years in SAP.	Yes	
GR079	Budgeting Functions	Define your ability to budget by total grant amount.	5 - Included in Base Product	You may define the budget periods for each grant. Budget periods can be monthly, quarterly, semi-annual, annual, life-of-grant, or for specific time ranges.	Yes	
GR080	Budgeting Functions	Define your ability to budget grant by fiscal year.	5 - Included in Base Product	Grant budgets can be defined for both the grantor fiscal year and/or the District's fiscal year.	Yes	
GR081	Budgeting Functions	Define your ability to budget grants at various levels and combinations of budget classification structures.	5 - Included in Base Product	Grants can be budgeted using all SAP budget dimensions and budget hierarchies.	Yes	
GR082	Budgeting Functions	Define your ability to carry forward appropriations/balances at year end.	5 - Included in Base Product	This is standard SAP year-end functionality.	Yes	
GR083	Budgeting Functions	Define your ability to establish a grant budget that is separate and independent of all other budgets.	5 - Included in Base Product	Grant budgets can be defined independent of all other budgets.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR084	Budgeting Functions	Define your ability to establish and report budget information on multiple years and grant years.	5 - Included in Base Product	Grant reporting can be done multi-year, for District fiscal year, and for grantor fiscal year.	Yes	Reporting
GR085	Budgeting Functions	Define your ability to track actual expenditures against budgeted/allowable expenditures by user-defined periods (e.g., daily, monthly, quarterly, etc).	5 - Included in Base Product	You can view budget versus actual using any period or date range.	Yes	Reporting
GR086	Grants Administration	Define your ability to calculate and report the financial status of the project, including all direct costs, and providing for indirect cost allocations.	5 - Included in Base Product	You can view the current financial status of a grant at any time. This can included actuals, budget, indirects, match, statistical figures, overhead, revenue, and any other postings.	Yes	
GR087	Grants Administration	Define your ability to account for and track required matching funds for a grant award if applicable.	5 - Included in Base Product	Matching funds can be tracked directly on the grant. The matching fund requirements themselves are specified on the grant master record.	Yes	
GR088	Grants Administration	Define your ability to restrict the addition of Account Structures not allowed by the funding agency.	5 - Included in Base Product	This is controlled on the grant by specifying the allowable cost and revenue distributions. This may be defaulted from the grantor record.	Yes	
GR089	Grants Administration	Define your ability to publish a narrative description of the restrictions on the use of the grant financial resources.	5 - Included in Base Product	A narrative description can be attached to the grant so that all grant users are aware of the restrictions. You may also attach links and electronic documents to the grants.	Yes	
GR090	Grants Administration	Define your ability to disclose both performance and financial reports and the due dates.	5 - Included in Base Product	If not already handled through a standard report, SAP Business Explorer can be used to provide an appropriate report to disclose this information.	Yes	BW
GR091	Grants Administration	Define your ability to generate notices to staff based on pre-defined conditions (i.e., the grant closes in 90 days and 80% of funds remain unspent).	5 - Included in Base Product	This is achieved through SAP Workflow.	Yes	Workflow
GR092	Grants Administration	Define your ability to create reports combining financial and narrative data.	5 - Included in Base Product	SAP Business Explorer allows the creation of reports containing financial, narrative, and graphical data.	Yes	BW
GR093	Grants Administration	Define your ability to create fields for information such as District Program Manager, Funding Contact, Roll-forward funding, prior years award amounts.	5 - Included in Base Product	SAP allows user-defined fields to be added to the grant master record.	Yes	
GR094	Grants Administration	Define your ability to allow multiple project per awards and multiple awards per project.	5 - Included in Base Product	Both of these situations are accommodated in SAP. SAP allows many-to-many relationships between projects and grants.	Yes	
GR095	Grants Administration	Define your ability to "suspend" grant transactions based on grant and user-defined criteria (e.g., expiration date, year-end closing, etc).	5 - Included in Base Product	Transactions can be suspended on a grant at any time for any specified duration.	Yes	
GR096	Grants Administration	Define your ability to differentiate between federal, state, and other types of grants for audit purposes.	5 - Included in Base Product	You can classify grants by grant type. The District can define it's own grant types, such as Federal, State, etc.	Yes	
GR097	Grants Administration	Define your ability to establish grant restrictions and controls that may differ between funder and original award.	5 - Included in Base Product	The grant rules and restrictions can vary by grant status.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR098	Grants Administration	Define your ability to accommodate grant year accounting and comply with both calendar year and fiscal year budgeting requirements.	5 - Included in Base Product	As noted earlier, you can define budget on any timeframe or period, and report budget versus actual on any timeframe or period.	Yes	
GR099	Grants Administration	Define your ability to account for grant revenues and expenditures for the fiscal year, grant year, state fiscal year, federal fiscal year, etc.	5 - Included in Base Product	Please see previous response.	Yes	
GR100	Grants Administration	Define your ability to add, modify or delete grant information online with audit trail of all changes.	5 - Included in Base Product	All grant data can be added, changed, and deleted (per business rules) online. SAP maintains an audit trail of every action, including user, date, time, old value and new value.	Yes	
GR101	Grants Administration	Define your ability to allocate allowable costs from one grant to another.	5 - Included in Base Product	This is achieved through the standard journal entry transaction.	Yes	
GR102	Grants Administration	Define your ability to archive closed grants with no activity beyond a user-defined time interval.	5 - Included in Base Product	These grants can be identified via an alert (workflow) or report. The status can then be changed to indicate that it is ready to archive.	Yes	Archiving Function needed
GR103	Grants Administration	Define your ability to assign grant identification number for budgeting and reporting activities.	5 - Included in Base Product	All grants are assigned to a grant identifier. You can also use several alternative identifiers (such as External ID) for reporting purposes.	Yes	
GR104	Grants Administration	Define your ability to associate multiple grants with a single location.	5 - Included in Base Product	There is no limit to the number of grants that can be assigned to a location.	Yes	
GR105	Grants Administration	Define your ability to associate multiple locations and/or programs with a single grant.	5 - Included in Base Product	There is no limit to the number of locations that can be assigned to a grant.	Yes	
GR106	Grants Administration	Define your ability to capture/establish effective beginning and end date of a grant.	5 - Included in Base Product	These are standard data elements on the grant master record.	Yes	
GR107	Grants Administration	Define your ability to conduct "what if" scenarios on the life of a grant.	5 - Included in Base Product	SAP provides sophisticated what-if reporting with the Business Planning & Simulation workbench. Past and current grant data can be extracted into BPS and used for modeling and forecasting future projections.	Yes	BW,BPS
GR108	Grants Administration	Define your ability to duplicate preexisting grants to create/establish templates for new grants.	5 - Included in Base Product	Any grant can be used as a template for creating a new grant. This is achieved through the grant "copy" feature.	Yes	
GR109	Grants Administration	Define your ability to establish and track grant contracts and grant agreements.	5 - Included in Base Product	Grant contracts and agreements are defined using standard SAP procurement functionality. Contracts and agreements directly linked to a grant master, thus providing integrated reporting of al grant documents and obligations.	Yes	
GR110	Grants Administration	Define your ability to identify each grant by user-defined identifiers (e.g., award number, grantor's grant number, etc).	5 - Included in Base Product	Sap provides numerous data elements which can be augmented with user-defined fields.	Yes	
GR111	Grants Administration	Define your ability to maintain data about grantors.	5 - Included in Base Product	SAP provides a grantor (sponsor) master record. Like the grant master, there are numerous data elements available, and user-defined data elements can be added.	Yes	
GR112	Grants Administration	Define your ability to maintain data about locations receiving grant funds.	5 - Included in Base Product	Data attributes are associated with the elements representing location. You can also associate unlimited text, and define user-defined data elements with you location identifier.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR113	Grants Administration	Define your ability to maintain historical grant information.	5 - Included in Base Product	Grant information can be maintained online as long as you need.	Yes	
GR114	Grants Administration	Define your ability to notify administrators and other users of grant milestones (e.g., expiration date, revenue distribution, etc).	5 - Included in Base Product	Milestone and corresponding notifications can be defined using grant status and workflow definitions.	Yes	
GR115	Grants Administration	Define your ability to notify administrators and other users when grant expenditures reach a user-defined threshold.	5 - Included in Base Product	This can be defined using report alerts and workflow.	Yes	workflow
GR116	Grants Administration	Define your ability to provide complete grant accounting in conformity with all federal and state requirements.	5 - Included in Base Product	While SAP has satisfactorily addressed state and federal reporting requirements with its customers, including many Florida school districts, it is not possible to say that we definitely meet "all" federal and state requirements (as there are thousands of federal requirements and they change frequently).	Yes	
GR117	Grants Administration	Define your ability to provide grant summary history online.	5 - Included in Base Product	Grant summary information is available via numerous online queries and online reports. The information is available for current and historical data.	Yes	
GR118	Grants Administration	Define your ability to purge expired or non-awarded grants.	5 - Included in Base Product	Grant archiving can be done on-demands for selected grants.	Yes	Archiving Function needed
GR119	Grants Administration	Define your ability to track grant application information (e.g., grant number, name, description, grantor, etc.).	5 - Included in Base Product	Grant application data can be tracked in the grant master. (A grant master can represent a pre-award grant.)	Yes	
GR120	Grants Administration	Define your ability to track grant applications.	5 - Included in Base Product	Grant applications are tracked through SAP Grant Management using standard grant master data. Grant masters can be assigned a status to indicate where they are in the grant lifecycle.	Yes	
GR121	Grants Administration	Define your ability to track grant budgets, expenditures, encumbrances, and revenues over different periods.	5 - Included in Base Product	Budgets, expenditures, encumbrances, and revenue can be posted and tracked to any period. You can view queries and online reports for this information looking at any period(s) that you like.	Yes	
GR122	Proposals	Define your ability to manage grants throughout the entire grant life cycle from concept development, proposal preparation through funding, project administration, and award closeout.	5 - Included in Base Product	Grant masters can be assigned to a status code. That status code indicates where in the lifecycle a grant exists, and determines the actions that can be performed against the grant at that time.	Yes	
GR123	Proposals	Define your ability to track the development, verification, and submission status of proposals to sponsors. Ability to monitor progress points through the development stage.	5 - Included in Base Product	Grant masters can be assigned to a status code. That status code indicates where in the lifecycle a grant exists, and determines the actions that can be performed against the grant at that time. By defining detailed sub-status codes, you can effectively track and monitor milestones.	Yes	
GR124	Proposals	Define your ability to link award (executed agreement between the institution and the grant sponsor) notification with data from proposals without having to re-enter data and to link award information to contracts in Contract Management module and Budget Create in Budget Development Module.	5 - Included in Base Product	Because the grant master represents the grant from proposal development through award and closeout, there is never any need to re-enter or copy data during the grant lifecycle.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GR125	Proposals	Define your ability to monitor pre-determined performance benchmarks against actual results.	5 - Included in Base Product	Depending on the nature of the performance benchmarks desired (financial?, statistical?) there are different mechanism in place to develop reports to track and display such information.	Yes	
GR126	Proposals	Define your ability to track and report on grants that are applied for and not awarded. How does your system handle that data after the proposal stage?	5 - Included in Base Product	You can mark those grant applications with a unique status (e.g. "not awarded") and therefore report and archive them separately from others.	Yes	
GR127	Proposals	Define your ability to create non-financial reports at the proposal stage of the grant process.	5 - Included in Base Product	Although there are no off-the-shelf reports to support this, you may create them using SAP's reporting capabilities.	Yes	ABAP report
GR128	Proposals	Define your ability to classify proposals by major initiative category.	5 - Included in Base Product	You can use one of a number of existing grant attributes (or add a district-specific attribute) to indicate major initiative category.	Yes	
GR129	Reporting	Define your ability to electronically transmit quarterly grant progress reports.	5 - Included in Base Product	SAP reports can be transmitted via email and other electronic medium.	Yes	
GR130	Reporting	Define your ability to provide full grant term, potentially spanning multiple fiscal years, reporting as well as combination reporting over a multi-year period allowing for varying budget year allocations to be reported cumulatively.	5 - Included in Base Product	Grants are multi-year objects in SAP. You can report on them in detail or summary, individually or grouped, for any period (month, grant FY, District FY, date range, etc.) or life-to-date.	Yes	
GR131	Reporting	Define your ability to create access privileges to reports by responsibility.	5 - Included in Base Product	This is done through standard security definition. You can limit access to reports, and limit access to certain data for one or all reports (all by user or role).	Yes	
GR132	Reporting	Define your ability to generate FA 399 Reports.	3 - Accommodates via Work Around	The Project Budget Summary and Disbursement Report (FA-399) is not off-the-shelf but can be easily created using one of our existing reports as a template.	Yes	Custom
GR133	Reporting	Define your ability to create ad hoc queries and reports.	5 - Included in Base Product	SAP includes SAP Query for ad-hoc queries, and SAP Business Explorer for ad-hoc reporting.	Yes	BW reporting
GR134	Reporting	Define your ability to roll-up grant to higher levels for internal and external reporting.	5 - Included in Base Product	SAP allows you to define a hierarchy over your grants. You can define multiple (even overlapping) hierarchies. When you run an report, you indicate which hierarchy you want to use for that report.	Yes	
GR135	Reporting	Define your ability to download reports into desktop applications.	5 - Included in Base Product	All SAP reports have the capability to be downloaded to desktop files and/or applications.	Yes	
GR136	Reporting	Define your ability to generate expenditure and revenue transaction reports.	5 - Included in Base Product	There are numerous reports delivered in SAP to provide expenditure and revenue transactions.	Yes	
GR137	Reporting	Define your ability to generate report data in graphical form.	5 - Included in Base Product	All SAP reports have the capability to render their information graphically.	Yes	
GR138	Reporting	Define your ability to produce reports for annual or multi-year funding allocations that allow for expenditures and carry-overs of the prior year budget.	5 - Included in Base Product	You can define budget on any timeframe or period, and report budget versus actual on any timeframe or period. Carry-overs are easily identified because they are marked with a specific transaction code.	Yes	
GR139	Reporting	Define your ability to produce reports using the grantor-defined categories, the district's chart of accounts, and the state's Red Book.	3 - Accommodates via Work Around	SAP can be configured to meet your reporting requirements and those of the state's Red Book. SAP has achieved this with several other Florida school districts.	Yes	

Miami-Dade County Public Schools: Grants (GR)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Y/N	Proposer Comments
GR140	Reporting	Define your ability to report on grant expenditures within user-defined date	5 - Included in Base Product	SAP online reports and queries allow you to report for a user-defined date range.	Yes	
GR141	Reporting	Define your ability to run reports by various accounting methods (e.g., cash, accrual, etc).	5 - Included in Base Product	SAP supports reporting on accrual, modified accrual, and cash basis.	Yes	
GR142	Security	Define your ability to allow multiple administrators to enter information on a single grant with security levels established at the transaction level.	5 - Included in Base Product	There can be multiple people that are authorized to maintain a grant. Access is controlled through standard security functionality. Security can also limit which transactions that a user may enter for a grant, and even which data elements they can change or view.	Yes	

Req Num.	Sub Process	Functional Description	ERP Vendor	Comments	Y or N (Y/N)	Proposer Comments
FOP001	Develop Models Translating Op Plans to Fin Plans	Ability to do Line-Item budgeting. Ability to associate a calculation method with each budget line item.	5 - Included in Base Product		Yes	BPS,BCS
FOP002	Develop Models Translating Op Plans to Fin Plans	Ability to pre-populate (seed) the base case budget with historical or future measures and/or drivers.	5 - Included in Base Product		Yes	
FOP003	Develop Models Translating Op Plans to Fin Plans	Ability to do Asset-level budgeting - including: 1) add assets to budget, 2) search for existing assets, 3) perform queries and download asset-related data.	5 - Included in Base Product		Yes	
FOP004	Develop Models Translating Op Plans to Fin Plans	Ability to pre-populate historical and future depreciation amounts into base budget.	5 - Included in Base Product		Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.
FOP005	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to run reports at all levels of the hierarchy and for types of analysis including Budget vs. Target and Version Analysis. Reports should be able to be run by users on demand - and data access should be limited by role.	5 - Included in Base Product		Yes	Reporting
FOP006	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to drill-down for reporting and analysis	5 - Included in Base Product		Yes	Reporting
FOP007	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to compare budgets against planned targets - within application.	5 - Included in Base Product		Yes	
FOP008	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to inquire on budget data within application - including the ability to 1) download to an Excel format, 2) compare line-item budgets within a version, compare budget versions, and compare budgets by budget period.	5 - Included in Base Product		Yes	
FOP009	Compare Outcome to Op/Fin Plan Targets Provided at Start	Ability to provide commentary on variances between budget and planned targets.	5 - Included in Base Product		Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.
FOP010	Consolidate Budgets	Ability to automatically consolidate/aggregate individual budget components.	5 - Included in Base Product		Yes	
FOP011	Consolidate Budgets	Ability to run reports detailing high-level view of budget versus target.	5 - Included in Base Product		Yes	
FOP012	Consolidate Budgets	Ability to drill-down from high-level report into lower levels of detail.	5 - Included in Base Product		Yes	Reporting

Miami-Dade County Public Schools: Financial and Operational Planning (FOP) — Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FOP013	N/A	Ability to approve budgets. Budget reviewer/approver should have the ability to: 1) modify, 2) apply mass adjustments, 3) reject, 4) and allocate line-item budgets.	5 - Included in Base Product		Yes	
FOP014	Readjust Tactics & Rerun Models	Ability to copy existing budget models.	5 - Included in Base Product		Yes	
FOP015	Readjust Tactics & Rerun Models	Ability to update budget models.	5 - Included in Base Product		Yes	
FOP016	N/A	Ability to export budget data to central repository - to make available for use by other applications/reporting solutions.	5 - Included in Base Product		Yes	
FOP018	Run Models w/ Selected Scenario & Op Plans	Ability for multiple users to work on a budget simultaneously (i.e., make a screen or data "read-only" while another user is working on it).	5 - Included in Base Product		Yes	
FOP019	Scan Internal Environment	Ability to review key performance indicators, trends and performance to plan over the last year.	5 - Included in Base Product		Yes	
FOP020	Run Models w/ Selected Scenario & Op Plans	Ability to send a user communication/update on a specific budget activity from within application.	5 - Included in Base Product		Yes	Workflow
FOP021	Review Budget Guidelines	Define and communicate budget guidelines.	5 - Included in Base Product	The system provides multiple methods for the communication of budget guidelines. Among those methods are 1) The ability to push budget instructions of a textual nature to the budget users. Those instructions could be included directly in the budget planning package that is sent to the end-user, and could appear in an online coversheet. Textual guidelines could also be included in the help functions within the application. 2). The ability to develop and push numerical guidelines and instructions to the end-user. Numerical guidelines could take the form of a centrally prepared "Target" budget column(s) that appears on the end-user's budget entry sheets, or they could take the form of global numerical assumptions that are available to the end-user through pre-defined formulas and models (presented to the user as pushbuttons on the budget worksheets). Numerical guidelines can be prepared centrally using tools as broad as global formulas to manipulate groups of line items, or as specific as individual line item adjustments to "target" on a cell by cell basis.	Yes	The requirement will be more fully evaluated during the design phase to determine how to meet it.

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FOP022	Review Budget Guidelines	Define data integration requirements and data sources - including GL, HR, Assets.	5 - Included in Base Product	NEEDS TECH REVIEW The planning environment is integrated with the rest of the SAP application suite. The configuration and use of the provided integration is determined during implementation dependent upon the requirements of the desired planning environment. GL data is commonly utilized at a summarized level of detail (not transaction level) to present historical actuals and prior year budget data. HR data can be utilized to support planning for position / personnel costs and FTEs. Again, the desired requirements will determine the type and level of HR data detail that is required. The application is capable of planning fully loaded position costs at the position and employee level for the entire district if HR data such as salary tables, benefits definitions and individual enrollment data, bargaining unit information (if applicable), etc. are utilized. Generically speaking, data from any module can be utilized for planning purposes.	Yes	
FOP023	Review Budget Guidelines	Web-based application interface.	5 - Included in Base Product		Yes	Interface
FOP024	Run Models w/ Selected Scenario & Op Plans	Ability to Submit and Reject Versions.	5 - Included in Base Product		Yes	
FOP025	Scan External Environment	Ability to compare internal key performance indicators and trends- versus competitive analysis/data.	5 - Included in Base Product		Yes	BW
FOP026	Review Budget Guidelines	Define budget assumptions (i.e., targets for measures and/or drivers)	5 - Included in Base Product		Yes	
FOP027	Run Models w/ Selected Scenario & Op Plans	Ability to make mass adjustments to line item details.	5 - Included in Base Product		Yes	
FOP028	Review Budget Guidelines	Define budgeting roles - including Budget Coordinator, Budget Analyst, Budget Preparer, Budget Reviewer, and System Administrator.	5 - Included in Base Product		Yes	
FOP029	Run Models w/ Selected Scenario & Op Plans	Ability to override 'seeded' or calculated values.	5 - Included in Base Product		Yes	
FOP030	Scan External Environment	Ability to accept extracted data from external sources (enable inputs from various systems).	5 - Included in Base Product		Yes	BDC load or interface
FOP031	Review Budget Guidelines	Assign users to Roles, Business Units, Budget Activities and Budget Centers.	5 - Included in Base Product		Yes	
FOP032	Run Models w/ Selected Scenario & Op Plans	Ability to add notes to individual line items.	5 - Included in Base Product		Yes	
FOP033	Scan Internal Environment	Allows hierarchical and multi-dimensional reporting and drill down capabilities based upon user-defined characteristics.	5 - Included in Base Product		Yes	BW

Miami-Dade County Public Schools: Financial and Operational Planning (FOP)

Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FOP034	Scan Internal Environment	Existence of a central data repository (accounts, cost centers, hierarchies, attributes, historical/current financial results, business intelligence).	5 - Included in Base Product		Yes	
FOP035	Run Models w/ Selected Scenario & Op Plans	Ability to have multiple working versions of budget.	5 - Included in Base Product		Yes	
FOP036	Review Budget Guidelines	Forecasting application integrated with Budgeting application.	5 - Included in Base Product		Yes	Interface if third party forcasting system
FOP037	Review Budget Guidelines	Ability to establish and amend Budgeting procedures and policies.	5 - Included in Base Product		Yes	
FOP039	General	Ability to leverage multiple budget scenarios.	5 - Included in Base Product		Yes	
FOP040	General	Ability to feed scorecard.	5 - Included in Base Product		Yes	Interface, reports, need further evaluation during design phase
FOP041	General	Ability to perform projections.	5 - Included in Base Product		Yes	
FOP042	General	Define district objectives and targets.	5 - Included in Base Product		Yes	
FOP043	General	Enable full organizational overview in planning.	5 - Included in Base Product		Yes	BPS, BCS & PBC
FOP044	General	Ability to maintain budget history over multiple periods.	5 - Included in Base Product		Yes	
FOP045	General	Ability to maintain historical and trend information.	5 - Included in Base Product		Yes	
FOP046	General	Ability to budget salaries across MDCPS objects, functions and locations.	5 - Included in Base Product		Yes	
FOP047	General	Ability to retain budget history at different approvals levels including adoption.	5 - Included in Base Product		Yes	
FOP048	General	Ability to interface budget development system with opening budget balance in General Ledger system.	5 - Included in Base Product		Yes	
FOP049	General	Ability to display "Drill Down" detail of adopted budget changes after adoption.	5 - Included in Base Product		Yes	
FOP050	General	Ability to utilize different budget models (i.e., line-item based, zero-based, etc.).	5 - Included in Base Product		Yes	BCS
FOP051	General	Ability to populate Position Control from adopted budget.	5 - Included in Base Product		Yes	BPS, BCS & PBC

Miami-Dade County Public Schools: Fixed Assets (FA)

Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FA001	Asset Disposal/ Retirement	Ability to dispose of an asset or assets and interface the appropriate entries to General Ledger.	5 - Included in Base Product	The fixed asset and general ledger components are completely integrated, so no interface is necessary.	Yes	
FA002	Asset Disposal/ Retirement	Ability to post proceeds (cash or cash clearing) and expenses to funds, accounts and cost centers.	5 - Included in Base Product		Yes	
FA003	Asset Disposal/ Retirement	Ability to write off missing/obsolete assets.	5 - Included in Base Product		Yes	
FA004	Asset Disposal/ Retirement	Ability to automatically calculate gain/loss on asset disposals and retirements for all books and to post the appropriate entry to the GL; and ability to track assets to fund/location for gain/loss at disposal.	5 - Included in Base Product		Yes	
FA005	Asset Disposal/ Retirement	Ability to reverse disposals made in error.	5 - Included in Base Product		Yes	
FA006	Create Assets	Describe software's ability to allow for the definition of user-defined class and categories of fixed assets.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	
FA007	Create Assets	Ability to use mass assets (bundle) to account for depreciation and disposals of small value, numerous assets which are alike.	5 - Included in Base Product		Yes	
FA008	Create Assets	Ability to define common asset types/classes, including asset lives and depreciation method.	5 - Included in Base Product		Yes	
FA009	Create Assets	Ability to report on "Surplus" or "Idle" assets available company wide.	5 - Included in Base Product		Yes	Flag asset master as surplus or idle.
FA010	Create Assets	Ability to add assets to the fixed asset system manually.	5 - Included in Base Product		Yes	Asset acquisition from in-house production.
FA011	Create Assets	Ability to automatically create an asset record from Activity/Project System and/or Accounts Payable.	5 - Included in Base Product		Yes	
FA012	Create Assets	Ability to integrate or interface with Accounts Payable, General Ledger, Purchasing, Capital Budgeting, and Project Accounting systems using asset model number and serial number.	5 - Included in Base Product	Integration is done through reference to the asset number, from which the model and serial number can be inferred.	Yes	
FA013	Create Assets	Ability to post asset values to accounts and cost centers.	5 - Included in Base Product		Yes	
FA014	Create Assets	Ability to define edit controls at the front end of the fixed asset system to detect	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Accept (Y/N)	Proposer Comments
FA015	Maintain/ Track Assets	Describe your software's capabilities for tracking leased equipment, including: 1. Date equipment was leased 2. Term of the lease 3. Annual cost shown in monthly and annual increments 4. Value 5. Tracking of maintenance contracts for leased equipmen	5 - Included in Base Product	Leased equipment is an available asset classification and SAP provides off-the-shelf data elements and reports for tracking leased assets.	Yes	
FA016	Maintain/ Track Assets	System should have the capability to mass transfer assets to reflect organizational changes when they occur.	5 - Included in Base Product		Yes	
FA017	Maintain/ Track Assets	Ability to transfer or adjust an asset or assets and automatically interface the appropriate entries to the General Ledger.	5 - Included in Base Product		Yes	
FA018	Maintain/ Track Assets	Ability to maintain a history of the transfers with From and To locations and dates (with an appropriate audit trail, effective dating, etc.).	5 - Included in Base Product		Yes	
FA019	Maintain/ Track Assets	Ability to attach a document to an asset as backup for the addition, adjustment, transfer or disposal of that asset.	5 - Included in Base Product		Yes	
FA020	Maintain/ Track Assets	Ability to temporarily take assets out of service and stop depreciating them.	5 - Included in Base Product		Yes	
FA021	Maintain/ Track Assets	Ability to make changes to an asset record (with an appropriate audit trail, date, etc.).	5 - Included in Base Product		Yes	
FA022	Maintain/ Track Assets	Ability to reclassify an asset to a different category.	5 - Included in Base Product		Yes	
FA023	Maintain/ Track Assets	Ability to conduct physical inventories/cycle counts.	5 - Included in Base Product		Yes	
FA024	Maintain/ Track Assets	Ability to Integrate fixed asset system with insurance applications. Establish guidelines for integrating the business processes between fixed assets and risk management groups to ensure accurate reporting of assets to external entities.	5 - Included in Base Product	SAP includes insurance data elements for assets for which business rules and processes can be defined per Miami-Dade County School's specific needs.	Yes	
FA025	Maintain/ Track Assets	Ability to delete/remove assets from the system that are added in error with proper audit trail.	5 - Included in Base Product		Yes	
FA026	Maintain/ Track Assets	Ability to revalue assets for impairment and retention of original values.	5 - Included in Base Product		Yes	
FA027	Maintain/ Track Assets	Ability to record and report on the date of an addition, adjustment, transfer or disposal of an asset.	5 - Included in Base Product		Yes	
FA028	Maintain/ Track Assets	Ability to implement a bar coding or asset tag procedure to physically track assets.	5 - Included in Base Product		Yes	SAP can produce bar code labels for tagging assets.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FA029	Maintain/ Track Assets	Describe your software's ability to allow users (schools, departments) to update their own asset records, initiate online asset transfers, retirements and other maintenance transactions , check assets in/out and generate reports via remote access to the ERP System, which is interfaced to the Fixed Assets System.	5 - Included in Base Product	SAP allows authorized users to perform any of the functions mentioned. SAP security can limit users so that they may only affect those assets which they are authorized. This is also true of reporting; security can automatically limit users to see only those assets for which they are allowed.	Yes	
FA030	Maintain/ Track Assets	Describe your software's ability to track transfers of assets (i.e., buses, computers): Initiate asset transfers online Receive transferred assets online Initiate disposal or transfer to surplus online Logging of asset transfer transactions.	5 - Included in Base Product	Asset Transfer is a standard transaction within SAP. As with all SAP transactions, it can be done online or imported from an external system. The receipt of an asset transfer is normally handled with a workflow rule (i.e. the receiver approves the transfer when it is received). Disposals are another standard SAP transaction. Transfer to surplus can be done through the standard Transfer transaction. All transactions in SAP have a detailed audit trail.	No	This requirement needs a development object for workflow.
FA031	Maintain/ Track Assets	Describe your software's ability to maintain detailed property records for all fixed assets, including identification codes, commodity classification, acquisition data, supplier information, make, model, serial number, insurance information (cost/replacement values), disposition data, and asset useful life.	5 - Included in Base Product	In addition to providing for the complete tracking of property information within the fixed asset module, SAP also provides a Real Estate component which provides for the complete management of real estate properties such as leasing, maintenance, and other associated business processes.	Yes	The type of information to be tracked may require the implementation of the Real Estate Management module.
FA032	Maintain/ Track Assets	Ability to define workflow scenarios to allow end users to perform asset maintenance transactions.	5 - Included in Base Product		No	This requirement needs a development object for workflow.
FA033	Period End Accounting	Ability to run reports as of a given date (FA lists, additions/disposals).	5 - Included in Base Product		Yes	
FA034	Period End Accounting	Ability to produce a Fixed Assets roll-forward schedule denoting beginning balances, additions, deletions and ending balances for both asset cost and accumulated depreciation.	5 - Included in Base Product		Yes	
FA035	Period End Accounting	Ability to provide standard reports available on-line with drill-down capabilities.	5 - Included in Base Product		Yes	
FA036	Period End Accounting	Ability to produce reports sorted by tag numbers (bar code numbers).	5 - Included in Base Product		Yes	
FA037	Period End Accounting	Ability to report on year-end book value, YTD and Life to date depreciation while processing transactions in the next year.	5 - Included in Base Product		Yes	
FA038	Period End Accounting	Ability to report on fully depreciated and retired assets.	5 - Included in Base Product		Yes	
FA039	Period End Accounting	Ability to report accumulated depreciation by asset type with depreciation, retirement, and value adjustments, period and YTD.	5 - Included in Base Product		Yes	
FA040	Period End Accounting	Ability to calculate and report monthly depreciation.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FA041	Period End Accounting	Ability to generate report detailing capital expenditures by fund.	5 - Included in Base Product		Yes	
FA042	Period End Accounting	Ability to report capital expenditures by category or major component.	5 - Included in Base Product		Yes	Asset sub-numbers can be used for asset tracking and reporting by major component.
FA043	Period End Accounting	Ability to report capital expenditures sorted by cost.	5 - Included in Base Product		Yes	
FA044	Period End Accounting	Ability to integrate fixed assets system with the General Ledger system. Allow the fixed assets system to automatically create all asset related journal entries, including monthly depreciation.	5 - Included in Base Product		Yes	
FA045	Period End Accounting	Ability to report on asset balances by account, detailed by additions, retirements, transfers from CIP, re-classes, transfers, and other adjustments.	5 - Included in Base Product		Yes	
FA046	Period End Accounting	Ability to close the fiscal period and year.	5 - Included in Base Product		Yes	
FA047	Period End Accounting	Ability to have on-line access to query data.	5 - Included in Base Product		Yes	
FA048	Period End Accounting	Ability to maintain the book value for the assets.	5 - Included in Base Product		Yes	
FA049	Period End Accounting	Ability to provided detailed capitalization report, Period and YTD.	5 - Included in Base Product		Yes	
FA050	Period End Accounting	Ability to report ending balances with addition, retirement and value adjustments, period and YTD.	5 - Included in Base Product		Yes	
FA051	Period End Accounting	The system should provide the ability for self service and drill down inquiry to address ad hoc questions.	5 - Included in Base Product		Yes	
FA052	System Maintenance	Ability to define asset templates that define standard categories/classes, depreciation attributes and asset books. Templates to be used when adding assets.	5 - Included in Base Product		Yes	Asset classes can be used to create categories of assets with similar asset master data elements, depreciation attributes, etc.
FA053	System Maintenance	Ability for integrated applications to access asset addition templates to interface new assets.	5 - Included in Base Product		No	This requires a development object.
FA054	System Maintenance	Ability to define default general ledger accounting templates based on type of asset and type of transactions.	5 - Included in Base Product		Yes	
FA055	System Maintenance	Ability to maintain GAAP books in fixed asset application.	5 - Included in Base Product		Yes	
FA056	System Maintenance	Ability to set up the asset calendar in monthly periods with end dates matching the calendar of the General Ledger.	5 - Included in Base Product		Yes	
FA057	System Maintenance	Ability to assign the asset to an asset type/category or class.	5 - Included in Base Product		Yes	
FA058	System Maintenance	Ability to automatically calculate GAAP depreciation and post to the GL.	5 - Included in Base Product		Yes	

Miami-Dade County Public Schools: Fixed Assets (FA)

Software Integration Proposer Response

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FA059	System Maintenance	Ability to compute multiple depreciation methods by category i.e., DDB, Straight line, and depreciation by tables (e.g., percentage).	5 - Included in Base Product		Yes	
FA060	System Maintenance	Ability to charge depreciation expenses to specific posting cost centers within company.	5 - Included in Base Product		Yes	
FA061	System Maintenance	Ability to spread depreciation among cost centers automatically as needed.	3 - Accommodates via Work Around	Please see SAP Section VIII - Excel Explanations.	No	This may require a development object.
FA062	System Maintenance	Ability to calculate depreciation adjustments for assets put in service in previous periods.	5 - Included in Base Product		Yes	
FA063	System Maintenance	Ability to maintain and report on the book value of an asset.	5 - Included in Base Product		Yes	
FA064	System Maintenance	Ability to mark the asset as non-depreciating.	5 - Included in Base Product		Yes	
FA065	System Maintenance	Ability to use different conventions for calculating depreciation.	5 - Included in Base Product		Yes	
FA066	System Maintenance	Ability to forecast future period depreciation expenses.	5 - Included in Base Product		Yes	
FA067	System Maintenance	Ability to perform 'what-if' depreciation analysis based on possible scenarios.	5 - Included in Base Product		Yes	
FA068	System Maintenance	Ability to create system generated fixed assets numbering.	5 - Included in Base Product		Yes	
FA069	System Maintenance	Ability to assign the asset to a cost center.	5 - Included in Base Product		Yes	
FA070	System Maintenance	Ability to track insurance information related to an asset.	5 - Included in Base Product		Yes	
FA071	System Maintenance	Ability to track Fixed Assets by serial number, location, cost center and to individual.	5 - Included in Base Product		Yes	
FA072	System	Ability to enter the life of an asset.	5 - Included in Base		Yes	
FA073	System Maintenance	Ability to report the fixed assets for companies separately.	5 - Included in Base Product		Yes	
FA074	System	Ability to assign the asset to an employee.	5 - Included in Base		Yes	This requires HR Infotype.

Miami-Dade County Public Schools: Fixed Assets (FA)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
FA075	System Maintenance	Ability to have on-line access and drill down capability to detailed asset records and reports.	5 - Included in Base Product		Yes	
FA076	System Maintenance	Ability to provide for the definition of funds, asset accounts, depreciation, and funding sources for accounting entries.	5 - Included in Base Product		Yes	
FA077	System Maintenance	Ability to identify and access assets by tag number.	5 - Included in Base Product		Yes	
FA078	System Maintenance	Ability to track warranty information related to an asset.	5 - Included in Base Product		Yes	
FA079	System Maintenance	Ability to enter the manufacturer information.	5 - Included in Base Product		Yes	
FA080	General	Describe how Fixed Assets module handles exceptions, such as warranty replacements, E-Rates, etc.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	
FA081	General	Ability to maintain the inventory of all fixed assets including buildings, vehicles, buses, FF&E, etc. and calculate/process the depreciation.	5 - Included in Base Product		Yes	
FA082	General	Ability to transfer CIP projects to completed projects for capitalization.	5 - Included in Base Product		Yes	
FA083	General	Ability to automatically calculate and assign overhead to completed projects.	5 - Included in Base Product		Yes	
FA084	General	Ability to automatically calculate the inventory of capitalized leases and the corresponding depreciation.	5 - Included in Base Product		Yes	Need more clarification on the type of information required.
FA085	General	Ability to reconcile the General Ledger capital expenditure accounts to the Fixed Assets system, including the identification of capitalized vs. non-capitalized purchases based on materiality thresholds.	5 - Included in Base Product		Yes	
FA086	General	Ability to automatically reclassify/redirect expenditures for financial reporting purposes such as function reclassifications and reclassifications of charges posted to capitalizable vs. non-capitalizable accounts and vice versa.	5 - Included in Base Product		No	Automatic reclassification or redirection of capital versus non-capital expense may require a custom development object.

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL001	Account Analysis and Reconciliation	Ability to automatically schedule or manually request the reconciliation reports and/or process comments.	5 - Included in Base Product		Yes	
GL002	Account Analysis and Reconciliation	Ability to drill-down to sub-ledger detail from General Accounting System.	5 - Included in Base Product		Yes	
GL003	Account Analysis and Reconciliation	Ability to reconcile the sub-ledger balances or transaction details to the GL.	5 - Included in Base Product		Yes	
GL004	General Accounting Maintenance	Ability to add additional values to the chart of accounts at any given point in time.	5 - Included in Base Product		Yes	
GL005	General Accounting Maintenance	Ability to change an account's 'Active' date range.	5 - Included in Base Product		Yes	
GL006	General Accounting Maintenance	Ability to change an account's 'Active' status.	5 - Included in Base Product		Yes	
GL007	General Accounting Maintenance	Ability to define a chart of accounts that includes the entity, natural account, cost center, department, product and other chart values.	5 - Included in Base Product	There are 21 elements available for classifying transactions.	Yes	
GL008	General Accounting Maintenance	Ability to define account relationship rules.	5 - Included in Base Product		Yes	
GL009	General Accounting Maintenance	Ability to define Parent/Child account relationships (or account hierarchy structure). Describe software's capabilities for duplicating the account hierarchy structure and associated relationships.	5 - Included in Base Product	SAP allows you to define multiple account hierarchies called Groups. There is no limit to the breadth or depth of the hierarchy that you define in a group, and there is no limit to the number of groups that you may define. When you run a report or query, to can indicate which group (hierarchy) that you want to use. This feature is excellent for supporting alternative organization structures, what-if reporting, and historical reporting using past hierarchies.	Yes	
GL010	General Accounting Maintenance	Ability to create Accounting periods based on the requirements of the business, i.e., Months, 4-4-5, Calendar or Fiscal Year, 13th period.	5 - Included in Base Product		Yes	
GL011	General Accounting Maintenance	Ability to create additional ledgers/books.	5 - Included in Base Product		Yes	
GL012	Translation and Consolidation	Ability to define default elimination entries based on legal entity structure.	5 - Included in Base Product		Yes	
GL013	General Accounting Maintenance	Ability to define future accounting periods.	5 - Included in Base Product		Yes	
GL014	General Accounting Maintenance	Ability to have multiple ledgers in the same system, (i.e., forecast, budget, report, statutory, Actuals).	5 - Included in Base Product		Yes	
GL015	Period End Close	Ability to enter and post period end adjustments to general accounting.	5 - Included in Base Product		Yes	

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL016	Journal Processing	Ability for General Accounting to automatically generate recurring journals as required.	5 - Included in Base Product		Yes	
GL017	Journal Processing	Ability for General Accounting to automatically generate allocation journals as required.	5 - Included in Base Product		Yes	
GL018	Journal Processing	Ability for General Accounting to automatically generate inter-company journals as required.	5 - Included in Base Product		Yes	
GL019	Journal Processing	Ability for General Accounting to automatically generate reversing journals as required.	5 - Included in Base Product		Yes	
GL020	Journal Processing	Ability to automate the creation of inter-company transactions.	5 - Included in Base Product		Yes	
GL021	Journal Processing	Ability to consolidate transactions from multiple ledgers/books into one ledger/book in an automated process.	5 - Included in Base Product		Yes	
GL022	Journal Processing	Ability to define and setup sources of journal transactions imported.	5 - Included in Base Product		Yes	
GL023	Journal Processing	Ability to identify and resolve out-of-balance journal entries prior to posting. Describe your software's capabilities for providing error identification and correction before posting occurs, including exception reporting/notification to user.	5 - Included in Base Product	SAP provides on-line real-time editing fof transactions so that only clean, correct postings are made. Users can view error messages and make corrections on-line.	Yes	
GL024	Journal Processing	Ability to 'import' journals from external applications and systems.	5 - Included in Base Product		No	To be able to import usually requires a custom developed object.
GL025	Journal Processing	Ability to interface journals at summary level from sub ledgers.	5 - Included in Base Product		Yes	
GL026	Journal Processing	Ability to manually enter journals into general accounting via a direct feed or through the application itself.	5 - Included in Base Product		Yes	
GL027	Journal Processing	Ability to revalue transactions based on fluctuations in rates and percentages.	5 - Included in Base Product		Yes	
GL028	Journal Processing	Ability to route journal entries through an automated, on-line approval process.	5 - Included in Base Product		Yes	
GL029	Journal Processing	Ability to suspend journals based on predefined parameters and allow for the ability to correct and release for posting.	5 - Included in Base Product		Yes	
GL030	Journal Processing	The ability to post journals through an automated and / or manual process based on predefined parameters.	5 - Included in Base Product		Yes	
GL031	Period End Close	Is there the ability, and how long will the system allow archiving of ledger balances from prior years.	5 - Included in Base Product	Frequency of archiving is determined by the customer.	Yes	
GL032	Period End Close	Ability to archive prior year transactions, while maintaining access to ledger balances for comparative reporting purposes.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL033	Period End Close	Ability to close periods upon completion of month end activities and approval. Describe the process of closing the books and preparing complete financial statements.	5 - Included in Base Product	Closing the books for a month is accomplished by closing the accounts to further posting, then running your key reports. Should it be necessary, adjusting entries can be made by authorized users, and the reports can be re-run. Closing is a very flexible process in SAP because periods can be re-opened and re-closed as necessary, and common month-end processes (e.g. cost allocations) can be re-run as needed.	Yes	
GL034	General Accounting Maintenance	Ability to maintain a single chart of accounts with values that can be shared across the entire organization. Describe your process.	5 - Included in Base Product	SAP allows a chart of accounts to be shared across entities. You may also have entity-specific chart of accounts. Multiple charts of accounts can be linked to a common chart of accounts in order to provide automatic consolidated reporting.	Yes	
GL035	General Accounting Maintenance	Ability to purge / delete old account numbers.	5 - Included in Base Product	As long as there has been no activity against those accounts. Accounts with zero balances, but have had activity, can be supressed in reports, but cannot be deleted due to audit requirements.	Yes	
GL036	General Accounting Maintenance	Define the process for adding fields and values to the chart of accounts.	5 - Included in Base Product	There are 21 different attributes for classifying accounting transactions within SAP. The values for these fields are table-driven and can be added, changed, or deleted on-line by any authorized user. Additional user-defined fields may also be added through on-line system configuration tables.	Yes	
GL037	General Accounting Maintenance	Define detailed standards for the creation and maintenance of the accounting calendar(s).	5 - Included in Base Product	SAP allows an accounting calendar to be defined per the School's business processes.	Yes	
GL038	General Accounting Maintenance	Ability to manually or automatically maintain (create, enter, update, etc.) rates. Describe the process for creating, entering, and updating accounting rates.	5 - Included in Base Product	Rates are supported for multiple functions: standard vouchers, allocations, billing, overhead computation, etc. There are features within the system that allow these rates to be maintained online and, in some cases, computed automatically.	Yes	
GL039	General Accounting Maintenance	Define detailed standards for the creation and maintenance of the Ledger/Set of Books.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL040	GL Rate Update	Ability to add additional rates for reporting and transactional items for additional ledgers/books.	5 - Included in Base Product		Yes	
GL041	Journal Processing	Define detailed standards and materiality thresholds for the creation and processing of Journals in the General Accounting system.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL042	Journal Processing	Define detailed standards for the consolidation of Journals for multiple funds in the General Accounting system.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL043	Journal Processing	Define detailed standards for the creation and maintenance of the Consolidation Mapping (i.e., roll-up of funds).	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL044	Journal Processing	Define detailed standards for the creation and maintenance of the inter-company business rules, including materiality.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL045	Journal Processing	Define detailed standards for the creation and maintenance of the Journal Sources.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL046	Journal Processing	Define detailed standards for the posting of Journals in the General Accounting system.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL047	Journal Processing	Define reconciliation and drilldown procedures to facilitate the research of journal entry details in the sub ledgers.	5 - Included in Base Product	Drilldown is achieved simply by double-clicking on any field in a transaction or report. SAP's drilldown capabilities and flexible report/query selection options make reconciliation fast and easy to achieve.	Yes	
GL048	Journal Processing	Refine accounting processes to allow sub systems and integrated sub ledgers to automatically create accounting entries.	5 - Included in Base Product		Yes	
GL049	Period End Close	Ability to close periods upon completion of year-end activities and approval. Describe the process of closing books and preparing complete financial statements.	5 - Included in Base Product	Closing the books for a month (or year) is accomplished by closing the accounts to further posting, then running your key reports. Should it be necessary, adjusting entries can be made by authorized users, and the reports can be re-run. Closing is a very flexible process in SAP because periods can be re-opened and re-closed as necessary, and common month-end processes (e.g. cost allocations) can be re-run as needed.	Yes	
GL050	Period End Close	Ability to create a beginning balance period that stores balance forward transactions separate from Period 1 activity.	5 - Included in Base Product		Yes	
GL051	Period End Close	Ability to create journal entries to populate beginning balances for all balance forward accounts.	5 - Included in Base Product		Yes	
GL052	Period End Close	Ability to define a separate year end close adjustment period to separate year end transactions from Period 12 transactions.	5 - Included in Base Product		Yes	
GL053	Period End Close	Ability to define, configure and automate the month end-closing schedule.	5 - Included in Base Product		Yes	
GL054	Period End Close	Ability to define, configure and automate the year-end closing schedule.	5 - Included in Base Product		Yes	
GL055	Period End Close	Ability to ensure sub-ledgers are properly closed prior to close of the General Ledger.	5 - Included in Base Product		Yes	
GL056	Period End Close	Ability to manually or automatically generate reports critical to the closing of the month or year.	5 - Included in Base Product		Yes	
GL057	Period End Close	Ability to notify selected users of events that are not within defined tolerances.	5 - Included in Base Product		Yes	
GL058	Period End Close	Ability to open a sequential New Fiscal Year at any point into the future.	5 - Included in Base Product		Yes	
GL059	Period End Close	Ability to prevent users in both the general accounting and sub ledger applications from posting transactions to closed periods.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Version	Comments	Accept (Y/N)	Proposer Comments
GL060	Period End Close	Ability to 'unclose' a year in order to make audit adjustments. Describe your process.	5 - Included in Base Product	This can be achieved in several ways, depending on your preferences. First, you may have up to 4 adjustment periods (periods 13-16) to make adjustments in. Second, you may selectively open/close specific accounts, and restrict access to those accounts to authorized users. Finally, note that all closing processes can be run while an adjustment period is still open. You don't need to formally close (lock-out further transactions) the last adjustment period until an audit is complete. But should you need to re-open a year, that is also supported.	Yes	
GL061	Period End Close	Define detailed standards and close calendar for the processing of Month End Closing and Reporting.	5 - Included in Base Product	SAP supports a Calendar Schedule feature that allows you to define processes and steps to be performed (automaticallly or manually) at certain days and times.	Yes	
GL062	Period End Close	Define detailed standards for period end adjustments.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL063	Period End Close	Define detailed standards for the processing of Year-End Closing and Reporting.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL064	Period End Close	Define detailed standards for the reconciliation processes.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL065	Period End Close	Define standards for closing an accounting period.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL066	Period End Close	Define standards for opening a new accounting period.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL067	Period End Close	Define standards for opening a new fiscal year.	5 - Included in Base Product	The available business processes are thoroughly documented in the on-line documentation.	Yes	
GL068	Period End Close	Refine close process to utilize soft close for non-quarter-end months, utilize high materiality levels for journal entries and minimize number of allocations to reach two day close.	5 - Included in Base Product		Yes	
GL069	Translation and Consolidation	Ability to define default elimination entries based on legal entity structure.	5 - Included in Base Product		Yes	
GL070	Translation and Consolidation	Ability to map the consolidation process.	5 - Included in Base Product		Yes	
GL071	Accounting Functions	Describe Fund accounting capabilities.	5 - Included in Base Product	Fund Acounting is fully supported with SAP. This includes GASB compliance, full encumbrance accounting, and self-balancing funds.	Yes	
GL072	Acounting Functions	Describe system's abilities to handle encumbrance and commitment accounting.	5 - Included in Base Product	SAP supports full pre-encumbrance and encumbrance accounting. This includes automated reversals of pre-encumbrances and encumbrances when referenced by down-stream transactions.	Yes	
GL073	Account Analysis and Reconciliation	Describe system's abilities to perform exception reporting/variance reporting, etc.	5 - Included in Base Product	SAP allows you to define exception conditions and variance tolerances for each query and report.	Yes	
GL074	Translation and Consolidation	Ability to automatically roll-up individual actual balances into one, consolidated balance.	5 - Included in Base Product		Yes	

Req. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL075	Chart of Accounts	Describe your software's capabilities for enabling the maintenance of separate funds, each of which is a self-balancing set of accounts, with all funds' records being processed simultaneously by the common system.	5 - Included in Base Product	SAP allows you to define an unlimited number of self-balancing funds. All funds are maintained in a separate SAP instance -- fully integrated. You may define buiness rules that are specific to certain funds or fund types (e.g. governmental, enterprise, etc.).	Yes	
GL076	Chart of Accounts	Describe your software's capabilities for viewing the chart of accounts online and validating the accuracy of function/object selections.	5 - Included in Base Product	All data in SAP can be viewed online. Validation of function/object selections is done real-time during transaction entry and is based on your business rules and allowed combinations.	Yes	
GL077	Chart of Accounts	Describe your software's functionality for maintaining the chart of accounts online and preventing deletion of any account containing current year activity.	5 - Included in Base Product	All chart of account elements can be maintained online. SAP does not allow accounts that have had activity to be deleted, as this would violate acceptable audit practices. (You may, however, suppress zero-balance accounts from apearing on reports.)	Yes	
GL078	Chart of Accounts	Provide for classification of each individual fund, as follows: General Fund Multiple Special Revenue Funds Multiple Debt Service Funds Multiple Capital Projects Funds Multiple Enterprise Funds Multiple Internal Service Funds Multiple Trust/Agency Funds	5 - Included in Base Product		Yes	
GL079	Chart of Accounts	Describe your software's capabilities for automatic rollover of the chart of accounts, code structures and tables at year end, including: 1. Ability to crosswalk old code numbers to new numbers (i.e., grant, project numbers). 2. Ability to "end date" account codes that should not be carried forward to the next year.	5 - Included in Base Product	There is no need to "roll over" chart of account codes, grants, projects, work orders , etc at year-end. Those codes can continue to be used in a new year so long as they are still effective for the new year (per end dates).	Yes	
GL080	Chart of Accounts	Ability to prevent the deletion of accounts with balances.	5 - Included in Base Product	SAP does not allow accounts that have had activity to be deleted, as this would violate acceptable audit practices. You may, however, suppress zero-balance accounts from apearing on reports.	Yes	
GL081	Chart of Accounts	Describe your software's capabilities for charging average or actual salary to specified salary accounts.	5 - Included in Base Product	Actual salary costs are automatically posted to the general ledger from the SAP Payroll component. You may also use the Cost Allocation features to compute and allocate average salary costs if you desire.	Yes	
GL082	Chart of Accounts	Describe your software's capabilities for consolidating accounts at multiple reporting levels: fund, object, function, department, project, etc.	5 - Included in Base Product	SAP allows you to consolidate to any level of the hierarchy for any element of the chart of accounts. In fact, in many of the SAP reports you can dynamically navigate the hierarchies online.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL083	Period End Close	Describe your software's capabilities for automatically performing the journal entry to close all income and expense items to the retained earnings fund balance at year end.	5 - Included in Base Product	SAP provides an automated process to generate these entries for you. It can be run multiple times at year-end (e.g. once upon preliminary close, then subsequently after any adjusting entries are made).	Yes	
GL084	Period End Close	Describe your software's capabilities for starting the fiscal year with a roll-over of all balance sheet accounts, while leaving the prior year open.	5 - Included in Base Product	SAP provides an automated process to generate these entries for you. It can be run multiple times at year-end (e.g. once upon preliminary close, then subsequently after any adjusting entries are made). The prior year can remain open when this is run.	Yes	
GL085	Period End Close	Provide ability to require a review of unposted batches prior to the month-end close.	5 - Included in Base Product		Yes	
GL086	Period End Close	Ability to print a trial balance before the month-end close.	5 - Included in Base Product		Yes	
GL087	Accounting Functions	Describe your software's capabilities for enabling online interactive double-entry accounting in the GL system.	5 - Included in Base Product	All postings within SAP are double-entry. The second (balancing) entry is often automatically generated so that accounting knowledge is not required of the user. For example, when entering a vendor invoice the user indicates who is to be paid and which accounts are responsible for the expenditure. The system will post the expenditure(s) AND automaticaly post an accounts payable entry.	Yes	
GL088	Accounting Functions	Describe your software's capabilities for allowing the entry of transactions across funds.	5 - Included in Base Product	SAP allows postings across funds (if the School District allows it). Automatic generation of due to/from postings can be configured.	Yes	
GL089	Accounting Functions	Describe your software's capabilities for assigning accounting periods to transactions.	5 - Included in Base Product	Accounting periods can be automatically inferred or specifically referenced. This is based on user preferences and your buiness rules.	Yes	
GL090	Accounting Functions	Provide ability to maintain up to 5 years historical financial data, such as actual amounts (not including the current fiscal year) for both budgetary and financial data. This information must be available for both system reports and inquiry functions.	5 - Included in Base Product		Yes	
GL091	Accounting Functions	Describe your software's capabilities for generating suspense/exception files (transactions out of balance, funds not available, etc.) with override functionality for authorized users.	5 - Included in Base Product	SAP allows out-of-balance transactions to be "parked" (suspended) for review and correction. These transactions may not be posted until balanced (SAP does not allow imbalanced entries -- this violates the accounting integrity of the system). Other errors, such as funds availability, can have tolerances defined which can trigger workflows and may be overriden. These rules and tolerances are defined by the School District.	Yes	
GL092	Accounting Functions	Describe your software's capabilities for enabling the user to reverse or cancel a previously posted/updated journal entry, including: 1. Ability to systematically re-post a journal entry after reversal and provide transaction detail reports.	5 - Included in Base Product	There is a simple transaction which allows you to reverse another transaction in just a couple clicks. Similarly, re-postings can be done (or sytematically defined) in just a few clicks.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL093	Accounting Functions	Describe your software's capabilities for adding/attaching explanatory notes for all transactions.	5 - Included in Base Product	An unlimted amount of text can be attached to a transaction at the header and for each line. You may also attach documents, images, spreadsheets, web links, and other electronic medium, to a transaction.	Yes	
GL094	Accounting Functions	Describe your software's capabilities for accommodating consolidated (pooled) cash accounting for transactions of multiple funds that are accounted for in one centralized (pooled) bank account.	5 - Included in Base Product	SAP has processes that can be configured for handling the various aspects of pooled cash reporting and investment accounting.	Yes	
GL095	Accounting Functions	Describe your software's capabilities for preventing funds from being out of balance and allowing fully automated inter-funds.	5 - Included in Base Product	SAP provides for automatic generation of balancing due to/from postings so that funds are never out-of-balance.	Yes	
GL096	Accounting Functions	Describe your software's capabilities for moving year-end encumbrances to alternate fund sources.	5 - Included in Base Product	SAP provides a year-end process for rolling-over outstanding encumbrances. Part of this process includes functionality to re-assign the encumbrance(s) to alternative funding sources.	Yes	
GL097	Accounting Functions	Describe your software's complete bank reconciliation process including the matching of outstanding and cleared checks with issued checks - with online check imaging review and check status capability. System should be capable of displaying this informat	5 - Included in Base Product	SAP provides a complete electronic (and manual) bank statement reconciliation process. The bank statement is automatically imported and each transaction matched. Additionally, bank charges are automatically identified and proper postings are automatically generated (base on your pre-defined business rules). Check history remains online and current check status is visible at all times. The images of checks generated from the SAP applicaiton are always available (but there is not off-the-shelf support for viewing check images that may be provided by the bank).	Yes	
GL098	General	Ability to have 2 fiscal years / accounting periods open without impacting system performance.	5 - Included in Base Product		Yes	
GL099	General	Ability to charge multiple account structures in payroll system for one employee	5 - Included in Base Product		Yes	
GL100	General	Ability to provide real-time general ledger reports (e.g., transaction registers, etc.).	5 - Included in Base Product		Yes	
GL101	General	Accounting Rules. Describe, in detail, your system's ability to define and configure accounting rules.	5 - Included in Base Product	The breadth of the accounting rules is unlimited in SAP. There is a feature called "Validations" that allows you to define your own edits using any data element in the system. These edits automatically carryforward when new releases are installed.	Yes	
GL102	General	Internal School Accounting Module fully integrated with General Ledger, including automatic entry (or interface) of financial transactions (receipts, disbursements, etc.) into General Ledger system.	5 - Included in Base Product		Yes	
GL103	General	Describe your software's capabilities for processing/uploading manual journal entries from Excel worksheets and other standard file formats (i.e., .txt, .csv) including: 1. Including spreadsheet/source file attachment with the manual journal entry.	5 - Included in Base Product	SAP supports journal entries from spreadsheets and other sources. Flexible configuration of uploads will allow various file formats to be used. You can also attach spreadsheets or other electronic medium (e.g. images) to journal entries and other transactions.	Yes	

Miami-Dade County Public Schools: General Ledger Accounting (GL)

Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
GL104	General	Ability to see check cleared date on system.	5 - Included in Base Product		Yes	
GL105	General	Ability to automatically generate "stale date check" letters after X months.	5 - Included in Base Product	Configuration of the letter/form will be necessary.	Yes	
GL106	General	Ability to show or reflect replacement checks (payments) as "voided and replaced with check # XXXXX."	5 - Included in Base Product		Yes	
GL107	General	The ability to automatically feed cleared check information transmitted from the bank.	5 - Included in Base Product		Yes	
GL108	General	Describe the ability / design of your system to comply with all GASB Requirements.	5 - Included in Base Product		Yes	
GL109	General	Ability to track vehicle mileage via internet portal access.	5 - Included in Base Product		Yes	
GL110	General	Ability to programmatically transfer expenditures from closed programs to successor programs.	5 - Included in Base Product		Yes	
GL111	General	Describe system's scalability.	5 - Included in Base Product	SAP is an extremely scalable application that supports organizations with as few as 100's of users in a single location, to organizations with 100,000's of users spanning the globe. A more complete descripton of SAP's scalability can be found in our responses to the technology-oriented essay questions.	Yes	
GL112	General	Ability to future date journal entries.	5 - Included in Base Product		Yes	

Miami-Dade County Public Schools: Outlook (OL)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
OL001	Actuals Track to Latest Plan	Ability to compare Actuals results versus plan for current and historical data.	5 - Included in Base Product		Yes	
OL002	Actuals Track to Latest Plan	Ability to enter notes for a given forecast.	5 - Included in Base Product		Yes	
OL003	Actuals Track to Latest Plan	Ability to handle exceptions and conditions defined by company business rules, with ability to email alerts.	5 - Included in Base Product		No	This may require a development object.
OL004	Consolidate Forecasts	Ability to notify users of forecast due dates, consolidation process.	5 - Included in Base Product		No	This may require a development object.
OL005	Consolidate Forecasts	Ability to automatically roll-up individual forecast components into one, consolidated forecast.	5 - Included in Base Product		Yes	
OL006	Consolidate Forecasts	Ability to provide high-level summary graphics and narrative of the financial translation of Ops plan.	5 - Included in Base Product		Yes	
OL007	Review Forecast Guidelines	Ability to forecast and display revenue and expenditures across functions, units, locations, activities etc.	5 - Included in Base Product		Yes	
OL008	Review Forecast Guidelines	Web-based application interface.	5 - Included in Base Product		Yes	
OL009	Review Forecast Guidelines	Forecasting application integrated with Budgeting application.	5 - Included in Base Product		Yes	
OL010	Review Forecast Guidelines	Define performance measures / drivers.	5 - Included in Base Product		Yes	
OL011	Review Forecast Guidelines	Define forecast functions for each role.	5 - Included in Base Product		Yes	
OL012	Scan External Environment	Ability to compare internal key performance indicators and trends- versus competitive analysis/data.	5 - Included in Base Product		Yes	
OL013	Scan External Environment	Ability to accept extracted data from external sources (enable inputs from various systems).	5 - Included in Base Product		No	This may require a development object.
OL014	Scan Internal Environment	Allows hierarchical and multi-dimensional reporting and drill down capabilities based upon user-defined characteristics.	5 - Included in Base Product		Yes	
OL015	Scan Internal Environment	Ability to review key performance indicators, trends and performance to plan over the last 5 years.	5 - Included in Base Product		Yes	
OL016	Budgeting	Ability to enforce tolerance / target checking.	5 - Included in Base Product		Yes	
OL017	Load Numbers Into Company Data Repository	Ability to export forecast data to central repository - to make available for use by other applications/reporting solutions.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
OL018	Budgeting	Define and communicate forecast guidelines, due dates, etc.	5 - Included in Base Product		Yes	
OL019	Budgeting	Define data integration requirements and data sources required for forecasting models.	5 - Included in Base Product	The planning environment is integrated with the rest of the SAP application suite. The configuration and use of the provided integration is determined during implementation dependent upon the requirements of the desired planning environment. Generically speaking, data from any SAP module, and structured data from external models, can be utilized for planning purposes.	No	This may require a development object.
OL020	Budgeting	Ability to update forecast horizon period.	5 - Included in Base Product		Yes	
OL021	Budgeting	Ability to generate trend chart to cover the specified forecast time horizon	5 - Included in Base Product		Yes	
OL022	Budgeting	Define user defaults and preferences.	5 - Included in Base Product		Yes	
OL023	Budgeting	Ability to update driver models to cover the specified forecast time horizon.	5 - Included in Base Product		Yes	
OL024	Budgeting	Assign users to Roles and Planning Activities.	5 - Included in Base Product		Yes	
OL025	Budgeting	Define forecast status update procedures.	5 - Included in Base Product		Yes	
OL026	Budgeting	Ability to develop and maintain numerous planning versions and modeling scenarios. Ability to modify and project multiple scenarios without modifying the original.	5 - Included in Base Product		Yes	
OL027	Budgeting	Ability to include explanations for forecasted results outside of acceptable performance tolerance.	5 - Included in Base Product		Yes	
OL028	Budgeting	Allows for global formula or allocation based changes to be applied to planning data.	5 - Included in Base Product		No	This may require a development object.
OL029	Budgeting	Ability to compare forecast results to latest forecast/budget to any new changes in targets.	5 - Included in Base Product		Yes	
OL030	Budgeting	Ability to update / create new forecast amounts at any time during process.	5 - Included in Base Product		Yes	
OL031	Review Forecast Guidelines	Define forecasting roles - including Planning Administrator, Security Administrator, Executive/Reviewer and	5 - Included in Base Product		Yes	
OL032	Review Forecast Guidelines	Ability to set up performance measure warning levels.	5 - Included in Base Product		Yes	
OL033	Review Forecast Guidelines	Ability to establish user-defined Projection Methods.	5 - Included in Base Product		Yes	
OL035	Review Forecast Guidelines	Ability to define level of planning detail with respect to major revenue and expenditure assumptions. (e.g. economic conditions, position vacancies, etc.)	5 - Included in Base Product		Yes	

Miami-Dade County Public Schools: Outlook (OL)

Software Integration Proposer Response

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
OL036	Review Forecast Guidelines	Determine planning horizon - and associated level of detail required.	5 - Included in Base Product		Yes	
OL037	General	Formal forecasting calendar, deadlines, and milestones in system.	5 - Included in Base Product		Yes	
OL038	General	Well-defined user roles and responsibilities set up in the system.	5 - Included in Base Product		Yes	
OL039	General	Describe system and process training needed.	5 - Included in Base Product	Specific training needs for M-DCPS have been described in Section VII of our Technical Response.	Yes	
OL040	General	Ability to forecast full-time salary savings.	5 - Included in Base Product		Yes	

Miami-Dade County Public Schools: P-Card (PC)

Software Integration Proposer Response

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PC001	Procurement Card Processing	Define, in detail, P-Card capabilities.	5 - Included in Base Product	SAP supports P-Cards of several types: 1) Electronic P-Cards. These are cards that are assigned to users or departments but not physically carried. Charges are incurred on these cards for approved purchases through SAP's employee self-service purchasing. When electronic bank (P-Card) statements are received, they are automatically matched. Exceptions are routed for review and approval. 2) Physical P-Cards. These are cards that are carried by employees and used to make walk-up, web store, and phone-in purchases. When electronic bank (P-Card) statements are received, the charges are routed to the responsible employee for review, account assignment, and approval. Of course, subsequent approvers may be involved as well. 3) Travel Cards. These are P-Cards that are used to procure travel services and pay for travel-related expenses. The employee can view their charges when received from the bank (P-Card bank) and drag-and-drop them into their expense report. This eliminate data entry and automatically reconciles the charges.	Yes	
PC002	Procurement Card Processing	Ability to electronically record purchases and reconcile P-Card transactions.	5 - Included in Base Product		Yes	
PC003	Procurement Card Processing	Ability to handle card holder issuance requests, electronic approval routing and issuance processing via an on-line, web-based application.	5 - Included in Base Product		Yes	
PC004	Procurement Card Processing	Ability to integrate P-Card transactional history into system for reporting, prevention of duplicate payments, etc.	5 - Included in Base Product		Yes	
PC005	M-DCPS Requirement	Ability to integrate P-card transactions into General Ledger.	5 - Included in Base Product		Yes	
PC006	M-DCPS Requirement	Ability to adjust bid/RFP amounts based on P-card purchases.	3 - Accommodates via Work Around	P-card purchases can be assigned to a PO or against a contract release. An actual P-card purchase would not be adjusting a Bid/RFP amount.	Yes	
PC007	Procurement Card Processing	Ability to utilize P-cards and EFT for purchase order settlement.	5 - Included in Base Product		Yes	
PC008	Procurement Card Processing	Ability to post procurement card transactions to a single or multiple general-ledger accounts.	5 - Included in Base Product		Yes	
PC009	Procurement Card Processing	Describe available interfaces to bolt-on P-Card software packages.	5 - Included in Base Product	Numerous P-Card banks and software providers have delveoped integration between their applications and SAP. Please see http://www.sap.com/partners.	Yes	Development of inbound and outbound interfaces may be required.
PC010	Procurement Card Processing	Define your ability to integrate Procurement card transactional history into AP module for generating and reporting 1099 activity.	5 - Included in Base Product	P-Card transactions are represented as line items in AP and are thus included in 1099 selection like any other transactions.	Yes	

Miami-Dade County Public Schools: P-Card (PC)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PC011	Procurement Card Processing	Define your ability to interface with bank software to support the District's purchasing card program.	5 - Included in Base Product	Any bank that can provide an electronic file of the P-Card transactions will be able to interface to the District's instance of SAP. The P-Card file interface is configurable and can accommodate different formats. Most banks have experience providing electronic statements for their SAP customers.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CM001	Contract Administration	Ability to store supplier contracts in one centralized database.	5 - Included in Base Product		Yes	
CM002	Contract Creation	Ability to link master contract information to other contracts for same supplier.	5 - Included in Base Product		Yes	
CM003	Contract Administration	Ability to link contract ID to supplier ID in supplier master file.	5 - Included in Base Product		Yes	
CM004	Contract Communication	Ability to display contract terms amendment history to ensure visibility to changes that will impact organizational wide contracts.	5 - Included in Base Product		Yes	
CM005	Contract Creation	Ability to provide a searchable library of pre-approved templates and alternative contract clauses, and to configure standard contract template information, for both qualitative & quantitative service level terms.	5 - Included in Base Product		Yes	Available with SAP SRM 6.0
CM006	Contract Creation	Ability to auto populate contract template with Bids/RFP information.	5 - Included in Base Product		Yes	
CM007	Contract Creation	Ability to take existing contract information and populate Bid/RFP as part of contract renewal and/or re-bid process.	5 - Included in Base Product		Yes	
CM008	Contract Communication	Describe how your software provides the ability for an electronic workflow approval process, including validation of funding sufficiency, the ability to tie a contract in process to a requisition, and to view the contract status through checkpoints in the workflow process (i.e., approved by legal, operations)	5 - Included in Base Product	Workflow can be used to extend any of your standard processing such as for approval processing for funding validation, dollar values, timeframes, or other thresholds. In addition, you can view documents at any checkpoint within the approval process.	Yes	Electronic workflow is supported by SAP but the standard SAP Workflow needs to be customized to support District's specific requirements.
CM009	Contract Administration	Ability to attach to the contract scanned images of documents that are required by the organization.	5 - Included in Base Product		Yes	
CM010	Contract Administration	Ability to set multiple calendar driven flags to alert contract manager prior to expiration of required documents (insurance, bonds).	5 - Included in Base Product		Yes	SAP SRM supports Contract expiration alerts. All other alerts like insurance expiration etc need to be customized in the system.
CM011	Contract Administration	Describe how your software provides the ability to interface contracts with the requisition, Purchase Order, and Payables processes, regarding workflow, encumbrance accounting, price, payment terms, volume discounts, delivery times, etc. to insure compliance with negotiated terms and budget limits.	5 - Included in Base Product	SAP provides you with a fully integrated system across functional areas such as requisition, bid, quote, contract, purchase, receipt, inspection, inventory, fixed assets, equipment, invoicing, encumbrance accounting. Workflow can enhance this process.	Yes	
CM012	Contract Adminis	Describe your software's ability to enable invoice and Purchase Order cross referencing, and to tie payments to a contract, providing real time data regarding current spend against a contract.	5 - Included in Base Product	As described in CM011 above, SAP provides full integration across these business documents. SAP provides you online, real-time business transactions.	Yes	
CM013	Contract Adminis	Describe your software's ability to specify effective dates for all contracts.	5 - Included in Base Product	Yes can determine the contract agreement date, validity start and end dates, as well as the specific pricing dates.	Yes	

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CM014	Contract Communication	Ability to create a contract management dashboard that displays purchase and performance activity against specific contracts.	5 - Included in Base Product		Yes	The dashboard may need to be customized if the standard dashboard does not meet district specific reporting requirements. This can be determined during the design phase.
CM015	Contract Administration	Ability to provide automated warnings, triggered by any business condition (e.g., contracted volume delivered, or quality is below a given threshold, or dollar threshold is reached) to ensure that suppliers take action to meet their own obligations.	5 - Included in Base Product		Yes	Specific warnings, alerts and workflow events may need to be customized if the standard does not meet the district specific requirements. This can be determined during the design phase.
CM016	Contract Administration	Ability to manage contract performance through project based milestones and budget specific limits.	5 - Included in Base Product		Yes	
CM017	Contract Communication	Ability to display contract details real time via intranet.	5 - Included in Base Product		Yes	
CM018	Contract Communication	Ability to populate specific contract details into email template for communication to users via web based portal or intranet.	5 - Included in Base Product		Yes	The standard template needs to be customized to support M-DCPS's specific requirements.
CM019	Contract Creation	Ability to configure contract information to allow only specific details to be visible to user community.	5 - Included in Base Product		Yes	
CM020	Contract Communication	Ability to inform suppliers involved in RFP process of contract award via standardized email template.	5 - Included in Base Product		Yes	The standard template needs to be customized to support M-DCPS's specific requirements.
CM021	Contract Administration	Ability to link line item level detail in contract to item master and/or catalogs.	5 - Included in Base Product		Yes	
CM022	Contract Administration	Ability to associate a contract with a pre-defined commodity coding schema.	5 - Included in Base Product		Yes	
CM023	Contract Administration	Ability to associate a contract with specific organizational departments.	5 - Included in Base Product		Yes	
CM024	Contract Administration	Describe your software's ability to analyze vendor performance and tie specific performance variables to a contract.	5 - Included in Base Product	Vendor performance will be automatically tracked for price, quality, and delivery. This will be tracked at an overall vendor level. In addition, you will also have specific performance factors tracked at the contract level.	Yes	Contract specific vendor evaluation criteria needs to be customized to meet M-DCPS's specific requirements.
CM025	Contract Administration	Describe your software's ability to maintain historical records of contracts (i.e., amounts, revisions, dates, co-items, quantities, payments, etc), and to archive expired contracts.	5 - Included in Base Product	All transactions in SAP will provide an audit trail for historical purposes.	Yes	
CM026	Contract Administration	Describe your software's ability to query contracts by wildcard, and to modify or create ad-hoc reports.	5 - Included in Base Product	These query and ad-hoc requirements are standard features within SAP.	Yes	
CM027	Contract Administration	Describe how your software enables tracking and analysis of long-term contracts that span multiple fiscal years or accounting periods.	5 - Included in Base Product	SAP does not place any requirements on contracts with respect to fiscal year. Tracking and analysis will be done through standard reporting.	Yes	

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM001	External Systems	Define your ability to integrate the Inventory system with the Receiving function in the Purchasing system in order to update inventory with actual quantities received.	5 - Included in Base Product	This is fully integrated functionality. A receipt against a purchase will immediately update the inventory balances. In addition, financials will debit the appropriate inventory account amount and credit the inventory/receipt AP payables clearing accouunt.	Yes	
IM002	External Systems	Define your ability to integrate the Inventory system with Fixed Assets to facilitate redistribution/disposal of obsolete/surplus equipment.	5 - Included in Base Product	This is fully integrated functionality. Obsolete and surpluses can be identified and processed accordingly. Receipt of Fixed Asset items will immediately update the fixed asset amounts and begin depreciation, if applicable.	Yes	
IM003	External Systems	Define your ability to interface with Accounts Payable including but not limited to: • generate required receiving documentation • automatically transfer receiving data for evaluated receipt settlement • access receiving data for payment settlement	5 - Included in Base Product	Inventory is fully integrated with Accounts payable for the purposes of required accounting updates that may be relevant. This includes receipts and ERS information. If there is a difference between the receipt amount and the actual payment, this can be reflected back to the inventory on hand dollar amounts.	Yes	
IM004	Receiving	Define your ability to enter receipts online by receiving departments.	5 - Included in Base Product	Yes, this is standard functionality that will be controlled by security. This can be a centralized, decentralized or combination.	Yes	
IM005	Receiving	Define your ability to provide for electronic receipts read by a bar code reader including but not limited to: • reading embedded information to record receipts in purchase orders	5 - Included in Base Product	SAP can easily receive barcode information. There is no special interface, you would only need to have the barcode hardware.	Yes	RF Console needs to be implemented for this requirement.
IM006	Receiving	Define your ability to match the receiving to the purchase order both manually and electronically.	5 - Included in Base Product	Yes, matching PO to receipt can be automated, or manual.	Yes	
IM007	Receiving	Define your ability to receive advanced shipment notifications (ASNs) electronically or via the Web.	5 - Included in Base Product	ASN receipts can be electronically received or via the WEB. You can allow your suppliers to enter this information through Supplier Self Service.	Yes	IDOC structures and processing customization might be required.
IM008	Receiving	Define your ability to post real time to customer inventory systems.	2 - Accommodates via Customization	External systems require an interface. SAP has a very open interface that will allow easy extraction to pass to an external customer system.	Yes	
IM009	Receiving	Define your ability to enter quality inspection information online at point of receiving.	5 - Included in Base Product	Yes, this is standard functionality that that you will grant access by security.	Yes	
IM010	Receiving	Define your ability to receive items into receiving inspection, directly to inventory or the shop floor.	5 - Included in Base Product	Yes, at point of receipt, there is the capability to designate where the inventory is to be placed.	Yes	
IM011	Receiving	Define your ability to receive unordered items and later match them to POs.	5 - Included in Base Product	Unordered items can be received on miscellaneous receipts. Since these items were unordered, the do not need to be entered on a PO. They can still be tracked to a vendor.	Yes	The receipts cannot be matched to PO after the fact.
IM012	Receiving	Define your ability to record lot and serial number.	5 - Included in Base Product	Yes, Lot and serial numbers can be tracked at the detail item level.	Yes	
IM013	Receiving	Define your ability to receive substitute items.	3 - Accommodates via Work Around	Substitute items are similar to unordered items. They can be received with a miscellaneous receipt.	Yes	
IM014	Receiving	Define your ability to print receipt traveler.	5 - Included in Base Product	Yes, you can print the receipt information. This receipt traveler could be put away or delivery information.	Yes	This can be done by using the printed picklist or putaway list. This can be done only if WM is implemented.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM015	Receiving	Define your ability to define your ability to alert buyers, requestors and vendors of receiving discrepancies.	3 - Accommodates via Work Around	This is standard workflow capability. Depending on who you need to notify and what information you want to inlclude, these workflows may need to be created.	Yes	This will require custom workflow development to meet M-DCPS's specific requirements.
IM016	Receiving	Define your ability to automatically close a PO Line to receiving when the amount received is greater than or equal to the amount ordered.	5 - Included in Base Product	The PO line will automatically close when the quantity is reached. This is different than when an amount is reached, except in the case of blanket maximum amounts.	Yes	
IM017	Receiving	Define your ability to print shortage information including but not limited to: • Item • Quantity • Deliver-to-location on the receipt traveler/label.	5 - Included in Base Product	Yes, this can be printed.	Yes	
IM018	Receiving	Define your ability to back date receipts.	5 - Included in Base Product	Yes, this can be accomplished because there is a receipt date and a posting date on the record.	Yes	
IM019	Receiving	Define your ability to automatically determine put away location for a receipt.	5 - Included in Base Product	Yes, dynamic put away processing is standard functionality within the inventory and warehousing modules. This will match the caracteristics of the materials to the appropriate location, i.e. size, weight, HAZMAT, restricted, temperature, fast moving, slow moving, etc.	Yes	Warehouse Management System needs to be implemented.
IM020	Receiving	Define your ability to hold a put away if the designated location is part of a cycle count that has not been completed.	5 - Included in Base Product	Yes, cycle count indicators allow for freezing of a location during the count process.	Yes	
IM021	Receiving	Define your ability to prompt to add item physically in designated location to a cycle count for immediate counting.	5 - Included in Base Product	You can immediately add an item to a cycle count. More information is needed on what would initiate a prompt.	Yes	The trigger / prompt might require customization.
IM022	Receiving	Define your ability to flag hazardous material or items requiring special handling.	5 - Included in Base Product	HAZMAT is a standard material indicator. This will designate special and required processing.	Yes	
IM023	Receiving	Define your ability to utilize RF scanning devices to: • Move and close product receipt at putaway: • Capture counts	5 - Included in Base Product	RF devices can be used throughout your inventory processes. Your RF hardware can interface with the SAP Mobile Asset Manager.	Yes	SAP Mobile Asset Manager and RF console needs to be implemented.
IM024	Receiving	Define your ability to track all receiving record stages of receipt, from loading dock to final consignment.	5 - Included in Base Product	You will have complete visiblity to all stages of the receipt process. This is done through multiple steps and individual business events for each step.	Yes	
IM025	Return Process	Define your ability to support an RA/RMA-based item return process.	5 - Included in Base Product	You can track RMA and enter this informaton on return documents. This will integrate to accounts payable in the event of a return for credit. Return for replacement will retain the quantity on order.	Yes	
IM026	Return Process	Define your ability to automatically reverse receiving for returns and adjust Accounts Payable records with the expectation of a credit memo.	5 - Included in Base Product	Adjustment to reverse the receipt will automatically adjust the vendor balance within AP. If they have already been paid, the new return amount will reduce the amount of the vendor's next payment.	Yes	
IM027	Inventory Tracking	Define your ability to maintain a store's inventory for office supplies, textbook inventory tracking and other movable assets on-line and allow departments to view the inventory prior to requisitioning.	5 - Included in Base Product	You will have a lot of flexibility to establish all kinds of inventory types and locations. Inventory is managed by status at the local level, but can have enterprise-wide visibility.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Yes/No (Y/N)	Proposer Comments
IM028	Inventory Tracking	Define your ability to set up and track inventory at multiple locations/warehouses.	5 - Included in Base Product	There is no limit to the number of locations or warehouses that you define within the system.	Yes	
IM029	Inventory Tracking	Define your ability to transfer inventory between locations and partially fill orders, while maintaining the audit trail.	5 - Included in Base Product	Major processing within inventory will be receiving, transferring, issuing, and counting. All transactions will have a complete history audit trail.	Yes	
IM030	Inventory Tracking	Define your ability to integrate the Inventory system with external bar-coding/scanning applications to facilitate more accurate tracking of inventory.	5 - Included in Base Product	SAP has a very open interface, We can receive information from your barcode hardware without the need for an interface. Your barcode hardware is just another way to capture the data while providing better accuracy.	Yes	Only Barcode reading will be enabled if barcode reading device is attached. No SAP functionality / transcation possible with custom programming. Also WMS to be implemented.
IM031	Inventory Tracking	Define your ability to support tracking of textbook inventory at the School level.	5 - Included in Base Product	Any inventory can be tracked at the school level. Textbooks can be tracked with detailed stocking and usage balances.	Yes	
IM032	Inventory Tracking	Define your ability to provide visibility into inventory balances for specific warehouses to all departments and schools on an inquiry basis.	5 - Included in Base Product	Inquiry of balances can be District-wide, or specific at a school level. This view is done using the standard stock status screen within inventory.	Yes	
IM033	Inventory Tracking	Define your ability to support paperless picking, packing and shipping.	5 - Included in Base Product	You can determine if and when you want to print any paper at all. You will have the capability to run paperless.	Yes	Warehouse Management System needs to be implemented.
IM034	Inventory Tracking	Define your ability to support an electronic signature system for delivery and tracking of delivery.	5 - Included in Base Product	Electronic signatures can be used within inventory transactions such as deliveries. You will have options on electronic, digital, encryption,. Etc.	Yes	User ID is attached with deliveries.
IM035	Inventory Tracking	Define your ability to track work orders through each stage (received at warehouse, pick, pack, in transit, delivered) and allows customers to look up the status of their order in the system.	5 - Included in Base Product	Customers can access their order status if you have granted them the authority to do so. Work can be tracked through every phase of its fulfillment process.	Yes	
IM036	Inventory Tracking	Define your ability to provide visibility into the queue of work orders packed but not shipped.	5 - Included in Base Product	Work orders will have a status for each stage of a fulfillment process. This will allow for seeing what stage a particular order has reached.	Yes	
IM037	Inventory Tracking	Define your ability to provide backorder processing.	5 - Included in Base Product	Any item that is not immediately available will remain open as a backorder and will then be able to be released once the materials are available.	Yes	
IM038	Inventory Tracking	Define your ability to provide aged backlog tracking.	5 - Included in Base Product	Backorders will be aged by dates.	Yes	
IM039	Inventory Tracking	Define your ability to provide a reserve inventory backup location finder.	5 - Included in Base Product	Reserve inventory can be easily be found based upon a user query to the system.	Yes	
IM040	Inventory Tracking	Define your ability to report daily on a driver's time stamped deliveries.	5 - Included in Base Product	SAP will give you the capability to report on any information that you have entered, such as the driver's deliveries.	Yes	
IM041	Inventory Tracking	Define your ability to support the use of multiple units of measure (UOMs) for the same item. Example: the District may purchase paper by the case, but distribute ("sell") to schools by the ream.	5 - Included in Base Product	Yes, there ia the capability to support multiple UOM, for example unit of stocking, issue, order, purchase, receipt, etc.	Yes	
IM042	Inventory Tracking	Define your ability to provide information on orders placed but not approved at the book code/SKU level.	5 - Included in Base Product	Yes, you can track orders at various stages of approval.	Yes	

ROI Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM043	Inventory Tracking	Define your ability to alert users when individual book codes/SKUs are in a position of shortfall, stock out or excess for expedited reaction to these situations.	5 - Included in Base Product	Yes, people can be notified to prevent stockout situations. This is essentially a material planner type alert.	No	The alert can be given only for shortfall or stockout to planners (not the excess).
IM044	Inventory Tracking	Define your ability to perform a WIP physical inventory.	5 - Included in Base Product	Yes, physical inventory, cycle counting, and random sampling are all fully supported.	Yes	
IM045	Inventory Tracking	Define your ability to disable specific transactions or user access during inventory count.	5 - Included in Base Product	Yes, this is standard inventory count options.	Yes	
IM046	Inventory Tracking	Define your ability to define physical count scope and tolerance including but not limited to: • Organization • Sub-inventory	5 - Included in Base Product	You can map the complete details of your physical inventory requirements. This can be at a organization or sub inventory level.	Yes	
IM047	Inventory Tracking	Define your ability to identify tags/counts sheets that are not entered.	5 - Included in Base Product	You will have visibility to see what counts have yet to be entered. Your system will track the status of completion.	Yes	
IM048	Inventory Tracking	Define your ability to systematically compare counts to system on-hand balances and calculate adjustments.	5 - Included in Base Product	This is exactly what the count process will do. It is designed to improve the accuracy of your data.	Yes	
IM049	Inventory Tracking	Define your ability to understand which adjustments fall outside of tolerances and need approval.	5 - Included in Base Product	You can set a tolerance, below which adjustments will automatically post. You can define the threshold that adjustments need approval.	Yes	Custom reporting may be required depending on M-DCPS's specific requirements.
IM050	Inventory Tracking	Define your ability to systematically approve and post adjustments.	5 - Included in Base Product	Users can be notified and alerted that there are adjustments to be approved. This notice can be a workflow approval or a standard reporting and access.	Yes	
IM051	Inventory Tracking	Define your ability to add/delete/modify fields on Tag/Count sheets to include but not limited to: • Item number • Description • Count Quantity • Unite of Measure • Locator • Comments • Counter initials	5 - Included in Base Product	Tag and count sheets can be modified to contain the information that is required and relevant to you.	Yes	Custom development will be required to incorporate some additional fields in the report.
IM052	Inventory Tracking	Define your ability to track inventory the district owns at external sites as separate sub-inventory and/or location.	5 - Included in Base Product	This is a standard feature of defining your stocking locations. Defined inventory locations can be internal or external.	Yes	
IM053	Inventory Tracking	Define your ability to manage returns for but not limited to: • Damage • Defective product • Cores • Unused issued items	5 - Included in Base Product	Return processing is a flexible process that will allow you to track reasons as well as perform different processes based upon the characteristics of the return.	Yes	
IM054	Inventory Tracking	Define your ability to track and manage stock levels on a bench and/or truck.	5 - Included in Base Product	A storage location can be defined to whatever your requirements. Management of stock levels can be at the truck or bench level.	Yes	
IM055	Inventory Tracking	Define your ability to signal counts when the balance in a locator hits zero.	5 - Included in Base Product	Yes, this is a standard count processing option.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM056	Inventory Tracking	Define your ability to divide the counts that are to be conducted over time into relatively equal daily count lists.	5 - Included in Base Product	Yes, this is a standard count processing option.	Yes	
IM057	Inventory Tracking	Define your ability to require a recount when a mismatch in serial numbers occurs prior to an adjustment being made.	5 - Included in Base Product	Yes, this is a standard count processing option.	Yes	
IM058	Inventory Tracking	Define your ability to set tolerance levels to automatically determine whether or not a recount is necessary. Are tolerances based on quantities, extended value or both.	5 - Included in Base Product	Yes, this is a standard count processing option.	No	Tolerances are based on quantity only.
IM059	Inventory Tracking	Define your ability to • Specify Serial Numbers on the count list so they can be verified as part of the count process • Enable serial numbers to be scanned in from bar code as part of the count process	5 - Included in Base Product	Yes, this is a standard count processing option.	Yes	Serial Number Management needs to be implemented.
IM060	Inventory Tracking	Define your ability to allow Lot Numbers to be specified on the count list so that lots can be verified as part of the count process.	5 - Included in Base Product	Yes, this is a standard count processing option.	Yes	
IM061	Inventory Tracking	Define your approval process for adjustments.	5 - Included in Base Product	When a threshold is reached, an approval will be directed to the designated person to process. Once approved, then the transaction can be completed.	Yes	
IM062	Inventory Tracking	Define your ability to support on-site supplier managed replenishment transactions.	5 - Included in Base Product	You can grant suppliers access to VMI, Vendor managed inventory. Suppliers will be responsible for maintaining your desired balances and update what you allow.	Yes	
IM063	Inventory Tracking	Define your ability to establish inventory usage categories and to select usage when inventory transactions are created.	5 - Included in Base Product	Yes, there are standard usage categories such as issue to a department, order, scrap, sampling, project, etc.	Yes	
IM064	Planning	Define your ability to provide support for Min/Max Planning and reporting and integrate with Purchasing to facilitate replenishment as needed.	5 - Included in Base Product	This is a standard feature of inventory replenishment. There is complete reorder planning and management.	Yes	
IM065	Planning	Define your ability to provide the ability to electronically transmit inventory information and min/max windows to vendors. Does the system provide web-access to vendors with consignment inventory that don't have the facility for electronic data transfer	5 - Included in Base Product	Vendors can use web access through supplier enablement to view the information that you want to communicate. You can also send the information when min/max is reached.	Yes	This can be achieved by implementing ICH (Inventory control hub).

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM066	Planning	Define your ability to provide simple forecasting and demand planning including but not limited to: • Best fit forecasting functionality • Seasonal item forecasting • Forecasting variance analysis • Does the Forecasting tool provide a graphical view of the forecasts on a per item basis	5 - Included in Base Product	There are many detailed forecasting models that you can establish. Forecasting can be based on planned usage or on historical values. All reports have the capability to be graphed. Forecasting can be as simple or as comprehensive and detailed as you need, i.e. alpha, beta, etc.	Yes	Forecasting models to be implemented as part of Replenishment.
IM067	Planning	Define your ability to do supplier lead time analysis in order to identify trends in early/late deliveries and under/over delivery for inventory management calculations.	5 - Included in Base Product	Lead times are an integrated part of the inventory calculations. The goal for the inventory is to support and meet your material requirements.	Yes	
IM068	Planning	Define your ability to perform trip planning including but not limited to: • Reviewing order backlog, • Group order lines into deliveries and trips to simplify the pick and stage process	5 - Included in Base Product	Transportation planning will take into consideration all the variables to provide the most efficient manner of delivery. Pick and staging will improve efficiencies in both removing from storage locations and packing the truck.	Yes	This can be done by implementing Transportation Management.
IM069	Administrating Orders	Define your ability to utilize claims and returns reason and feed them to order fulfillment to improve overall delivery quality.	5 - Included in Base Product	Yes, you can process the claims and have that used in analysis going forward to optimize materials, orders, and suppliers.	Yes	
IM070	Administrating Orders	Define your ability to automatically update customer order information once picking, verification and loading are complete.	5 - Included in Base Product	After pic and load, the customer order will reflect the proper status and the actual quantities that were processed.	Yes	
IM071	Administrating Orders	Define your ability to order products by shipment volume to minimize handling and to optimize traffic flow; use of fulfillment zones based on product volume.	5 - Included in Base Product	Yes, this is a standard inventory ordering feature.	Yes	
IM072	Administrating Orders	Define your ability to specify the sequence of vehicle loading/unloading for a delivery utilizing vehicle loading sequence to drive order fulfillment cycles.	5 - Included in Base Product	Transportation planning will take into consideration all the variables to provide the most efficient manner of loading and delivery.	Yes	Transportation Management to be implemented.
IM073	Administrating Orders	Define your ability to automatically perform available-to-promise calculation based on material request against any stocked item and alert requestor.	5 - Included in Base Product	SAP provides you an online real-time inventory ATP system that will give you the visibility to all available balances.	Yes	
IM074	Administrating Orders	Define your ability to place a location on hold to prevent picks from being routed to it (i.e., part problem, quantity discrepancies, etc.).	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM075	Administrating Orders	Define your ability to utilize FIFO and other picking rules when more than one location is possible for an item.	5 - Included in Base Product	Yes this is a standard feature of Inventory management. You have options for lifo, fifo, and moving average.	Yes	Warehouse management to be implemented.
IM076	Administrating Orders	Define your ability to create backorders (shortages) based on unfulfilled picks of any kind.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM077	Administrating Orders	Define your ability to trigger a cycle count based on a discrepancy noted during a pick.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM078	Administrating Orders	Define your ability to generate a cycle count credit at a location that a pick has zeroed out.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM079	Generate Picking Documents	Define your ability to insert "hot" picks into the picking process without interrupting the normal flow. Also able to flag the pick as "hot" to prompt special handling.	5 - Included in Base Product	Yes, you will be able to identify emergency, hot, or immediate picks. This will not disrupt other processing.	Yes	
IM080	Generate Picking Documents	Define your ability to verify pick accuracy.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM081	Generate Picking Documents	Define your ability to eliminate from the pick process pick shorts due to lack of inventory and communicate automatically to customer service and inventory planning organizations.	5 - Included in Base Product	Yes this is a standard feature of Inventory management. Optimized and fully integrated features within SAP will prevent picks to locations that does not have available quantity. This information is available immediately to customer service and inventory.	Yes	Additional custom workflows need to be implemented.
IM082	Generate Picking Documents	Define your ability to automatically update performance measurement program database with picker quality.	5 - Included in Base Product	Picker transactions will be documented and can be used for analysis.	Yes	Worklist Management to be implemented.
IM083	Generate Picking Documents	Define your ability to define pick rules and sort picklist to: • Optimize picking • Direct pick to a location with enough parts to minimize split pulls.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM084	Generate Picking Documents	Define your ability to display picking tasks and track picking performance on RF Terminal, Handheld device (RF or batch).	2 - Accommodates via Customization	Yes, this is a standard feature of Inventory management. SAP has an open mobile interface that you can use to download information to your RF and handheld hardware.	Yes	SAP Mobile Asset Manager and RF Console needs to be implemented.
IM085	Generate Picking Documents	Define your ability to record product relief which occurs at time product is removed from location.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM086	Generate Picking Documents	Define your ability to allow replenishment/putaway operations to occur simultaneously with picking operations.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM087	Generate Picking Documents	Define your ability to display special handling instructions during picking.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM088	Generate Picking Documents	Define your ability to send picking requirements electronically to a external third party.	4 - Accommodated via 3rd Party	You would need to define the third party.	Yes	Custom Interface has to be developed.
IM089	Order Fulfillment	Define your ability to Integrated with applications for order management, warehouse management and transportation management.	5 - Included in Base Product	SAP is a fully integrated application across all functional areas. Orders are seamlessly passed to inventory, then to the warehouse, and on to transportation. You will have the capability to order, pick, pack, ship and view all transactions.	Yes	
IM090	Order Fulfillment	Define your ability to leverage VMI techniques and technologies to manage customer inventories and smooth order demand.	5 - Included in Base Product	VMI gives you the capability to track and manage the customer balances. This will ensure succes of the availability of having the material when needed.	Yes	Custom Interface with Customer Inventory system might need to be developed. ICH need to be used for this requirement.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM091	Order Fulfillment	Define your ability to: • Systematically generate Material requirements: • Replenishment trigger: • Periodic pulls	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM092	Warehouse Layout Management	Define your ability to: • Identify a list of empty storage locations at a facility • The percentage of the total storage locations that are empty • The percentage of the storage locations in each size category that are empty	5 - Included in Base Product	Yes this is a standard feature of Inventory and warehouse management.	No	SAP will not give percentage of empty storage location. It will only give list of empty locations. Custom reporting will be required.
IM093	Warehouse Layout Management	Define your ability to specify that certain locations are appropriate for hazardous material.	5 - Included in Base Product	Yes this is a standard feature of Inventory and warehouse management.	Yes	Warehouse management requirement.
IM094	Warehouse Layout Management	Define your ability to identify how frequently a given item and/or storage location and/or item in a given storage location has been accessed at a given facility.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	This can be done by using reporting in Warehouse Management System.
IM095	Warehouse Layout Management	Define your ability to report the proportion of a given time period that a storage location is empty or occupied.	3 - Accommodates via Work Around	You will have warehouse tools to manage the facility. This will include optimization tools to view the efficiencies at individual bin locations. The proportion would need to be a calculation added to a Business Warehouse report.	Yes	
IM096	Accounting Functions	Define your ability to facilitate inventory accounting to enable charging dollar cost to items in inventory.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM097	Accounting Functions	Define your available inventory accounting methods (i.e., average cost) for tracking/segregating purchased and "free" inventory items.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM098	Accounting Functions	Define your ability to support consignment inventory functionality.	5 - Included in Base Product	Yes this is a standard feature of Inventory management. The liability will automatically be created when the consignment inventory is issued.	Yes	
IM099	Accounting Functions	Define your ability to change the SKU unit cost based on cost averaging the combination of the on hand inventory and the new receipt.	5 - Included in Base Product	Yes, this is a standard feature of Inventory management. Every receipt will perform a new recalculation of cost average for the material.	Yes	
IM100	Accounting Functions	Define your ability to provide a cycle count program based on ABC analysis.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM101	Accounting Functions	Define your ability to provide cycle count history tracking.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM102	Accounting Functions	Define your ability to view transaction activity on book code/SKU for a designated period of time.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM103	Accounting Functions	Define your ability to allow all functionality interfacing with accounting to be transparent to the warehouse.	5 - Included in Base Product	Yes this is a standard feature of Inventory management. Every transation against valuated materials will automatically create accounting transactions.	Yes	
IM104	Accounting Functions	Define your ability to address physical inventory & reconciliation processes.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM105	Accounting Functions	Define your ability to generate an invoice/bill of sale.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM106	Reporting	Define your software's report writer and ad-hoc query tools including support for multi-dimensional data analysis with drill down capability.	5 - Included in Base Product	Report writer and ad hoc are designed to easily allow you access to the exact information needed for both strategic and tactical decisions. Reporting allows for drill down capability.	Yes	The reporting can be done by standard reports or BW implementation
IM107	Reporting	Define your ability to allow user defined online or hard copy reports utilizing ad-hoc query/reporting tool. Examples include but are not limited to: • book code/SKU-level information on orders placed, but not approved.	5 - Included in Base Product	Reporting can be both online and hard copy.	Yes	
IM108	Reporting	Define your ability to provide activity tracking and produce graphs.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	BW needs to be implemented.
IM109	Reporting	Define your ability to provide productivity tracking by operator/activity.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM110	Reporting	Define your ability to view/report expected receipts by promised date.	5 - Included in Base Product	Yes, this is a standard feature of Inventory management. This is the expected receipts report.	Yes	
IM111	Reporting	Define your ability to provide a vendor portal/vendor self-service including but not limited to: • Secure Access including automatic password resets • Restricting data available to vendors • Ability to view status of receipts • Ability to select invoices for early payment by offering a discount • Ad-hoc reporting with drill-down capabilities	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM112	Reporting	Define your ability to provide a vendor portal/vendor self-service including but not limited to: • Ability to view the inventory that they manage • Ability to capture min/max levels • Access supplier's (external/internal) minimum/maximum replenishment level data at the Third Party Logistic's warehouse • Measure and report supplier's effectiveness in managing replenishment (i.e., min/max performance, inventory turns, service level) • Ability to view balance, receipt, actual consumption and planned consumption information	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM113	Reporting	Define your ability to report adjustments pending approval.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM114	Reporting	Define your ability to view/report consigned inventory belonging to a particular customer and its location.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	

Ref Num	Sub Process	Functional Description	ERP Version	Comments	Agree (Y/N)	Proposer Comments
IM115	Reporting	Define your ability to view/report all adjustments and sort by including but not limited to: • Date • Item • Absolute dollar difference • Actual dollar difference • Absolute quantity difference • Actual quantity difference • Ad-hoc reporting with drill-down capabilities	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM116	Reporting	Define your ability to view/report record statistics about the cycle counting process including but not limited to: • Date last counted for an item in a sub-inventory • Quantity and value of any count adjustment • Absolute quantity and value of any count adjustment •rolling six month averages Define the calculations to determine if the cycle count program is meeting requirements.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM117	Reporting	Define your ability to generate email notifications to: • Purchasing Buyer notifying when min/max levels are violated	5 - Included in Base Product	Yes this is a standard feature of Inventory management and use of the Early Warning System reporting tool.	Yes	
IM118	Reporting	Define your ability to view/report and generate automatic email notification on excess inventory based on user defined parameters including but not limited to: • New excess situation • Review frequency (calendar/fiscal period) • Disposition status	5 - Included in Base Product	Yes this is a standard feature of Inventory management and use of the Early Warning System reporting tool.	Yes	BW needs to be implemented.
IM119	Reporting	Define your ability to input and report upon causes of excess inventory.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	This can be achieved by Custom Reporting.
IM120	Reporting	Define your ability to review lot numbers/serial numbers and date codes of items in an asset or expensed sub-inventory.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM121	Reporting	Define your ability to view/report by planner/buyer for items where adjustments cause a stockout.	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	
IM122	Reporting	Define your ability to view/report labor percentages and picks per hour for employee performance goals.	2 - Accommodates via Customization	You would need to create a business warehouse report that would show this information. The standard transactions will show date and time stamp of all inventory processes.	Yes	Worklist Management needs to be implemented.

Miami-Dade County Public Schools: Inventory Management (IM)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
IM123	Reporting	Define your ability to view/report measures of efficiency over time for a storage facility, including but not limited to: • Transactions per time period • Transactions per time period per person • Average time between request and fulfillment of request	5 - Included in Base Product	Yes this is a standard feature of Inventory management.	Yes	

Miami-Dade County Public Schools: Procurement Transactional (PT) — Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PT001	Requisition Creation and Processing	Ability to utilize web-based item catalogs used for self-service requisition and web-based tools used for direct and indirect materials and services and capital purchases.	5 - Included in Base Product		Yes	SAP SRM to be implemented
PT002	Requisition Creation and Processing	Ability to electronically integrate between procurement systems and other systems within the organization.	5 - Included in Base Product		Yes	If integration is between SRM and non-SAP system then custom interfacing will be required.
PT003	Requisition Creation and Processing	Describe your software's capacity for utilization of automated workflow for routing, modification (i.e., account cost center) and approval verification and signature process for requisitions, Po's, change orders, contracts, etc.	5 - Included in Base Product	Automated workflow can be used to extend any of your standard processing. Examples of when something happens that requires workflow routing could be when a document (requisition, PO, contract) is entered, when approval is required, or any business event that takes place such as funding validation, dollar values, timeframes, or other thresholds. This would include approval verification and signature process.	Yes	
PT004	Requisition Creation and Processing	Ability to set approval levels based on dollar thresholds as well as by item type (Capital and Technical items).	5 - Included in Base Product		Yes	
PT005	Requisition Creation and Processing	Ability to delete, place on hold and suspend Requisitions.	5 - Included in Base Product		Yes	
PT006	Requisition Creation and Processing	Describe your systems ability for the software to automatically assign Requisition number.	5 - Included in Base Product	SAP will allow you to auto-assign your requisition numbers.	Yes	
PT007	Requisition Creation and Processing	Ability to prorate freight and other miscellaneous charges across Requisition lines by percentage and by quantity.	5 - Included in Base Product		Yes	
PT008	Requisition Creation and Processing	Describe your systems ability to create a requisition from a template using pre-populated account information and other financial information (e.g., terms, contract info., etc.) based on user, business unit, vendor, etc	5 - Included in Base Product	Yes, SAP will allow you to establish and use a requisition template.	Yes	
PT009		Describe how your software allows users on-line access to all information on items available to purchase including pictures, prices, delivery time, specifications, etc.	5 - Included in Base Product	Online assess is a security feature. If you grant this access, users will have that availability. This is a part of the item master file or the catalog.	Yes	Catalog management in SRM to be used for this.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Yes (Y/N)	Proposer Comments
PT010	Requisition Creation and Processing	Describe your software's budget validation/encumbrance workflow for requisitions, including the following: 1. Validating requisitions versus budget (funds availability checking/warnings) and pre-encumbering money by department at requisition entry. 2. Prevent approval of requisitions where spending exceeds a pre-determined threshold versus a total commidity contract dollar/ubnit amount 3. Preventing NSF/non-validated requisitions from entering purchasing agent/buyer work queues. 4. Automatically assigning validated (funds available/pre-encumbered) requisitions to purchasing agent/buyer work queues. 5. Automatically generating encumbrances as requisitions become approved purchase orders.	5 - Included in Base Product	SAP will provide you budget validation every time a budget related document is processed. This will include 1. availability check, 2. warning or hard stop errors, 3. no processing to buyer's for NSF, 4. auto process of approved requisitions to buyers, and 5. auto encumbrance from the pre-encumbrance,	Yes	
PT011	Requisition Creation and Processing	Describe your software's ability to process Requisitions at a centralized location, and either keep expenses centrally or spread across multiple locations.	5 - Included in Base Product	Yes, SAP will allow you to establish central requisition processing with distributed expensing.	Yes	
PT012	Requisition Creation and Processing	Ability to use account/cost center distributions on Requisition lines.	5 - Included in Base Product		Yes	
PT013	Requisition Creation and Processing	Ability to view Vendor details while entering Requisitions.	5 - Included in Base Product		Yes	
PT014	Requisition Creation and Processing	Describe your systems software's ability to accommodate changes in the number of characters per field.	2 - Accommodates via Customization	Changing the number of characters is a customization to the screen and data record. This is possible and available to customize, but I would first explore all the standard fields for compatability in your processes.	Yes	This can be done by changing standard fields of SAP. But this might have integration impact. SAP is tightly integrated system, so this change will affect other area of SAP. This might have greater impact in implementation.
PT015	Requisition Creation and Processing	Ability to enter Requisitions tied to existing PO's (i.e., Blanket PO process).	5 - Included in Base Product		Yes	
PT016	Requisition Creation and Processing	Ability to create recurring Requisition for utilities, leases, etc.	5 - Included in Base Product		Yes	SAP provides the ability to copy old requisitions into new requisitions. Also, invoicing plan can be used for lease payments.
PT017	Requisition Creation and Processing	Ability to enter a Requisition for a given Vendor, but indicate a different Vendor to remit payment to (i.e., factoring).	5 - Included in Base Product		Yes	
PT018	Requisition Creation and Processing	Ability to enter suggested delivery dates for a Requisition line item.	5 - Included in Base Product		Yes	

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PT019	Requisition Creation and Processing	Describe your systems software's ability to order from a shopping cart and to prompt for substitute / alternate items if required item is out of stock.	5 - Included in Base Product	You can have a substitution defined at the item catalog level. If during a stock check there are no items in stock, you can then reference and order the substitute.	Yes	This is possible only if catalog management is used. Replacement item can be viewed online and needs to be put manually into requisition.
PT020	Requisition Creation and Processing	Ability to record vendor's item #, manufacturer / brand information on req. line.	5 - Included in Base Product		Yes	
PT021	Requisition Creation and Processing	Ability to flag line item for inspection.	5 - Included in Base Product		Yes	
PT022	Requisition Creation and Processing	Describe your system software's ability to select standard, canned comments or addition of free form text and how it attaches to the Requisition header or line item.	5 - Included in Base Product	Yes, you can select standard text and include at either/and/or the header or line item. This standard text will come from a stored text library that you have created within SAP.	Yes	
PT023	Requisition Creation and Processing	Ability to query and sort on multiple fields including, Location, Vendor, Buyer, Approval Date, Requisition Status, Account, Quantity, Unit of Measure and Commodity coding information.	5 - Included in Base Product		Yes	This can be achieved by BW reporting.
PT024	Requisition Creation and Processing	Ability to create request for quotations (RFQs) automatically from online requisitions.	5 - Included in Base Product		Yes	
PT025	Requisition Creation and Processing	Describe your system software's ability to partially source a requisition to a PO or multiple purchase orders and multiple requisitions to a single PO using single and/or multiple contracts.	5 - Included in Base Product	Requisitions can be partially sourced, combine, or distributed to one or many vendors. POs or contracts.	Yes	
PT026	Requisition Creation and Processing	Describe your software's ability to allow purchasing agents to override either user specified or system generated vendors and prices.	5 - Included in Base Product	This is standard processing for buyers within the sourcing process.	Yes	
PT027	Requisition Creation and Processing	Describe your software's ability to order from multiple contracts on one requisition.	5 - Included in Base Product	You can split a single, requisition line across multiple contracts.	Yes	
PT028	Standard PO Processing	Ability to convert approved requisitions to purchase orders automatically using requisition detail.	5 - Included in Base Product		Yes	
PT029	Standard PO Processing	Ability to inquire on Purchase Orders by multiple criteria including Requisition number, Vendor, Requisition date, PO number, Contract, Account, Cost, and Location.	5 - Included in Base Product		Yes	This can be achieved by BW reporting.
PT030	Standard PO Processing	Describe your systems software's ability to utilize both two and three way matching, criteria for matching (unit price, qty invoiced, qty received) and override process, as well as the query and reporting functions.	5 - Included in Base Product	SAP will allow you to match PO to invoice, PO to receipt to invoice, or PO to receipt to inspection to invoice for respective 2, 3, or 4 way matching.	Yes	
PT031	Standard PO Processing	Ability to use account/cost center distributions on PO lines.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Yes (Y/N)	Proposer Comments
PT032	Standard PO Processing	Ability to automatically match Purchase Order and receipt information within defined parameters/tolerance.	5 - Included in Base Product		Yes	
PT033	Standard PO Processing	Ability to request an MSDS for the PO line item.	5 - Included in Base Product		Yes	
PT034	Standard PO Processing	Ability to provide multiple shipment schedules/distribution lines per PO line.	5 - Included in Base Product		Yes	
PT035	Standard PO Processing	Ability to access sourcing and inventory information online while building PO's.	5 - Included in Base Product		Yes	
PT036	Standard PO Processing	Describe your software's ability to add specific information regarding asset placement to a Req./PO. Details could include Department Area or Room Number, more specific than delivery address, to assist Asset staff in locating new capital assets for proper tagging.	5 - Included in Base Product	Yes, you can add asset specifics to the purchasing documents at the line level. This will integrate and pass quantity and amount data to the fixed asset module.	Yes	The detailed information of an asset is maintained in Asset Master.
PT037	Standard PO Processing	Ability to assign work order # and project level information to a purchase order from the Requisition.	5 - Included in Base Product		Yes	
PT038	Standard PO Processing	Ability to reference purchasing contracts and reference them on POs.	5 - Included in Base Product		Yes	
PT039	Standard PO Processing	Ability of system to create a Purchase Order based on stockroom / inventory demand (stock replenishment).	5 - Included in Base Product		Yes	
PT040	Standard PO Processing	Describe your systems ability to query and sort on multiple fields including, Location, Vendor, Buyer, Approval Date, PO Status, Account, Quantity, Unit of Measure and Commodity coding information.	5 - Included in Base Product	These are standard query and sort features provided.	Yes	
PT041	Standard PO Processing	Ability to create Blanket Orders, Standard Orders and Pricing Agreements.	5 - Included in Base Product		Yes	
PT042	Standard PO Processing	Ability to define due dates on Purchase Order.	5 - Included in Base Product		Yes	
PT043	Standard PO Processing	Ability to transmit Pos and PO change information via multiple methods: (e.g. hard copy, fax, email or other electronic method)	5 - Included in Base Product		Yes	
PT044	Standard PO Processing	Ability to auto number Purchase Orders.	5 - Included in Base Product		Yes	
PT045	Standard PO Processing	Ability to identify anomalies and errors in Requisitions and Purchase Orders.	5 - Included in Base Product		Yes	
PT046	PO Change Order Processing	Ability to make adjustments to Requisitions and Purchase Orders.	5 - Included in Base Product		Yes	
PT047	Procurement Card Processing	Ability to utilize P-cards and EFT for purchase order settlement.	5 - Included in Base Product		Yes	
PT048	Procurement Card Processing	Ability to post procurement card transactions to a single or multiple general-ledger account structure.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Yes or No	Proposer Comments
PT049	Reporting	Describe your software system's ability to generate Ad-Hoc reports by vendor, terms, volume, fund, location, contract, spend etc. and define how user controls are applied.	5 - Included in Base Product	These are standard reporting features provided. Users can be given the authority to determine report specifics.	Yes	
PT050	Reporting	Ability to interface with the vendor master to support performance measurement calculation and reporting (cycle time, spend volume).	5 - Included in Base Product		Yes	
PT051	Requisition Creation and Processing	Describe your systems software's ability to direct low dollar, high volume transactions to a P-Card, Shopping Cart or Web-based catalogs.	5 - Included in Base Product	Within the catalog functionality, the system can designate that certain items are P-card relevant.	Yes	
PT052	Standard PO Processing	Describe your software systems training manuals and guidelines as they exist related to the software package for requisition, po processing.	5 - Included in Base Product	You can access the complete functional documentation online. Online manuals and guidelines are tailored specifically to the screen you are on. If you are on a PO entry screen, hitting the help button will show relevant information to help you enter the PO.	Yes	
PT053	M-DCPS Requirement	Ability to convert UOM from information integrated from subsystems.	5 - Included in Base Product		Yes	
PT054	M-DCPS Requirement	Ability to change fund structure, without losing history of past financial information.	5 - Included in Base Product		Yes	The fund structure can be changed in PR/PO. The changes can be viewed in change history of document. The change can only be done
PT055	M-DCPS Requirement	Ability to generate automatic email notification to party assigned to receive goods/services (when buying on behalf of).	5 - Included in Base Product		Yes	Email Server and Workflow integration will be required.
PT056	M-DCPS Requirement	Ability to integrate P-card vendor transactional history into system for historic reporting.	5 - Included in Base Product		Yes	SRM P-card functionality.
PT057	M-DCPS Requirement	Ability to create a "dashboard" view of key Procurement transaction information, updated automatically.	5 - Included in Base Product		Yes	SAP Portal can be used for this requirement.
PT058	M-DCPS Requirement	Ability run multiple sessions and view specific transaction information (multiple screens in single session).	5 - Included in Base Product		Yes	
PT059	Purchasing	Describe your software's ability to allow for free text and/or clauses to be applied throughout POs (i.e., Header, footer, line item).	5 - Included in Base Product	Yes, you can apply free form text through these areas.	Yes	
PT060	Purchasing	Describe your software's capabilities for electronically attaching/viewing/transmitting additional documents (i.e., terms & conditions) with all purchase orders.	5 - Included in Base Product	You can attach items such as documents, scanned images, web links, PDF, and XLS documents to Pos.	Yes	Attachments can be done in SRM not in SAP R/3.
PT061	Purchasing	Describe your software's ability to identify trade-ins and show trade in value as a credit on purchase order including: 1. Ability to route to Fixed Assets for approval on trade-ins involving capital assets.	3 - Accommodates via Work Around	Yes trade in value can be tracked in the purchasing condition frecords. A workflow needs to be established for the fixed asset routing.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	As Is (Y/N)	Proposer Comments
PT062	Purchasing	Describe your software's capabilities for processing change orders including the following: 1. Maintaining history of changes. 2. Alerting affected users (requester, purchasing agent/buyer, vendor) of changes to the purchase order. 3. Automatically or manually close/adjust purchase order without receiving items.	5 - Included in Base Product	Yes, change orders will maintain complete audit trail, can use workflow to alert users, and can close purchase orders if the change deems that required.	Yes	
PT063	Purchasing	Describe your software's ability to do expediting reports, past due deliveries, purchase order aging, etc.	5 - Included in Base Product	This is standard reporting.	Yes	
PT064	Purchasing	Describe your software's ability to allow annual automatic processing or renewal of ongoing blanket purchase orders.	2 - Accommodates via Customization	This is not an automatic process.	Yes	Customization is required to convert the expiring POs at end of fiscal year. Custom program could be highly complex based on District requirement.
PT065	Purchasing	Describe your software's ability to enable schools, departments or other end users to check the status of bids / quotes, requisitions, purchase orders, etc.	5 - Included in Base Product	This is standard access to the business transactions.	Yes	
PT066	Purchasing	Describe your software's capabilities for enabling end-user (i.e., buyer or purchasing agent) communication with vendors (i.e., emailing follow-up letters or other system-generated notifications) regarding purchase orders.	5 - Included in Base Product	Automated communication alerts can be generated to the vendors.	Yes	
PT067	Purchasing	Describe your software's ability to automatically close a purchase order when all items are received and the final invoice is paid.	5 - Included in Base Product	Yes, this is exactly what will happen.	Yes	
PT068	Purchasing	Describe your software's ability to carry over open purchase orders to the following fiscal year.	5 - Included in Base Product	There is not a fiscal year limitation on purchase orders, so these will carry over.	Yes	
PT069	Purchasing	Describe your system's capabilities for generating repair orders and link them to purchase orders for tracking vendor violations such as short shipments, quality problems, late shipments, etc.	5 - Included in Base Product	Yes, this information will be reflected within the standard vendor performance.	Yes	
PT070	Purchasing	Describe your software's capabilities for referencing data in the contract management system by commodity to find the best prices per negotiated contracts.	5 - Included in Base Product	This is standard information access by user. .	Yes	
PT071	Purchasing	Describe your software's ability to provide for immediate printing of the purchase order.	5 - Included in Base Product	Yes, purchase orders can be printed immediately.	Yes	

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PT072	Purchasing	Describe your software's capabilities for notifying the user if item, unit quantity or price does not match contract terms and alerting the user of contract price breaks at purchase order entry.	5 - Included in Base Product	Yes, users can be alerted to any discrepancies and will also get a warning of available price breaks.	Yes	
PT073	Textbook Purchasing	Describe how your software allows on-line access to District-adopted texts and ancillaries for ordering by schools.	5 - Included in Base Product	These text access is granted by security. You have the flexibility to store the texts in a variety of areas such as the item catalog.	Yes	
PT074	Textbook Purchasing	Describe your software's ability to use integrated textbook database that can sort by any of the fields in the textbook record.	4 - Accommodated via 3rd Party	The textbook database should have a search capability. SAP can receive the information, or an interface created to get this information.	Yes	SRM External catalog can be used for Textbook catalogs.
PT075	Textbook Purchasing	Describe your software's ability to assign multiple (minimum of 5) course codes to the records of textbooks in the database.	5 - Included in Base Product	Course codes can be a cross reference at the item master file through use of standard classification fields.	Yes	Classification system to be used in Material Master
PT076	Textbook Purchasing	Describe your software's ability to restrict items in the database that can be ordered by schools.	5 - Included in Base Product	Catalog functionality and security will restrict what users are able to view and order.	Yes	
PT077	Textbook Purchasing	Describe your software's ability to consolidate school orders entered into the ERP textbook ordering system and produce order lists by vendor.	5 - Included in Base Product	Yes, this is standard best practices and the economies of scale that will benefit the school district.	Yes	
PT078	Textbook Purchasing	Describe your software's ability to calculate quantities of free materials that will be generated by purchase of associated textbooks.	1 - NA / Not Supported	This is not a standard feature of SAP.	Yes	
PT079	Textbook Purchasing	Describe your software's ability to get system-generated shipping invoices for separation of each school's order.	5 - Included in Base Product	Shipping invoices or Packing lists will be split across the proper school for delivery and identification.	Yes	
PT080	Textbook Purchasing	Describe your software's ability to have a District-wide inventory database and to maintain an individual school inventory record of items on hand at each location book code, ISBN or title.	5 - Included in Base Product	Yes, SAP will allow you to establish District-wide inventory, but location specific stocking values.	Yes	
PT081	Textbook Purchasing	Describe your software's ability to have schools list excess quantities of items that are available for transfer to other schools.	5 - Included in Base Product	Yes, SAP will allow you to designate what is reserved, what is available, as well as many other inventory status categories.	Yes	
PT082	Textbook Purchasing	Describe your software's ability to match student enrollment databases in courses and grades (student information system) against current textbook inventory records for the school to prevent over-ordering.	2 - Accommodates via Customization	This is a custom interface that needs to be created.	Yes	This will be a custom interface with other external system. Also custom logic will be required to compare the inventory records and students database.
PT083	Textbook Purchasing	Describe your software's capabilities for enabling free material tracking at the inventory and accounting levels including ability to exclude free materials from showing as a budgetary expense.	5 - Included in Base Product	You can track materials with the category of 'free'. This will not have an effect on budgeting since these are 'non-valuated' materials.	Yes	
PT084	Textbook Purchasing	Describe your software's ability to update inventory records when books are issued to schools or returned to warehouse from schools.	5 - Included in Base Product	Inventory updates are online, real-time at the time of issue or return to/from the school.	Yes	

Miami-Dade County Public Schools: Procurement Transactional (PT)

Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PT085	Textbook Purchasing	Describe your software's ability to track item expenditures by book code (6-digit minimum) or ISBN.	5 - Included in Base Product	Expenditures will be tracked to the appropriate financial category and can be accessed and reported on by many characteristics, including code or ISBN.	Yes	
PT086	Textbook Purchasing	Describe your software's ability to store publisher free ratio for items in database and to calculate quantity of free materials based on total order.	1 - NA / Not Supported	This is not a standard feature of SAP.	Yes	
PT087	Textbook Purchasing	Describe your software's ability to easily add, delete, and modify records of items in the database.	5 - Included in Base Product	This is standard processing for you within SAP. This is all security controlled as to what users have this capablity.	Yes	
PT088	Textbook Purchasing	Describe your software's ability to track items issued to schools by teacher or by student.	5 - Included in Base Product	Standard reporting will provide issues to student and teacher as long as this information was in included at the issue point.	Yes	
PT089	Textbook Purchasing	Describe how your software tracks backorders by school/location, item, purchase order number, and order date.	5 - Included in Base Product	Items that are not availble when ordered will be placed on backorders that will be fulfilled once the items are received.	Yes	
PT090	Textbook Purchasing	Describe your software's ability to restrict schools' access to ordering screens and reporting of losses during certain times of the year.	5 - Included in Base Product	This functionality can be controlled by role based sign on and security features.	Yes	
PT091	Textbook Purchasing	Describe your software's ability to track student textbook obligations by book in any school in the district.	5 - Included in Base Product	Once orders are placed, the obligation can be reported on by book, class, student, teacher, school, or overall district.	Yes	
PT092	Textbook Purchasing	Describe your software's ability to zero out quantities of consumable materials from all schools' inventory records prior to ordering period for next school year.	5 - Included in Base Product	SAP will provide you the capability to issue out any remaining materials to reduce both inventory and financial balances.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
S001	Sourcing Planning	Describe your software's ability for staff to select vendors by their designated commodity codes or by name and to notify vendors electronically of a bid opportunity (i.e., EDI, e-mail or fax) from more than one commodity code and place them on a vendor list.	5 - Included in Base Product	Vendors are cross referenced by commodity code and name. This will allow for access and notification to the vendors.	Yes	
S002	Sourcing Planning	Describe your software's ability to aggregate multiple sources of expenditure data (line item spend data, PO, P-card, supplier contract information, multiple bid/RFP/RFQ information) to the sourcing activity.	5 - Included in Base Product	A big benefit of the SAP system is the capability to aggregate data. Sourcing can be viewed at the most detailed level, or rolled up for summary and strategic sourcing.	Yes	
S003	Sourcing Planning	Describe your software's ability to conduct supplier searches by multiple criteria (geography, revenue size, minority/woman owned business).	5 - Included in Base Product	Yes, SAP provides the capability to use various criteria to search for suppliers, including revenue, geography, minority status, etc.	Yes	
S004	Sourcing Planning	Describe your software's ability to assign specific weighting to the strategic importance of a commodity.	5 - Included in Base Product	Commodity importance assignment can be used within the process to more closely control or expedite.	Yes	M-DCPS's specific needs and the detailed definition of the 'Commodity Importance / Weightage' would determine the need for any additional Customization.
S005	Sourcing Planning	Describe your software's ability to provide a flexible dashboard tool that will include work plan, messaging, event planning, etc.	5 - Included in Base Product	SAP has portal technology that can present and provide dashboards with role based access.	Yes	
S006	Solicitation	Describe your software's ability for vendors to receive Invitations to Bid and other competitive solicitations on-line.	5 - Included in Base Product	This is standard bid functionality within the Strategic Sourcing area of SRM (Supplier Relationship Management)	Yes	
S007	Solicitation	Describe your software's ability to advertise bid information on the internet allowing other vendors to compete if interested.	5 - Included in Base Product	Supplier Relationship Management can post bid information either to an internet access, or a restricted bid invitation.	Yes	
S008	Solicitation	Describe your software's ability to notify all vendors who received solicitations of release of addendums and obtain electronic proof of the vendors who downloaded or otherwise received solicitation and addendums for record.	2 - Accommodates via Customization	SAP will notify vendors on record of a change and send the addendum. SAP does not have the capability to determine who has actually done the download.	Yes	
S009	Solicitation	Describe your software's ability for vendors to complete competitive solicitations on-line, electronically sign and return them to us via a "lockbox" to be opened at a specified date and time.	5 - Included in Base Product	This is standard bid functionality within the Strategic Sourcing area of SRM (Supplier Relationship management)	Yes	
S010	Solicitation	Describe your software's ability to use reverse auctioning.	5 - Included in Base Product	This is standard bid functionality within the Strategic Sourcing area of SRM (Supplier Relationship management)	Yes	
S011	Solicitation	Describe your software's ability to notify buyer of quote expiration.	5 - Included in Base Product	This is standard Early Warning System reporting that will monitor thresholds like expiration dates.	Yes	Early Warning System Reporting
S012	Analysis	Describe your software's ability to tabulate competitive solicitations and highlight lowest bidders for evaluation.	5 - Included in Base Product	This is standard bid functionality within the Strategic Sourcing area of SRM (Supplier Relationship management)	Yes	

Miami-Dade County Public Schools: Sourcing (S)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
S013	Analysis	Describe your software's ability to use "what if" scenarios when tabulating vendors to analyze total cost, or comparison against historical actuals.	5 - Included in Base Product	This is standard bid functionality in concert with Business Warehouse reporting.	Yes	Additional customizing may be required to address district specific scenarios on "what if" situations.
S014	Analysis	Describe your software's ability to send acceptance and rejection letters after analysis of competitive solicitation.	5 - Included in Base Product	This is standard bid functionality within the Strategic Sourcing area of SRM (Supplier Relationship management)	Yes	Custom Forms may be required to fulfill M-DCPS's specific requirements.
S015	Sourcing Data Mgmt	Describe your software's ability to post the completed tabulations and all associated documents online and to automatically update the School District's web site.	5 - Included in Base Product	This is standard bid functionality within the Strategic Sourcing area of SRM (Supplier Relationship management)	Yes	Custom Forms may be required to fulfill M-DCPS's specific requirements.
S016	Sourcing Data Mgmt	Describe your software's ability to provide savings breakdown on bids or other competitive solicitations.	5 - Included in Base Product	This is standard bid functionality within the Strategic Sourcing area of SRM (Supplier Relationship management)	Yes	SAP BW Reporting Tools would be used.
S017	Sourcing Data Mgmt	Describe your software's ability to enable schools or departments to check status of bids/quotes, requisitions, PO's etc on-line.	5 - Included in Base Product	This is standard functionality within SRM (Supplier Relationship management)	Yes	
S018	Sourcing Data Mgmt	Describe your software's ability to perform ad hoc queries and reports of data, including drill down capabilities (by buyer, commodity, requisitioner).	5 - Included in Base Product	This is standard SRM functionality in concert with Business warehouse reporting.	Yes	
S019	Sourcing Data Mgmt	Describe your software's ability to integrate with other enterprise systems to collect and consolidate information for commodity analysis.	5 - Included in Base Product	SAP gives you the capability to integrate across your functional areas, so you will have access to required commodity data no matter where it resides within SAP.	Yes	Consolidated Information (Integrated Reporting) for Commodity Analysis is possible through SAP BW Reporting System - Additional Customizing required to bring in data from Multiple Enterprise Eystems. Standard BW functions would be used if the data resides within SAP.
S020	Sourcing Data Mgmt	Describe your software's ability to link customer satisfaction and performance history to upcoming sourcing activities.	5 - Included in Base Product	Customer satisfaction and vendor performance can be accessed during sourcing.	Yes	SAP Base Product includes Standard Vendor Performance Criterias such as (1) Timely Delivery (2) Competitive Pricing (3) Quality of Products/Services (4) Service Level. Additional customizing required to
S021	Sourcing Data Mgmt	Describe your software's ability to maintain a library of templates for bids, quotes, and RFP's, including the ability to add spreadsheet, and image files.	5 - Included in Base Product	Templates is a standard best business practice that will provide value to the District. Third party documents such as spreadsheets and images can be linked.	Yes	SAP Standard Templates can be used for Bids, Quotes and RFP's. Spreadsheets and Image Files and other documents would go as attachments.
S022	Analysis	Describe your software's ability to adjust bid/RFP or contract amounts based on P-card purchases.	5 - Included in Base Product	P-card purchases can be assigned to a PO or against a contract release. An actual P-card purchase would not be adjusting a Bid/RFP amount.	Yes	P-card purchases can be tied to Purchase Orders or Release Orders created against contract and it would not adjust Bid/RFP/Contract.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
SDM001	Item Management	Describe your software's ability to maintain a centralized item master, using a template to create new items.	5 - Included in Base Product	Yes, SAP provides this as standard functionality. There is a central item masterfile.	Yes	
SDM002	Item Management	Describe your software's ability to add, update, remove, and inactivate items from the item master.	5 - Included in Base Product	You will be able to track the status of your items. This will allow for add, change, and decisions to remove and inactivate items.	Yes	
SDM003	Item Management	Describe your software's ability to define and modify commodity codes to classify/categorize items (i.e., parent/child).	5 - Included in Base Product	Yes, SAP provides this as standard functionality. You can establish your commody codes and reference industry standards such as NIGP.	Yes	
SDM004	Item Management	Describe your software's ability to associate purchasable items to supplier(s), bids, contracts, or external data files (catalogs).	5 - Included in Base Product	Yes, SAP will give you the capability to cross reference purchasable items throughout your processes.	Yes	
SDM005	Item Management	Describe how, once items are awarded, your software has the ability to electronically input items from bid tabulations, catalogs, or other PDF file formats to populate a Shopping Cart that end users will use to order items.	5 - Included in Base Product	Within your process, the award will provide users access to order against the successful supplier(s). This could be an order against a catalog, contract, or directly against the bid.	Yes	Shopping carts cannot be populated from PDF file formats.
SDM006	Item Management	Describe your ability to maintain price quotations, and flag buyers prior to expiration of quote.	5 - Included in Base Product	Price quotes will be stored with the vendors bid response and can be reported and alert buyers based on expiration dates.	Yes	
SDM007	Item Management	Describe your ability to establish integration points (crosswalk) to existing item master subsystems.	2 - Accommodates via Customization	This is a custom interface to your legacy, existing subsystem.	Yes	
SDM008	Item Management	Describe your software's ability to maintain and update price, delivery time, vendor, total spend, spend by department, spend by vendor, etc. on each item.	5 - Included in Base Product	Some of this information will be captured and remain on the transaction documents for reporting. This would include spend analytics. Other information, such as price, can be updated to the item vendor cross reference.	Yes	Custom reports will need to be developed to support District specific reporting requirements.
SDM009	Item Management	Describe your ability to maintain item information for multiple revisions of the same item, UOM's, and substitute items.	5 - Included in Base Product	There is a lot of flexibiliy within the item masterfile structure to allow you to capture and process this information.	Yes	Revisions are not supported for UOMs.
SDM010	Item Management	Describe your software's ability to trend item and pricing information including number of items purchased, dollar value, supplier(s), commodity item was purchased from, etc. across multiple fiscal years/accounting periods.	5 - Included in Base Product	This is standard reporting within SAP.	Yes	
SDM011	Item Management	Describe how your software allows users on-line access to all information on items available to purchase including pictures, prices, delivery time, specifications, etc.	5 - Included in Base Product	This access can be through the item masterfile, an internet, or intranet catalog. This is security controlled.	Yes	
SDM012	Item Management	Describe your ability to enable users to create their own item catalog of favorite items.	5 - Included in Base Product	Users can have their own catalogs, or more simply an ordering template of previously ordered items.	Yes	Users cannot create their own catalogs. However, users can create a list of favorite shopping carts, templates for frequently ordered items, and use previously ordered items to directly create new shopping carts.
SDM013	Item Management	Describe your ability to attach specifications, terms and conditions to each item ordered within the Shopping Cart.	5 - Included in Base Product	Yes, you can attach any of this information with an attachment link.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
SDM014	Item Management	Describe your ability to update and remove items automatically from the Shopping Cart once bids expire or items become unavailable without losing their history.	3 - Accommodates via Work Around	This is not an automatic process, but items can be identified and placed on hold or prevent ordering. You will never lose the history.	Yes	
SDM015	Item Management	Describe your software's ability to track items that are out for bid during the bidding process.	5 - Included in Base Product	This is standard reporting within SAP.	Yes	
SDM016	Item Management	Describe your software's ability to update pricing catalogs, contracts, or agreements.	5 - Included in Base Product	This is standard update functionality depending on the process.	Yes	
SDM017	Item Management	Describe your software's ability to identify substitute or replacement items within the Shopping Cart.	5 - Included in Base Product	You can have a substitution defined at the item catalog level. If during a stock check there are no items in stock, you can then reference and order the substitute.	Yes	Possible only if a catalog is used to order items. Direct manual entry of items in the shopping cart will not identify substitute or replacement items.
SDM018	Vendor Management	Describe your software's vendor portal/vendor self service capabilities including: Basic Vendor and M/WBE application on-line, ability to provide portal access instructions to new vendors at time they are added to vendor master.	5 - Included in Base Product	Supplier self service can be used for registration, approcal, access, updates, and notification. You control what information vendors have access to view and maintain.	Yes	
SDM019	Vendor Management	Vendor's ability to manage their own contact information, commodity codes, remittance information, etc.	5 - Included in Base Product	Supplier self service can be used for registration, approcal, access, updates, and notification. You control what information vendors have access to view and maintain.	Yes	Vendor access needs to be customized to support District's specific business and security reuirements.
SDM020	Vendor Management	Ability to secure access to vendor information, including automatic password resets, and to restrict data available to vendors or specific groups or individuals.	5 - Included in Base Product	Supplier self service can be used for registration, approcal, access, updates, and notification. You control what information vendors have access to view and maintain.	Yes	Vendor access needs to be customized to support District's specific business and security reuirements.
SDM021	Vendor Management	Ability to periodically contact suppliers for updated information, or to provide online information to suppliers.	5 - Included in Base Product	Supplier self service can be used for easy collaboration and communication with your vendors.	Yes	Specific information sharing and communication requirements need to be customized.
SDM022	Vendor Management	Describe your software's capabilities for defining multiple vendor addresses and parent/child location relationships/groupings in the vendor master file, including the following: 1. Associating specific addresses with commodity codes 2. Designating Ordering, Invoicing, Remitting, returning addresses 3. Linking all "child" addresses/locations to a single "parent" vendor ID 4. Linking multiple supplier locations assigned to a single supplier	5 - Included in Base Product	Yes, you will have the capability for vendor grouping, multiple addresses	Yes	
SDM023	Vendor Management	Describe your software's capabilities for classifying/categorizing vendors (i.e., minority, construction, consultant, etc., and for distinguishing vendor status (i.e. active/inactive).	5 - Included in Base Product	There is a vendor category that allows for classification. In addition, there is a vendor status.	Yes	
SDM024	Vendor Management	Ability to have a single database for the supplier master and ability for system to assign vendor numbers automatically.	5 - Included in Base Product	Yes, there is a single supplier master database. Vendor numbers can be automatically assigned.	Yes	
SDM025	Vendor Management	Ability to change vendor status with explanation and retain historical data.	5 - Included in Base Product	Vendor status and reason can be changed and retain a complete audit trail.	Yes	

Ref Num	Sub Process	Functional Description	ERP Version	Comments	Agree (Y/N)	Proposer Comments
SDM026	Vendor Management	Describe your software's capability for linking vendor data with the item/material master file including: 1. Integrating vendor pricing and item information, quantity breaks, payment terms, freight terms, and shipping information for each vendor location specified in the vendor master file.	5 - Included in Base Product	This is called the 'info record' within SAP. This links vendor data with the item masterfile.	Yes	
SDM027	Vendor Management	Ability to search for vendors easily including while in other purchasing processes such as requisitioning, processing purchase orders, receiving etc. (use of wildcard search capabilities needed throughout system).	5 - Included in Base Product	Vendor access and wildcard lookup can be done throughout all areas of purchasing. This is an easy drop down tab.	Yes	
SDM028	Vendor Management	Describe your software's capabilities for exchanging documents (i.e., reports, addendums, notices) electronically with vendors including: 1. Workflow functionality for sending email notifications with document attachments. 2. Functionality for posting notifications and documents to the vendor through a secure vendor portal/self-service application.	5 - Included in Base Product	Collaboration with vendors is standard Supplier Relationship Management functionality. This can be through 1) workflow, or 2) supplier self service.	Yes	
SDM029	Vendor Management	Describe your software's ability to integrate MWBE vendor data (including user-defined MWBE-specific data elements) with Bid/Quote Management functionality in order to drive MWBE reporting and analysis.	5 - Included in Base Product	You can access MWBE data to help within the sourcing process. There is also reporting available to determine your MWBE metrics.	Yes	Classification system can be used to escribe the MWBE specific data elements for the Vendor Master.
SDM030	Vendor Management	Describe your software's ability to measure supplier performance criteria, to link to Sourcing and Contract performance history.	5 - Included in Base Product	Suppliers will be evaluated on price, quality, and delivery. This will tie to contract data and will be used in the sourcing process.	Yes	
SDM031	Vendor Management	Describe your software's ability to define Supplier bank account #, Social Security number, or W-9 Tax ID securely on Supplier setup screen, and to define specific 1099 information (i.e., rent, medical, commission).	5 - Included in Base Product	This is all standard data that is stored on the central, shared vendor database.	Yes	
SDM032	Vendor Management	Ability to set up multiple payment term options at vendor level, or at PO level, and assign method of payment, including discounts, check, electronic funds transfer (EFT).	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
SDM033	Vendor Management	Ability to place suppliers on hold (not allowing new transactions), to identify inactive suppliers, to inactivate suppliers, to re-activate inactive suppliers, and to maintain this information in the vendor master.	5 - Included in Base Product		Yes	
SDM034	Vendor Management	Describe your software's ability to capture new or modified supplier information on-line, to route additions or modifications electronically for approval.	5 - Included in Base Product	Vendor additions and changes can be routed electronically for approvals.	Yes	The electronic workflow needs to be customized as per District's specific requirements.
SDM035	Vendor Management	Describe your software's ability to maintain future effective date addresses, bid or contract effective dates for vendor, effective dates of licenses, insurance, etc.	3 - Accommodates via Work Around	There is not future date effectivity on the vendor address. Standard classification fields can be used to track effectivity dates.	Yes	
SDM036	Vendor Management	Describe your software's ability to scan existing supplier master for duplicates, and to periodically review Vendor Master for duplicates and Inactive suppliers, to identify potential void or duplicate suppliers.	5 - Included in Base Product	During vendor creation, the system can cross reference certain fields and identify potential duplicates. Easy reporting and query can access and sort the vendor file by key fields to identify possible duplicates.	No	SAP does not have the capability to automatically scan the vendor database for duplicates. A combination of standard and custom reports can be used to query and identify duplicate vendors.
SDM037	Vendor Management	Describe your software's ability to identify suppliers for potential deletion (i.e., last date used, last activity), delete suppliers from the vendor master, and to archive suppliers after a specific period of inactivity.	5 - Included in Base Product	Easy reporting and query can access and sort the vendor file by last date used fields in order to determine candidates for deletion. You can establish your archive rules and the system will perform this automatically.	Yes	
SDM038	Vendor Management	Describe your software's ability to rack supplier responses to requests for quotes or bids for a category, maintain a record of responses, and delete or inactivate that vendor/category after a period of no response.	5 - Included in Base Product	Standard functionality willl allow you to track all supplier business transactions and maintain an audit trail and history. Inactive vendors can be removed as stated in SDM037 above.	Yes	
SDM039	Vendor Management	Describe your ability to generate mailing labels and form letters from Supplier file.	5 - Included in Base Product	Yes, this is standard SAP functionality.	Yes	Custom forms and print programs may need to be developed to meet M-DCPS's specific vendor communication requirements. This can be
SDM040	Vendor Management	Describe your ability to set time flagged reminders for required documents attached to the vendor file (i.e., occupational licenses, proof of insurance), and tie these to vendor contracts.	3 - Accommodates via Work Around	These flags can be set in standard classification fields on the vendor master.	Yes	
SDM041	Vendor Management	Ability to access IRS, TIN, SSN validation site, Zip Code plus 4 table, through vendor master.	5 - Included in Base Product	You will be able to report, query, access, and sort the vendor file by specific fields such as TIN, SSN, etc.	Yes	
SDM042	Vendor Management	Ability to reference legacy information to Supplier record, to auto-populate vendor master with existing vendor information, and to prevent use of unique vendor number previously assigned.	4 - Accommodated via 3rd Party	This is an interface to your legacy system.	Yes	Custom interface and validation rules need to developed to accomplish this requirement.

Miami-Dade County Public Schools: Benefits Administration (BA) — Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA001	Benefits	Provision of benefits communication in multiple languages to accommodate the needs of the employee population. The forms associated with benefit activities should be generated in languages which match these specified primary languages.	5 - Included in Base Product	The SAP solution is offered in more than 30 Languages. Each employee can identify the language which they want to view information to meet their specific needs.	Yes	
BA002	Benefits	Creation and maintenance of a corporate firewalls) engineered to allow access to designated "approved" vendor sites while preventing access to unapproved sites or unapproved parts of otherwise appropriate sites.	5 - Included in Base Product		Yes	Additional software/hardware setup may be required to establish the appropriate configuration.
BA003	Benefits	Creation and maintenance of corporate Intranet or links within system set up to allow employee access to personalized benefits information such as: -confirmation statements -plan descriptions/SPDs -handbook information -required forms and information. NOTE: Instructions/rules regarding access and usage should be clearly defined and easily understood.	5 - Included in Base Product	As part of the standard solution intranet links specific to M-DCPS can be included.	Yes	
BA004	Benefits	Creation and maintenance of links to external approved vendor sites through hyperlinks. Instructions/rules regarding access and usage should be clearly defined and easily understood.	5 - Included in Base Product		Yes	
BA005	Benefits	Ability to perform online "what if" benefit modeling linked to employee pay data, benefit elections, tax filing status and alternative election costs (including varying contribution amounts for savings and flexible spending account plans). Modeling should clearly indicate the effect on net pay of such changes.	5 - Included in Base Product	Within Employee Self Service employees can during authorized enrollment periods modify their benefit options and perform a "simulation of pay" so the employee can see what the direct impact would be to their pay before they make the changes to their benefit options. This includes validating taxes, deductions and benefit options.	Yes	
BA006	Benefits	Creation of random, system-generated and assigned Personal Identification Numbers (PINs) linked to Employee IDs upon hire. Employees must be permitted to change PINs upon request and on demand.	2 - Accommodates via Customization	SAP provides the ability to have default PINS assigned to employees upon hire and via the portal employees could change their PIN. The ability to have the system create random system generated pins would require further customization.	Yes	See Cost Sheet tab for estimated cost.

Miami-Dade County Public Schools: Benefits Administration (BA) — Software Integration Proposer Response

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA007	Benefits	Administration of non-standard subsidiary bargaining unit plans consolidated to leverage consulting and actuarial costs and utilization. While different plans may be maintained, the ability to consolidate for funding purposes should be retained.	5 - Included in Base Product	Employees within SAP would be assigned to specific groupings based upon many different criteria such as location, union/non union, full time, part time, etc. The benefits application can then identify which benefit plans are available to the employee based upon these groupings. The employee will only be eligible for those benefit plans and will only be offered those benefits plans as part of open enrollment. The Employee Self Service solution fully supports the ability for employees to enroll in benefits on-line and to even perform a payroll simulation so they can see the impact of their benefit selections against their pay prior to making their final benefit decisions.	Yes	
BA009	Benefits	Ability for the system to separate, based on eligibility rules, particular plans for which employee is eligible from a larger pool of all plans maintained while allowing billing / cost accrual for these plans to be combined on company ledger.	5 - Included in Base Product		Yes	
BA010	Benefits	Implementation and maintenance of Edit / Validation criteria applied to elections to ensure that only eligible elections are permitted.	5 - Included in Base Product		Yes	
BA011	Benefits	Completion of employee benefit plan enrollment at time of hire using employee self-service, including tests for eligibility based on plan rules.	5 - Included in Base Product	Employees can enroll in benefits via the online portal. The enrollment options will only display the benefits the employee is eligible for.	Yes	
BA012	Benefits	Ability for employees to enter life event changes and dependent information online via employee self-service, and have the required documentation sent to shared services center.	5 - Included in Base Product	As part of Life and Work Events, employees would have this capability.	Yes	
BA013	Benefits	Support of a passive enrollment process instituted; reenrollment occurs only when making changes or when legally required, such as for flexible spending accounts.	5 - Included in Base Product		Yes	
BA014	Benefits	Describe your ability to attach specifications, terms and conditions to each item ordered within the Shopping Cart.	5 - Included in Base Product	Utilizing the Personnel Change Request process.	Yes	This may be done via ESS. Specific Personnel Change Requests may need to be developed depending on the business requirements.
BA015	Benefits	Ability for employees to enter valid benefit elections online.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA016	Benefits	Utilization of a centralized database with shared information for all HR, Benefits, and Payroll data. All employee information relevant to eligibility must be maintained in this database, and payroll must be able to read the benefit election records in order to properly calculate deductions.	5 - Included in Base Product	One of the key features that sets mySAP Business Suite apart from other vendor solutions is its degree of integration not only across the enterprise (HR to Financials, Logistics, etc.) but within the Human Resource application. Examples can be found between Personnel Administration, Benefits, Payroll, Reporting, and Workflow. Integration points are too numerous to list briefly, however, 'seamless' processing occurs at all points during employee processing, from Applicant Administration, New Hire, Promotions, Status Changes, Benefits Enrollment/Change, Compensation, Remuneration, and Reporting. Integration according to SAP means data is entered once, and processes are completed without the need for interfaces and conversion programs, etc. Data is available immediately as the user is connected to a single database.	Yes	
BA017	Benefits	Ability to accommodate different service dates (i.e., total employment, credited service, original hire and seniority) by bargaining unit and job code.	5 - Included in Base Product		Yes	
BA018	Benefits	Ability to accommodate adjustments (manual or automatic) to service and seniority dates as needed, based on company rules (i.e., union negotiations, rehires within eligibility period, 401(k) break in service requirements, etc.)	5 - Included in Base Product		Yes	Specific calculations may need to be developed depending on the business requirements. SAP provides the functionality to include these calculations without customizing the system.
BA019	Benefits	Acceptance of future dated enrollment actions for a hire, acknowledging waiting periods as configured for specific employee groups.	5 - Included in Base Product		Yes	
BA020	Benefits	Introduce a table-driven system capable of storing data and configuration rules used in determining in which benefit plans an employee may enroll.	5 - Included in Base Product		Yes	
BA021	Benefits	Provide full support for arrears processing, arrears balance adjustments, calculation of retroactive benefit deductions for employees on paid or unpaid leave of absence.	5 - Included in Base Product		Yes	
BA022	Benefits	Ability to support a single point-of-contact for all employee questions (i.e., web-based helpdesk)	5 - Included in Base Product	Utilizing the Employee Interaction Center	Yes	This may be done via ESS.
BA024	Benefits	Support for Direct Deposit of all payments relating to current and former employees (i.e., disability, workers' compensation, etc.)	5 - Included in Base Product		Yes	
BA025	Benefits	Payment of benefit providers through the client's Accounts Payable group via electronic means. Automatic generation of associated auditing reports is also required.	5 - Included in Base Product		Yes	SAP provides the capability to remit payments to third parties from Payroll to Accounts Payable.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA026	Benefits	Capability to track, identify and analyze employee issues relative to providers and Third Party Administrators (TPAs).	5 - Included in Base Product	Utilizing the Employee Interaction Center	Yes	
BA027	Benefits	Ability for employees to make changes to their records via self-service, and have those changes automatically flow to vendor databases. (e.g., life events)	5 - Included in Base Product		Yes	The changes made in SAP are typically reported to the vendors via specific interfaces. Depending on the specific requirements, custom vendor interfaces may need to be developed to cater for the business requirements.
BA028	Benefits	Design of interfaces to ensure that they meet vendor and client specifications. Verification that vendor specifications account for changes / corrections made within the system in a timely fashion, to ensure that participants are reported with accurate coverage on frequent basis. Evaluate the frequency of the primary vendor 'feed' and formulate/introduce a process for reporting changes to vendors more frequently than primary feed for "emergency enrollments."	2 - Accommodates via Customization	SAP provides organization with an Interface Tool Box tool which allows for information to be sent out to third party vendors as well as from third party vendors into SAP. Since each organization and the system that they are feeding have different requirements, each interface would require some initial set up to meet the requirements of the interface. The Interface Tool Box makes this transition easier as the SAP information is already logically laid out and would just require a mapping to the third party information.	Yes	See Cost Sheet tab for estimated cost.
BA029	Benefits	Ability to support a paperless process to meet approval requirements; paperless process equivalent to signature approval.	5 - Included in Base Product		Yes	SAP provides Workflow to automate the business processes. Custom Workflow may need to be developed depending on the specific business requirements.
BA030	Benefits	Ability to interface with corporate e-mail system and on-line calendars.	5 - Included in Base Product		Yes	
BA031	Benefits	Ability to allow individuals eligible for COBRA benefits to enroll online. Ability to allow benefits staff to make COBRA elections for paper-based enrollments.	5 - Included in Base Product		Yes	
BA032	Benefits	Ability for employees to submit manual payment for benefits while on Leave of Absence	5 - Included in Base Product		Yes	This may be done via ESS. Specific Personnel Change Requests may need to be developed depending on the business requirements.
BA033	Benefits	Ability for the HR Benefits team to enroll employees and correct errors made by employees.	5 - Included in Base Product		Yes	Benefits employees with appropriate access can enter SAP through R/3 to make mannual changes.
BA034	Benefits	Allow HR benefits to send COBRA notifications to employees with a qualifying event.	5 - Included in Base Product		Yes	
BA035	Benefits	If employee shifts from a 10 month, 11 month or 12 month payroll schedule to another, benefits premiums would shift as well to meet a 20, 24, or 26 pay period schedule. System must have the capability to annualize and then prorate contributions.	5 - Included in Base Product		Yes	SAP provides standard functionality to implement 'deferred pay' (e.g., 10 over 12 months). Specific logic/rules may need to be implemented to cater to all the business requirements.
BA036	Benefits	Capacity to track participation in and remit payment to Union-managed plans through payroll deductions.	5 - Included in Base Product		Yes	This can be done through payroll and third-party remittance.
BA037	Benefits	Calculation of unique deductions for participation in plans by half-time employees in accordance to School Board Policy and Bargaining unit.	5 - Included in Base Product		Yes	

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA038	Benefits	Coordination and calculation of sick leave bank participation offered by Unions (Employee opts in, they remit a portion of their sick days to union pool, and that pool is allocated to eligible participants. Each union has their own plan and has to maintain a minimum balance which can be replenished by participants).	5 - Included in Base Product		Yes	
BA039	Benefits	Ability to track contribution thresholds being approached by plan participants (401(k), 403(b), 457(b)).	5 - Included in Base Product		Yes	
BA040	Benefits	Coordination and calculation of deferred leave bank plan and interface with TPA BENCOR	2 - Accommodates via Customization	Utilizing the Interface Toolbox.	Yes	See Cost Sheet tab for estimated cost.
BA041	Benefits	Ability to prorate premiums across plans based on effective change date	5 - Included in Base Product		Yes	
BA042	Benefits	Ability to allow HR benefits to send enrollment notifications to employees triggered by a qualifying event.	5 - Included in Base Product		Yes	The standard benefit forms may need to be customized to meet the needs of M-DCPS. This can be determined during the design phase.
BA043	Benefits	Hardship withdrawals trigger contribution suspensions across affected plans (401(k), 403(b), 457(b))	2 - Accommodates via Customization	Within the Benefits application an employees enrollment in those plans could be terminated or stopped for a period of time until the hardship has eased. The ability to trigger a suspension of these benefits would require further configuration.	No	A specific personnel action can be defined using standard functionality to suspend the contribution into a savings plan. Another personnel action can be configured to re-establish the contribution to the savings plan when the employee returns from hardship. Customization may not be necessary, however this can be confirmed during the design phase.
BA044	Benefits	Ability to generate benefit invoices to any employee on leave or without deductions, or deductions in arrears.	5 - Included in Base Product		Yes	This bill (invoice) can be generated from the AP system. User Exit (customization) may need to be built to trigger event (the arrears of the deductions) to initiate that invoice. This can be more clearly defined
BA045	Benefits	Ability to either bill or notify pension TPA of benefit elections and process and remit payments to either source.	5 - Included in Base Product		Yes	This may require a custom interface. This can be determined during the design phase.
BA046	Benefits	Ability to manage employee based FSA accounts (e.g., retiree healthcare reimbursement).	5 - Included in Base Product		Yes	
BA047	Benefits	Ability to allocate pre- and post-tax deductions based on mid-year changes (i.e., move from domestic partner to spouse in benefits dependant) and elections selected during open enrollment.	5 - Included in Base Product		Yes	Pre and post tax and imputed income (where domestic partners are involved) are part of the configuration. This can be changed after open enrollment also by configuring proper adjustment reasons and the type of changes that can be done for each of the reasons.
BA048	Benefits	For DROP participants, the ability to accrue wages and payout balances based on pre-enrollment retirement plans. Payout is based on defined benefits schedule.	2 - Accommodates via Customization	SAP provides for the ability to track, store and accrue sick and leave balances. These balances can then be stored as a dollar amount in the payroll process. In addition SAP provides for the ability to assign specific effective dates to each leave type. As part of the implementation process this requirement would need to be reviewed to fully understand where additional configuration and customization may be required.	Yes	See Cost Sheet tab for estimated cost.
BA049	Benefits	Ability to manage multiple balances from transfers to/from supplemental retirement plans.	5 - Included in Base Product		Yes	
BA050	Benefits	System must allow for a single point of entry and reporting for employee data.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA051	Benefits	System must allow for future dating of benefit effective date.	5 - Included in Base Product		Yes	
BA052	Benefits	System must support interfacing and reporting to TPA's and Benefit Providers.	5 - Included in Base Product		Yes	Agree, however custom vendor reports and interfaces may need to be developed depending on the specific business requirements. This can
BA053	Benefits	System must be configured to accommodate termination of benefits and benefit contributions / deductions based on expiration date or other triggering event.	5 - Included in Base Product		Yes	
BA055	Benefits	System is capable of defining accumulators per benefit plan, and alerting administrators when contribution limits are reached, including: (1) Providing required reporting to providers; (2) COBRA Compliance; (3) Compliance with applicable State laws pertaining to the coverage of grandchildren (4) Compliance with rules regarding maximum amount contributable (MAC) for 403(b) Plans.	5 - Included in Base Product		Yes	Caveat - SAP can be configured to manage accumulators and contributions as described here, but it will add to the complexity of the configuration.
BA056	Benefits	System is capable of tracking service history according to user-defined criteria.	5 - Included in Base Product		Yes	Specific calculations may need to be developed depending on the business requirements. SAP provides the functionality to include these
BA057	Benefits	System is capable of tracking history on all benefit plan attributes (additions, changes and cancellations) for all employees.	5 - Included in Base Product		Yes	
BA058	Benefits	System is capable of tracking Board-paid and employee-paid benefits for employees on leave of absence; not all benefits for employees on leave are Board-paid – which ones vary by type of leave, length of leave, bargaining unit and salary schedule.	5 - Included in Base Product		Yes	
BA059	Benefits	Ability to have arrears for benefits premiums carried over from one plan year to the next.	5 - Included in Base Product		Yes	
BA060	Benefits	System is capable of tracking premium payments by employees via payroll deduction and direct pay with the ability to issue refunds on a post-tax or pre-tax basis.	5 - Included in Base Product		Yes	
BA061	Workers' Comp	System is capable of tracking number of days returned to work following a workers' compensation claim.	5 - Included in Base Product	Utilizing mySAP Environmental, Health and Safety application.	Yes	
BA062	Workers' Comp	Ability to have injury in the line of duty retirement requests submitted for approval via workflow.	5 - Included in Base Product	Utilizing mySAP Environmental, Health and Safety application.	Yes	SAP provides Workflow to automate the business processes. Custom Workflow may need to be developed depending on the specific business requirements.

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA063	Workers' Comp	System is capable of maintaining online tables of accident types, injury types and OSHA types and verifying in real-time during entry to assure consistent usage and reporting.	5 - Included in Base Product	mySAP ERP delivers a variety of functional components to support the tracking and administration of Workers Compensation activities. Within the Environmental Health and Safety, Occupational Health component (EH&S), is the ability to track incident information such as: accident date, location, cause, description, body part injured, result of the injury, unique claim number. Additionally, core personnel data such as claimant name, address, phone number, date of birth, SSN, gender and department is pulled into the incident record from the HCM component eliminating the need to rekey data. Finally, the payroll module has the ability to pay employees while on a Workers Compensation leave.	Yes	
BA064	Benefits	System is capable of managing multiple retirement/pension plans.	5 - Included in Base Product	SAP provides for the ability for organizations to have multiple benefit plans. These benefit plans can include different retirement and pensions plan that can be included as part of the benefits enrollment process.	Yes	
BA065	Workers' Comp	System is capable of tracking Line Of Duty days (LOD) by fiscal year and specifically by the accident in compliance with labor agreements.	5 - Included in Base Product	Utilizing mySAP Environmental, Health and Safety application.	Yes	
BA066	Workers' Comp	Software is able to provide Workers' Compensation & LOD tracking for absences & payments	5 - Included in Base Product	Utilizing mySAP Environmental, Health and Safety application.	Yes	
BA067	Benefits	Ability to comply with HIPAA.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	
BA068	Benefits	Ability to comply with COBRA, including issuing of bills, accounting of administration fees and premiums paid, and notification of enrollment and termination of benefits.	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	
BA069	Workers' Comp	Ability to pay exempt (full-time) employees on an hourly basis based upon limitations stipulated from a workers' comp claim.	5 - Included in Base Product		Yes	
BA070	Workers' Comp	System is capable of tracking full history of accidents/injuries and related settlements including: (1) Ability to flag settlements (WC) that stipulate "Do Not Rehire."; (2) Ability to prevent the future re-hiring of applicant's flagged "Do Not Rehire" as a result of accident/injury settlements); (3) Tracking of employees and non-employees injured, or involved, in accidents on District property.	2 - Accommodates via Customization	mySAP ERP delivers a variety of functional components to support the tracking and administration of Workers Compensation activities. Within the Environmental Health and Safety, Occupational Health component (EH&S), is the ability to track incident information such as: accident date, location, cause, description, body part injured, result of the injury, unique claim number. Additionally, core personnel data such as claimant name, address, phone number, date of birth, SSN, gender and department is pulled into the incident record from the HCM component eliminating the need to rekey data. Finally, the payroll module has the ability to pay employees while on a Workers Compensation leave. Limiting hire based upon prior workers comp cases would require further configuration.	Yes	See Cost Sheet tab for estimated cost.

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
BA071	Benefits	Software supports claim processing for flexible spending accounts.	5 - Included in Base Product	Contributions to FSAs are automatically deducted from the employee's paycheck in accordance with a deduction agreement. When an employee incurs an expense, he/she registers a claim and submits the accompanying receipt, which, if approved, is reimbursed in the employee's next paycheck.	Yes	
BA072	Benefits	Ability to allow retired employees to enroll online or for HR Benefits staff to make elections for paper-based enrollments.	5 - Included in Base Product		Yes	Standard letters and forms may need to be customized to meet requirements. This can be determined during the design phase.
BA073	Benefits	Ability to support multiple plan designs for retired employees; benefits available and premiums paid by the employee and employer can vary by bargaining unit, date of retirement and Medicare eligibility status. Some plan designs allow dependents of retired employees to receive benefits for a specified number of years, until Medicare eligible, or death.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CA001	Compensation Administration	Establish service level agreements with internal and external providers (i.e., payroll, benefit).	5 - Included in Base Product	As the entire system is integrated, all data is real time. Service levels can only be affected by workflow routing and responsiveness of approvers.	Yes	This may be done via MSS. iViews or partitioned employee data can be viewed from multiple entry points including during the team overview and compensation processes.
CA002	Management Information/Reporting	Managers use online tools to view appropriate employee data, as needed.	5 - Included in Base Product		Yes	
CA003	Compensation Administration	Consistent and timely communication process for compensation programs and policies within business units.	5 - Included in Base Product	SAP provides functionality in compensation which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices and policies are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
CA004	Compensation Administration	Ensure consistent application of the business/local compensation management framework is ensured through a combination of system controls, compensation guidelines, HR consultation and key performance indicators.	5 - Included in Base Product	SAP provides functionality in compensation which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices and policies are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
CA005	Compensation Administration	Use a total remuneration view to establish a desirable market position.	5 - Included in Base Product		Yes	This can be accomplished in the job pricing and salary benchmarking functionality of SAP as a visual display. Then that data can assist when
CA006	Compensation Administration	Managers are able to use all aspects of total remuneration to motivate employees to achieve desired behavior and business results.	5 - Included in Base Product	SAP provides functionality in compensation which can be configured for varying business practices. Manager results can be measured.	Yes	
CA007	Compensation Administration	Automated workflow supports compensation decisions and processes for employees that have multiple managers.	3 - Accommodates via Work Around	SAP workflow can have a wide-ranging level of approval and escalations. In the case of SAP compensation management, there are a variety of ways in which an employee may receive a raise.	Yes	Further review of the business process will help confirm/determine the option which offers the lowest risk and meets M-DCPS requirements.
CA008	Job Analysis/ Job Evaluation	Job evaluation processes are automated on standard templates in compliance with regulatory and cultural norms by region and business unit, for managers to submit position evaluations.	5 - Included in Base Product	SAP provides functionality and template capability. SAP cannot guarantee that it will be fully 'compliant with regulatory or cultural norms' as this is a configuration decision on the part of the configuration team.	Yes	
CA009	Management Information/Reporting	Management reporting uses standard templates and user-friendly query tools and draws information from a company-wide database with defined security process.	5 - Included in Base Product		Yes	Custom vendor reports and interfaces may need to be developed depending on the specific business requirements.
CA010	Job Analysis/ Job Evaluation	Define software's ability for system to leverage job information criteria from the staffing process."	5 - Included in Base Product	SAP provides a comprehensive list of competencies for employees in the same job classifications and positions as standard functionality. A person earns a skill or qualification, and the Job Classifications, and Positions, also have the same KSA's (Knowledge, Skills, and Accreditations). Positions can inherit these competencies from the job classification. All this is standard functionality in SAP HCM. In addition, skills can atrophy and expire (as in a teacher licensure) so you may be able to generate notices before that occurs and evaluate staff for renewal. These KSA's can be used in the recruitment process and in training through the use of Manager and Employee profile match-up techniques to aid Miami-Dade in the staffing process.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CA011	Job Analysis/ Job Evaluation	Compensation decisions, skill / competency valuation, job planning and design is able to be performed jointly by management, HR, and compensation specialists.	5 - Included in Base Product		Yes	
~~CA012~~	~~Compensation Administration~~	~~Describe how managers are trained to use the provided tools to help ensure equity and effectiveness of compensation program transactions.~~	~~1 - NA / Not Supported~~		Yes	Although our response here is "Yes," we understand this item should be disregarded as indicated by the strikethrough of the requirements.
CA013	Compensation Administration	Online repository available to view critical compensation program elements, guidelines, policies, procedures and FAQs governed by security and access rules.	5 - Included in Base Product	SAP knowledge management	Yes	
CA014	Compensation Administration	Span-of-control compensation information readily available to management and HR.	5 - Included in Base Product		Yes	SAP provides extremely powerful functionality around security roles, which defines who and what users have access to.
CA015	Management Information/Reporting	Online access to compensation data including budgets, forecasts and historical data for management based on both hierarchy, function, and individual.	5 - Included in Base Product		Yes	SAP offers functionality to build compensation budgets based on hierarchy which can be viewed down to the cost element per employee. SAP reporting would be used to view the budgets from a different employee attribute (e.g., function.)
CA016	Compensation Administration	Employee total compensation data is current, accurate and available online for employees to review.	5 - Included in Base Product		Yes	SAP offers standard functionalty to support online compensation statements for both compensation adjustments provided during a period of time and a total rewards statement for all employee
CA017	Job Analysis/ Job Evaluation	Online access to internal/external job information, with security and access rules.	5 - Included in Base Product		Yes	SAP's job pricing and salary benchmarking functionality can import external salary provided information which can be viewed along with
CA018	Compensation Administration	Compensation tool integrated with HRMS to calculate, implement and track base pay changes, bonuses and equity awards with effective dates and current value (1 day lag).	5 - Included in Base Product	SAP will need more information regarding how the '1 day lag process' will work in implementation discussions.	Yes	
CA019	Compensation Administration	System tracks eligibility and estimated rewards, as well as actual payouts to support online modeling capability.	5 - Included in Base Product		Yes	
CA020	Compensation Administration	Automated controls and workflows, as appropriate, with business rules for the approval processes to help ensure compliance.	5 - Included in Base Product		Yes	
CA021	Compensation Administration	System audit functionality to track updates to elements of compensation.	5 - Included in Base Product		Yes	
CA022	Compensation Administration	Automatic prompt and validation for all unique employee compensation requirements (e.g., relocation, sign-ons) at time of offer generation via MSS (link w/recruiting).	4 - Accommodated via 3rd Party	This is typically not done with MSS but through the compensation process and would be folded into an Adobe form for processing.	Yes	SAP provides Workflow to automate the business processes. Custom Workflow may need to be developed depending on the specific business requirements. See Cost Sheet tab for estimated cost.
CA023	Compensation Administration	Reminders and trigger events are automated.	5 - Included in Base Product		Yes	
CA024	Compensation Administration	Individual and mass update capability governed by security and access rules.	5 - Included in Base Product		Yes	SAP provides extremely powerful functionality around security roles, which defines who and what users have access to.
CA025	Compensation Administration	Ability to handle multiple business rules for routing and flags (headcount budget, $$ budget, % increase, action, salary range, etc.).	5 - Included in Base Product		Yes	

Ref. Num.	Sub-Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CA026	Compensation Administration	Ability to override the security access table in the compensation system to avoid delays during the year-end process due to interface uploads from source system.	5 - Included in Base Product	SAP understands this question to mean, that Miami-Dade wishes to allow certain Compensation staff to override any employee's salary regardless of what the salary table is.	Yes	SAP provides extremely powerful functionality around security roles, which defines who and what users have access to.
CA027	Compensation Administration	Ability to handle multiple compensation schedules (10, 11, and 12 month).	5 - Included in Base Product		Yes	
CA028	Compensation Administration	Ability of system to compute FLSA (Fair Labor Standards Act) data based upon multiple jobs with multiple rates.	5 - Included in Base Product	Determining whether an employee is eligible for FLSA processing and what they are eligible for is defined in the pay rules of the SAP Time Evaluation process. The pay rules in SAP are a very flexible tool, which provide for the ability to read each individual employees master data elements and determine which aspects of the pay rules should or should not apply to an individual. These pay rules have the ability to consider the number of hours actually worked, start and stop times, planned hours and many other elements within the Human Resource module. They support the FLSA regulations and can determine which attendance or absence codes are included in the calculations) and if an employee has an affiliation with a bargaining unit. Each bargaining unit can have separate pay rules and eligibility rules defined during configuration.	Yes	
CA029	Compensation Administration	Tracking of multiple components of pay including stipends, supplements and other variable elements.	5 - Included in Base Product		Yes	
CA030	Compensation Administration	Eligibility for certain pay elements controlled by validation such as Calculation of "Good Years" (must work at least 99 days in a calendar year) for eligibility of comp plans.	5 - Included in Base Product	Done through configuration in the SAP Time Evaluation system. These can be developed during your implementation without code to manage and trigger additional payment types.	Yes	
CA031	Compensation Administration	Reconciliation of multiple full and part time jobs for determination of pay rates and compensation eligibility.	5 - Included in Base Product	Concurrent Employment supports this as per the comment in CA030	Yes	
CA032	Compensation Administration	Support Tuition reimbursements based on planned program and grade attainment.	4 - Accommodated via 3rd Party	This can be accomplished via the Adobe forms and a workflow that would be specific to Miami-Dade and each bargaining unit. The form can be reviewed for completeness and for appropriate bargaining unit rules on-line by MDCPS staff prior to approval.	Yes	SAP provides Workflow to automate the business processes. Custom Workflow may need to be developed depending on the specific business requirements. See Cost Sheet tab for estimated cost.
CA033	Compensation Administration	System supports time bound "acting appointment" that generates additional compensation during time bound period and turns it off at end of time bound period.	5 - Included in Base Product		Yes	
CA034	Compensation Administration	Support mass changes based on job family, bargaining unit or other criteria.	5 - Included in Base Product		Yes	
CA035	Compensation Administration	Compensation details for components of pay accessible to paycheck detail.	5 - Included in Base Product		Yes	
CA036	Compensation Administration	Job description performance standards drive to performance appraisal module.	5 - Included in Base Product		Yes	KSA's and other qualifications can be related to the job/position which can then be imported into a performance appraisal documents.
CA037	Compensation Administration	Employees submit relocation expenses online for reimbursement. Documentation sent separately.	4 - Accommodated via 3rd Party	Adobe forms and/or SAP travel in conjunction with ESS.	Yes	See Cost Sheet tab for cost estimate.

Miami-Dade County Public Schools: Compensation Administration (CA) — Software Integration Proposer Response

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
CA038	Compensation Administration	Provide extract and analysis capabilities for costing out increase proposals by union and job family.	5 - Included in Base Product	Business Warehouse.	Yes	SAP provides extremely powerful reporting tools which include but are not limited to the business warehouse. Custom Reports may need to be developed depending on the specific business requirements.
CA039	Compensation Administration	Merit pay increases triggered to performance appraisal process completion.	5 - Included in Base Product		Yes	
CA040	Compensation Administration	Ability of system to support creation, recording, and tracking of "FISCAL DATE" for determining eligibility for pay increases.	5 - Included in Base Product		Yes	
CA041	Compensation Administration	Calculation of retroactive pay within HRMS based on available information and dating as far back as fifteen years.	5 - Included in Base Product		Yes	
CA042	Compensation Administration	Ability for system to support salary calculation based on multiple methods. Example: daily rates, hourly rates, annual rates.	5 - Included in Base Product		Yes	
CA043	Compensation Administration	Manager Self Service with appropriate controls for compensation modeling and reporting.	5 - Included in Base Product		Yes	
CA044	Compensation Administration	Flexible report writer to produce detailed ad-hoc reports for management reporting of compensation data.	5 - Included in Base Product		Yes	SAP provides extremely powerful reporting tools which include but are not limited to the business warehouse. Custom Reports may need to be developed depending on the specific business requirements.
CA045	Compensation Administration	Ability for system to support future dating of positions to track expiration.	5 - Included in Base Product		Yes	
CA046	Compensation Administration	Desribe your software's ability to standardize processes and methods to analyze and level salary/experience for teachers transferring to department from other locations and countries.	5 - Included in Base Product	Using the SAP HR Personnel Cost Planning component you can perform "what if" modeling scenarios to determine the impact changes to compensation for individuals, groups, or positions will have on the overall budget. You also have the ability to compare actual and proposed compensation to external salary survey data or compensation data from other areas, regions or departments outside your organization.	Yes	

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EDM001	Employee Data Maintenance	Utilization of a self-service tool (ESS) which provides automatic prompts to employees as they make life or career data changes that may impact other data. Allow employees to be responsible for updating personal data (e.g., births, deaths, change in marital status, change of address, banking details, educational progression and new skill-set acquisition) via this tool.	5 - Included in Base Product		Yes	This may be done via ESS. Specific Personnel Change Requests may need to be developed depending on the business requirements.
EDM002	Employee Data Maintenance	Self service functionality should support video on demand to enable descriptive video clips and video based help.	5 - Included in Base Product	SAP can provide the ability to support links, and eLearning type functions which can include VOD.	Yes	SAP Productivity Pak by RWD (formerly Infopak) provides the ability for static video clips and may also be investigated based on business requirements.
EDM003	Employee Data Maintenance	Utilization of online / IVR access for employees and managers. Would prefer it be available in multiple languages, and permit managers/ employees to enter, update and verify data using Employee Self-Service (ESS) and Manager Self-Service (MSS).	5 - Included in Base Product	IVR Hardware not provided.	Yes	
EDM004	Employee Data Maintenance	System provides flexible role based security with multiple levels to allow controlled inquiry and update access to data, reporting and system controls.	5 - Included in Base Product		Yes	SAP provides extremely powerful functionality around security roles, which defines who and what users have access to.
EDM005	Employee Data Maintenance	Individuals responsible for information have the access and capability to change that information, as needed.	5 - Included in Base Product		Yes	
EDM006	Employee Data Maintenance	System can address data privacy issue.	5 - Included in Base Product	SAP understands this questions to mean: Certain data elements must be protected.We have some employees where their address and phone number are not public and protected and others that are in the victim's protection plan that even their work location is protected. ~~~~~~ SAP has a robust security model that can be configured for many different types of security, even Organizationally. SAP is confident that we can support the MDCPS security model.	Yes	
EDM007	Employee Data Maintenance	Ability to securely "lock down" data that may not be used for Public Information Requests while not restricting the ability of the system fulfill information requests.	5 - Included in Base Product		Yes	
EDM008	Employee Data Maintenance	Provide automated workflow technology utilizing electronic signatures for distributing and approving information changes and to prevent user deviations from company policy.	5 - Included in Base Product		Yes	
EDM009	Employee Data Maintenance	System should provide workflow escalation for approvers out of office to enable proper and timely escalation.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EDM010	Employee Data Maintenance	System should provide workflow escalations for tasks that have not been completed according to pre-set guidelines.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EDM011	Employee Data Maintenance	Centralization of data within a single database that captures employee information and allows for easy access via user-friendly report writer tool including point-in-time reporting capabilities.	5 - Included in Base Product		Yes	SAP provides extremely powerful reporting tools which include but are not limited to the business warehouse. Custom Reports may need to be developed depending on the specific business requirements.
EDM012	Employee Data Maintenance	Key data fields (along with related policies & processes) are standardized (using as many generally accepted data definitions as possible) to enable efficient transaction processing and consolidated reporting .	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EDM013	Employee Data Maintenance	Creation/ maintenance of a standard HR and Finance department number reference table, and associated online reporting capabilities.	5 - Included in Base Product		Yes	Use of the SAP organizational units and cost center association which will support HR and finanical reporting.
EDM014	Employee Data Maintenance	The system should support the creation of standard reports that can be modified and saved for individual department use.	5 - Included in Base Product		Yes	SAP provides extremely powerful reporting tools which include but are not limited to the business warehouse. Custom Reports may need to be developed depending on the specific business requirements.
EDM015	Employee Data Maintenance	There will be a automated self assessment tool for collection, reporting, electronic distribution and analysis of data.	5 - Included in Base Product	SAP understands this questions to mean: MDCPS wants to be able to report on all data collected via your software. We have a data warehouse and would like to be able to link to existing data elements for analysis. Currently we use Cognos, Excel, and Access which we plan to continue to use. If your software provides this feature please describe it to us in your responses. ~~~~~~~~~~~~~~~~~~~~~~~~~~~~ SAP can populate your data cubes in Cognos AND SAP provides standard tools to extract to Excel and Access using it's hundreds of provided system queries (Including the Ad Hoc tool). In addition, SAP provides it's own data warehouse which is coupled with hundreds of standard cubes already defined which may be able to jump start the MDCPS process.	Yes	
EDM016	Employee Data Maintenance	Standard employee number is generated by the system to avoid using Social Security Numbers or Social Insurance numbers.	5 - Included in Base Product		Yes	
EDM017	Employee Data Maintenance	Clear definition of required employee record data elements, and approval of these requirements at the strategic HR level.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EDM018	Employee Data Maintenance	Full utilization of future dating.	5 - Included in Base Product		Yes	
EDM019	Employee Data Maintenance	Creation and maintenance of links to external approved vendor sites and client intranet through hyperlinks. Instructions/rules regarding access and usage should be clearly defined and easily understood.	5 - Included in Base Product	as it relates to ' Instructions/rules regarding access and usage should be clearly defined and easily understood." SAP provides the placeholders for these links, instruction on how to use the content is a implementation function.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EDM020	Employee Data Maintenance	Seamless conversion of candidate data record to employee data record.	5 - Included in Base Product		Yes	
EDM021	Employee Data Maintenance	One integrated HRMS utilized for all employee and non-employee (contractors, retirees, and other former employees) information (demographics, dependents, beneficiaries, identification data, company property).	5 - Included in Base Product		Yes	
EDM022	Employee Data Maintenance	One-time data capture of all life and career event change automatically routed to all impacted functions/affected application and databases; HRMS serves as the driver of holistic, corporate identity management.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EDM023	Employee Data Maintenance	One-time data capture of all life and career event changes and automatic routing to all affected applications and databases.	5 - Included in Base Product	Automatic' is a very broad term. SAP provides the tools to automate these processes, SAP provides functionality in employee data which can be configured for varying business practices.	Yes	
EDM024	Employee Data Maintenance	Individuals responsible for information have the access and capability to change that information, as needed.	5 - Included in Base Product		Yes	This may be done via a self services application by either the employee or the manager.
EDM025	Employee Data Maintenance	Ability to verify online the accuracy and completeness of data entry performed at the point the data is entered.	5 - Included in Base Product		Yes	
EDM026	Employee Data Maintenance	Statutory regulations regarding life event data changes are available to employees.	5 - Included in Base Product	SAP provides functionality in employee data which can be configured for varying business practices. Ensuring that statutory regulations are met is a task and MDCSD practice which will need to be discussed and performed during the implementation.	Yes	This may be done via ESS with support of regulatory guidelines held in the knowledge warehouse.
EDM027	Employee Data Maintenance	Internet based services providing real-time regulatory information.	5 - Included in Base Product	SAP understands this answer to mean: To clarify, this refers to an application where employees can go to get information that will affect their paycheck, benefits etc. ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~ SAP proves employees the ability to view this information (Employee Self Service) and actually allows employees to model their paycheck in a 'What-If' simulation.	Yes	
EDM028	Employee Data Maintenance	There are consistent data fields and definitions for system integration that provides accurate data for reporting as it relates to i.e., Affirmative Action Plans, EEO reporting.	5 - Included in Base Product		Yes	
EDM029	Employee Data Maintenance	Access to all benefits related information is available online.	5 - Included in Base Product		Yes	
EDM030	Employee Data Maintenance	HR, corporate and managers have access to real-time information related to changes in benefit law.	5 - Included in Base Product	SAP understands this question to mean that Manager's are able to view information related to employees and their benefit plans 'real-time' and not just through reporting.	Yes	
EDM031	Employee Data Maintenance	Consistent process for gathering compliance data related to an employee's wages and earning within the organization.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EDM032	Employee Data Maintenance	There are clearly defined minimum audit criteria for HR.	5 - Included in Base Product		Yes	
EDM033	Employee Data Maintenance	The ability to establish and implement standard record retention policy and guidelines in accordance with Company, and State requirements.	5 - Included in Base Product		Yes	
EDM034	Employee Data Maintenance	Ability to track certifications and match against compliance requirements.	5 - Included in Base Product	SAP provides functionality in employee data which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices and policies are met and that full compliance is covered will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
EDM035	Employee Data Maintenance	Ability to restrict updates and changes to specific fields based upon court order or IRS mandate (i.e., IRS notification of non-change of number of dependents)	5 - Included in Base Product		Yes	This can be done, however, the degree of complexity and configuration will be determined during the design phase.
EDM036	Employee Data Maintenance	System provides audit trails.	5 - Included in Base Product		Yes	
EDM037	Employee Data Maintenance	System automates routine data maintenance processes freeing up resource time for other activities.	5 - Included in Base Product		Yes	
EDM038	Employee Data Maintenance	System stores the maximum amount of employee data online minimizing the need for paper files. Record keeping rules and processes are streamlined, standardized, and audited.	5 - Included in Base Product		Yes	
EDM039	Employee Data Maintenance	Utilize single badging system with defined rules for use. Integrate system with badging system.	5 - Included in Base Product	SAP does not provide badging hardware but SAP provides the ability to configure interfaces for communicating with external systems	Yes	SAP can record the badge information, but a third party interface may need to be developed. This requirement can be more clearly defined during the design phase.
EDM040	Employee Data Maintenance	The HRMS is compatible with a standard open Sequel database" which will cover the EMC Imaging System being used currently.	5 - Included in Base Product	EMC Imaging System is a software partner and integration adapters are available.	No	Development is required to use the integration adapters. See Cost Sheet tab for cost estimate.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EM001	Exit Management	Ability of HRMS to comply with all legal requirements related to exiting.	1 - NA / Not Supported	SAP cannot guarantee that it can comply with ALL legal requirements without knowing what those requirements are - now and in the future. SAP provides functionality in the system which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices and policies meet all legal requirements is a task to be performed during the implementation.	Yes	All known business rules and legal requirements will be identified during the design phase. The SAP system will be configured to enable these processes. Experience at other SAP implementations has been that the SAP system can be configured to comply with legal requirements.
EM002	Exit Management	Ability of HRMS to provide exit tools designed to contain questions that are objective, measurable and actionable.	5 - Included in Base Product		Yes	* OSA tool - utilize exit questionnaire.
EM003	Exit Management	Ability of HRMS to extract exit data and analyze for trends on a regular basis.	5 - Included in Base Product		Yes	SAP provides a number of standard reports for turn-over analysis. Custom Reports may need to be developed depending on the specific
EM004	Exit Management	Ability of HRMS to provide analysis results communicated as appropriate throughout the organization.	5 - Included in Base Product	This is a business practice as well as a software function (as appropriate). SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EM005	Exit Management	Ability of HRMS to provide exit management investigations that are consistently documented using standard automated templates.	5 - Included in Base Product		No	This can be accomplished by use of Adobe forms. Form development will be required. See Cost Sheet tab for estimate.
EM006	Exit Management	Ability of HRMS to provide automated processing of unemployment insurance verification forms.	2 - Accommodates via Customization	Also may want to include Adobe interactive forms.	Yes	See Cost Sheet tab for estimate.
EM007	Exit Management	Ability of HRMS to track and enforce business rules on entitlements (i.e., severance pay decisions at the local level and the appropriate levels of approval by the School Board).	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EM008	Exit Management	Ability of HRMS to provide for the execution of online exit surveys where possible.	5 - Included in Base Product		Yes	* OSA tool can support surveys
EM009	Exit Management	Ability of HRMS to track and ensure properly conducted exit interviews.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EM010	Exit Management	Ability of HRMS to provide analysis and communicating exit trend analysis results to management and other HR functions.	5 - Included in Base Product		Yes	
EM011	Exit Management	Ability of HRMS to contain business rules for exit interviews and provide technical assistance related to those rules to the SSC.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EM012	Exit Management	Ability of HRMS to assist in specialized training for exit interviewers to ensure proper collection of exit data.	5 - Included in Base Product	Through the use of the SAP eLearning product.	Yes	

Miami-Dade County Public Schools: Exit Management (EM)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EM013	Exit Management	Ability of HRMS to provide Manager / HR professionals with the ability to enter / verify vacation, sick and personal time.	5 - Included in Base Product		Yes	
EM014	Exit Management	Ability of HRMS to track specific flags.	5 - Included in Base Product	SAP can configure any field or flag as part of the data collection effort for MDCPS is desired. SAP also provides a variety of status indicators in the Personnel Actions process which may work even more effectively for MDCPS. Discussion on which option may be more optimum will be required in the blueprint phase of implementation.	Yes	
EM015	Exit Management	Ability of HRMS to provide Integrated employee profile and benefits information to perform real-time pay benefit calculation for planning.	5 - Included in Base Product		Yes	
EM016	Exit Management	Ability of HRMS to provide Web enabled exit interview questionnaires/surveys.	5 - Included in Base Product		Yes	
EM017	Exit Management	Ability of HRMS to provide workflow to notify appropriate individuals or departments of employee terminations.	5 - Included in Base Product		Yes	
EM018	Exit Management	Ability of HRMS to provide for the employee record to capture necessary information for exit data analysis.	5 - Included in Base Product		Yes	
EM021	Exit Management	Ability of HRMS to provide employees access to exit and termination procedures.	5 - Included in Base Product		Yes	
EM022	Exit Management	Ability of HRMS to provide exit information summarized by data warehouse so that trends are easily extracted.	5 - Included in Base Product		Yes	SAP provides extremely powerful reporting tools which include but are not limited to the business warehouse. Custom Reports may need to be developed depending on the specific business requirements.
EM023	Exit Management	Ability of HRMS to provide information that is automatically integrated for HR reporting needs, i.e., Affirmative Action Plans, EEO reporting, sourcing plans, adverse impact analyses, etc.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EM024	Exit Management	Ability of HRMS to provide role based standard asset allocation to be tracked by HRMS.	5 - Included in Base Product	There is a significant difference between INTEGRATED and INTERFACED. One of the key features that sets mySAP Business Suite apart from other vendor solutions is its degree of integration not only across the enterprise (HR to Financials, Logistics, etc.) but within the Human Resource application. Examples can be found between Personnel Administration, Benefits, Payroll, Reporting, and Workflow. Integration points are too numerous to list briefly, however, 'seamless' processing occurs at all points during employee processing, from Applicant Administration, New Hire, Promotions, Status Changes, Benefits Enrollment/Change, Compensation, Remuneration, and Reporting. Integration according to SAP means data is entered once, and processes are completed without the need for interfaces and conversion programs, etc. Data is available immediately as the user is connected to a single database. This integration extends to the Fixed Asset database and the property assigned to an individual employee. All assigned materials are tracked and the terminating personnel action searches the employee company property and so on and flags	Yes	
EM025	Exit Management	Ability of HRMS to provider state mandated reporting on voluntary teacher exits.	5 - Included in Base Product	SAP can assist with State mandated reporting and tools. SAP cannot guarantee that all State mandated reporting will be provided. Toolset and appropriate data collection techniques are included in the base product.	Yes	
EM026	Exit Management	Ability of HRMS to provide Integration with Active Directory to revoke access to systems upon termination.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EM027	Exit Management	Ability of HRMS to provide interface capabilities with Third Party Providers (Bencor, FRS, FBMC, etc..) to provide exiting employee information on benefits.	5 - Included in Base Product	SAP provides the ability to configure interfaces for communicating with external systems	Yes	Interfaces may need to be developed. This can be determined during the design phase. See Cost Sheet tab for cost estimate.
EM028	Exit Management	Ability of HRMS to provide Interfacing capabilities with Third Party Providers (Bencor, FRS, FBMC, etc..) to provide employees the ability to forecast retirement benefits at point in time.	3 - Accommodates via Work Around	Interfaces are supported. SAP does not support point in time retirement projection.	Yes	
EM029	Exit Management	Ability to apply appropriate benefit eligibility and summary information based upon bargaining unit.	5 - Included in Base Product		Yes	
EM030	Exit Management	Ability to drive workflow based on bargaining unit contracts.	5 - Included in Base Product		Yes	The extent of workflow development time requirement will be dependant on the complexity and number of unique bargaining unit contracts. This can be determined during the design phase. See Cost
EM031	Exit Management	Ability of HRMS to provide for administration of multiple leave plans including calculation of days on, return to work, criteria for eligibility based on bargaining unit contract.	5 - Included in Base Product		Yes	

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
EM032	Exit Management	Ability of HRMS to auto populate and amend workflow routing upon changes to the organization such as transfers or terminations.	5 - Included in Base Product	Through the configuration of SAP personnel actions.	Yes	
EM033	General	Ability of HRMS to provide self-service checklists that guide managers and employees through the separation process (i.e., calculate separation entitlements, initiate exit processing, complete exit interview surveys).	5 - Included in Base Product		Yes	
EM034	General	Ability of HRMS to track assets and other financial obligations assigned to employees.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
EM035	General	Ability of HRMS to maintain an online inventory of property held by employees.	5 - Included in Base Product		Yes	
EM036	General	Ability of HRMS system to provide appropriate security access to employees that is role based.	5 - Included in Base Product		Yes	
EM037	General	Ability of HRMS system to provides capability to report on attrition and turnover and to analyze trends on a regular basis.	5 - Included in Base Product	Business Warehouse	Yes	
EM038	General	Ability of HRMS system to automatically calculate employee leaves and the appropriate level benefits by each bargaining unit.	5 - Included in Base Product		Yes	
EM039	General	Ability of HRMS system to facilitate an annual process of hiring seasonal workers (i.e., summer school).	5 - Included in Base Product		Yes	

Miami-Dade County Public Schools: Organizational Effectiveness (OE)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
OE001	Org Effectiveness	Ability of HRMS to link change efforts with business strategy.	5 - Included in Base Product	Balanced Scorecards	Yes	SAP Strategic Enterprise Management (SEM) component must be installed.
OE002	Org Effectiveness	Ability of HRMS to measure successful change efforts with HR actions.	5 - Included in Base Product	Balanced Scorecards	Yes	SAP Strategic Enterprise Management (SEM) component must be installed.
OE003	Org Effectiveness	Ability of HRMS to support organizational reporting and provide for ease of reporting.	5 - Included in Base Product		Yes	
OE004	Org Effectiveness	Ability of HRMS to perform environmental scan to identify anomalies and non-standard issues.	1 - NA / Not Supported	SAP provides a complete set of system tools for monitoring and managing system performance and reliability. In addition, SAP works from a Business Process perspective so that data is only committed when an entire 'set' of elements is consistent with each other as defined by the business rules.	Yes	Data integrity check points available in delivered solution may not meet all of M-DCPS requirements. During the design phase, it can be determined which requirements are not met. Where judged insufficient, 3rd party vendor products can be assessed for suitability.
OE005	Org Effectiveness	Ability of HRMS to maintain clear role definitions and their sphere of influence when HR professionals, legal counsel or senior management involvement is required.	1 - NA / Not Supported	SAP understands this question to mean: Specific tasks and/or assignments are aligned with the job descriptions on the HR professional. These role definitions are highly defined and responsibility for their execution is enforceable. They are so constructed that they are backward compatible and cannot be misaligned. Example: HR MS defines the HRSSC administrator with clear responsibilities over all lending departments related to technical issues. ~~~~~~~~~~~~~~~~~~~~~~~~~~ SAP provides a very robust and complete security model which would allow HR administrators to see only specific portions of each task (such as HR data over Payroll Data). SAP can also use the concept of Adobe forms to maintain data separation as required by Miami-Dad specific policy.	Yes	Agree with SAP - based on the process and role design effort.
OE006	Org Effectiveness	Ability of HRMS to track specific change efforts related to goals, objectives and scorecards.	5 - Included in Base Product	Balanced Scorecards	Yes	
OE007	Org Effectiveness	Ability of HRMS to accommodate mass changes across the organizations, jobs and positions.	5 - Included in Base Product		Yes	
OE008	Org Effectiveness	Ability of HRMS system to provide easy and robust reporting capabilities with current and historical data to facilitate information exchange and analysis.	5 - Included in Base Product		Yes	
OE009	Org Effectiveness	Ability of HRMS to account for all employee groups in future processing and enforcement of same.	5 - Included in Base Product		Yes	
OE010	Org Effectiveness	Ability of HRMS to produce robust communications mechanisms that will reach all employee groups.	5 - Included in Base Product		Yes	Depends on process design and degree of complexity - doable but may need to be carefully scoped. This can be determined during the design phase.
OE011	Org Effectiveness	Ability of HRMS to support and track new business rules when modified.	5 - Included in Base Product	SAP provides functionality in business rule which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices and policies are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	SAP's Transport Management System (TMS) tracks all configuration and provides an audit trail for all changes.

Miami-Dade County Public Schools: Organizational Effectiveness (OE)

Software Integration Proposer Response

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
OE012	Org Effectiveness	Ability of HRMS system to create unique job codes and track job descriptions, job description changes, and job description history.	5 - Included in Base Product		Yes	
OE013	Org Effectiveness	Ability of HRMS system to allow easy access to job descriptions for review and analysis to ensure consistency.	5 - Included in Base Product		Yes	
OE014	Org Effectiveness	Ability of HRMS system to track all licenses and certifications, including expiration/renewal dates that can be reported on.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR001	Preparation and Submission of Deductions and Earnings	Ability to create earnings as needed.	5 - Included in Base Product		Yes	
PR002	Preparation and Submission of Deductions and Earnings	Ability to modify earnings calculation characteristics and balance feeds.	5 - Included in Base Product		Yes	
PR003	Preparation and Submission of Deductions and Earnings	Ability to add financial data to earning codes.	5 - Included in Base Product		Yes	
PR004	Preparation and Submission of Deductions and Earnings	Ability to create deductions as needed, and to deliver mass changes to deduction amounts for items such as union dues, United Way, etc.	5 - Included in Base Product		Yes	
PR005	Preparation and Submission of Deductions and Earnings	Ability to modify deduction calculation characteristics and balance feeds based on legal and business requirements.	5 - Included in Base Product		Yes	
PR006	Preparation and Submission of Deductions and Earnings	Ability to add financial data to deduction codes.	5 - Included in Base Product		Yes	
PR007	Payroll Processing	Ability to create payroll payment methods (checks, duplicate checks with voiding, ACH, pay cards).	5 - Included in Base Product		Yes	
PR008	Payroll Processing	Ability to create as many unique payrolls as necessary (primarily biweekly).	5 - Included in Base Product		Yes	
PR009	Payroll Processing	Ability to add financial data to payrolls.	5 - Included in Base Product		Yes	
PR010	Payroll Processing	Ability to create payroll calendars for previously setup payrolls.	5 - Included in Base Product		Yes	
PR011	Payroll Processing	Ability to create the financial coding link between the Payroll and General Ledger systems.	5 - Included in Base Product		Yes	
PR012	Preparation and Submission of Payroll Taxes and Reports	Ability to access employee personal data and assignment data for specialty tax reporting.	5 - Included in Base Product		Yes	
PR013	Preparation and Submission of Payroll Taxes and Reports	Ability to create employee earning, deduction, and benefits records.	5 - Included in Base Product		Yes	
PR014	Process W-2's and W-2C's	Ability to create employee tax data with similar data requirements.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR015	Preparation and Submission of Payroll Taxes and Reports	Ability to modify employee data base information within the Human Resources and Payroll Departments.	5 - Included in Base Product		Yes	SAP provides extremely powerful functionality around security roles, which defines who and what users have access to.
PR016	Preparation and Submission of Payroll Taxes and Reports	Ability to modify employee data base information within a Support Center environment.	5 - Included in Base Product		Yes	SAP provides extremely powerful functionality around security roles, which defines who and what users have access to.
PR017	Preparation and Submission of Payroll Taxes and Reports	Ability to send documents to employees based on updated payroll / benefits information.	5 - Included in Base Product		Yes	
PR018	Process W-2's and W-2C's	Ability to modify employee tax information within a Self Service environment.	5 - Included in Base Product		Yes	
PR019	Process W-2's and W-2C's	Ability to send tax documents to employees based on updated payroll / benefits information.	5 - Included in Base Product		Yes	
PR020	Preparation and Submission of Payroll Taxes and Reports	Ability to create custom reports/interfaces using system supplied tools.	5 - Included in Base Product		Yes	
PR021	Preparation and Submission of Deductions and Earnings	Define standards for creating Deduction Codes and the procedures for changing system established characteristics.	5 - Included in Base Product	SAP provides a configuration tool called the "Wage Type Wizard" which allows organizations to easily define specific deductions and earning codes including the details associated with them (taxable, non taxable, limits, eligibilities, cumulations, etc) as well as the ability to copy existing codes and make changes as required. In addition, these earnings and deductions codes are all date effective and can be modified based upon specific date requirements.	Yes	Standards will be established during the design and/or build phases.
PR022	Preparation and Submission of Deductions and Earnings	Define standards for creating the General Ledger to Payroll Account Code Mapping	5 - Included in Base Product		Yes	Standards will be established during the design and/or build phases.
PR023	Time Collection	Define standards for creating employee time collection records and the required information needed to properly setup employee information in the system.	5 - Included in Base Product		Yes	Standards will be established during the design and/or build phases.
PR024	Coordination and Submission of Garnishments	Define standards for creating employee garnishment records and the required information needed to properly setup employee information in the system.	5 - Included in Base Product		Yes	Standards will be established during the design and/or build phases.
PR025	Payroll Processing	Define standards for maintaining employee data base information which can be updated by Human Resources and Payroll Department personnel, by Service Center personnel, or by employee and manager self service web applications as deemed appropriate by the M-DCPS.	5 - Included in Base Product		Yes	Standards will be established during the design and/or build phases.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR026	Associate and Third Party Inquiries	Define requirements for internal reporting requirements and create custom reports/ interfaces as needed using system supplied tools.	5 - Included in Base Product		Yes	
PR027	Associate and Third Party Inquiries	Define requirements for external reporting requirements and create custom reports/ interfaces as needed using system supplied tools.	5 - Included in Base Product		Yes	
PR028	Payroll Processing	Define Standards for Bank Reconciliation of Payroll Account.	5 - Included in Base Product		Yes	SAP does come with a program which runs the import of payroll checks (and A/P checks) for reconciliation, however because there is no
PR029	Payroll Processing	Ability to pay employee expenses through payroll.	5 - Included in Base Product		Yes	
PR030	Payroll Processing	Ability to distribute payroll back to grant and other funding sources based on % , fixed amounts or specific formulas.	5 - Included in Base Product		Yes	
PR031	Payroll Processing	Reconcile sick time payouts on a percentage based on years of service, FIFO, or other calculated amount.	2 - Accommodates via Customization	SAP provides organizations the ability to pay out employees sick time when required based upon your business rules. Typically the payouts occur based upon the employee rate of pay, however the ability to pay out sick time based upon a percentage of years of service or on a FIFO basis would require further configuration.	Yes	See Cost Sheet tab for cost estimate.
PR032	Payroll Processing	Ability to calculate retroactive pay going back as far as fifteen years provided data is available	5 - Included in Base Product	All transactions and objects are date effective. Any and all master data, transaction data and parameter data (i.e. pay scales) can be processed at any time - for the point in time in which it is effective. This includes full retroactive payroll and benefits. This approach has the decided benefit of retaining an entire history for an employee - in essence — a virtual personnel file. Adjustments made to the employee's record are made online. However, mySAP has a unique approach to processing adjustments in that corrections to the original record are performed, allowing automatic retroactive accounting to occur. Since the system is date sensitive at the detailed transaction level, you should never have to do an adjustment in the traditional way again. If an adjustment is needed, you simply go back to the original transaction online and change the entry with the correct effective date. The system will automatically re-compute all of the previous processing to update the employee's records. A complete audit trail is maintained for these types of retroactive transactions. In the rare case that a n Retroactive accounting 'sweeps' the data base for any changes in data, and incorporates the calculations in the current pay period. Retroactive accounting applies to all aspects of payroll such as time and attendance, pay rate, hours worked, taxes, accumulations, deductions, changes to W4 data, tax status, taxing jurisdiction, and arrears processing. Retroactive accounting also incorporates links to mySAP Financials such as General Ledger postings and Cost Accounting.	Yes	Retroactive calculation can easily happen for everything in SAP since SAP go-live. Everything recorded prior to SAP go-live will require a process for capturing and loading into SAP to be included in current Payment. Requirements around W2 need to be considered related to older (15 years) adjustments.
PR033	Payroll Processing	Ability to apply mass pay changes to specific groups of employees such as members of bargaining unit.	5 - Included in Base Product		Yes	

Ref Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR034	Payroll Processing	Capability to monitor participants in Florida State Deferred Retired Option Plan (DROP) program and apply accrual balances to program based on schedule of benefits.	1 - NA / Not Supported	SAP can provide the ability to have a benefit plan that will identify employees in the DROP program, store pension eligible information and balances and report off of the information. However, SAP does not provide the ability to calculate accrual rates of pension calculations. That would need to be done utilizing a third party system and have the information interfaced back into SAP for reporting.	Yes	See Cost Sheet tab for cost estimate.
PR035	Payroll Processing	Tracking of employees in various leave programs and allocating payments to appropriate areas in G/L based on type of leave.	5 - Included in Base Product		Yes	
PR036	Payroll Processing	Electronic preparation and transmittal of all government reports such as 940 and 941.	5 - Included in Base Product		Yes	
PR037	Payroll Processing	Capability to process pay on accruals for split payroll period across fiscal years.	5 - Included in Base Product		Yes	
PR038	Payroll Processing	Ability for system to support "head of household" designation for child support allocation.	5 - Included in Base Product		Yes	
PR039	Payroll Processing	Garnishments - Ability for system to prorate for deductions and allocate when earnings and disposable income change.	5 - Included in Base Product		Yes	
PR040	Payroll Processing	Ability to void and re-issue Paychecks with IRS levies and recognize the distribution of employee share vs. IRS share.	5 - Included in Base Product		Yes	
PR041	Payroll Processing	Ability to interface directly with and synchronize data with third parties to ensure consistency across applications.	5 - Included in Base Product		Yes	Agree, however, an interface for each third party requires development. See Cost Sheet tab for estimated cost.
PR042	Payroll Processing	Ability to address multiple secondary pay components such as Stipends and Supplements and allocate payout based on eligibility criteria and other rules of the plan.	5 - Included in Base Product		Yes	Agree, however, some customization and thus development time may be required depending on eligibility criteria and rules. This can be determined during the design phase.
PR043	Payroll Processing	Ability to provide appropriate data security controls which enable security controls to differentiate between security profiles for HR/Payroll employees, employees and managers (self service), and for Public Access (defined subset of publicly available data elements and reports).	5 - Included in Base Product		Yes	
PR044	Payroll Processing	Ability for system to accommodate movement of employee from one pay group to another (i.e., 10 month to 12 month) and appropriately calculate changes in earning and deductions, including benefits plans and activating/deactivating deductions.	5 - Included in Base Product		Yes	SAP provides standard functionality to implement 'deferred pay' (e.g., 10 over 12 months). Specific logic/rules may need to be implemented to cater to all the business requirements.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR045	Payroll Processing	System controls void and reissue of checks to ensure that no duplicate payments are made. Ability for system controls to include native system controls and Positive pay interface to banks.	5 - Included in Base Product		Yes	
PR046	Payroll Processing	Ability to report payroll and employee data to State of Florida electronically.	5 - Included in Base Product		Yes	Custom interfaces and/or reports may need to be developed based on the business requirements.
PR047	Payroll Processing	System supports accumulation and payout of sick leave pools with differentiated rules by bargaining unit, ability to access employees sick days if banks falls below a set minimum.	2 - Accommodates via Customization	SAP provides for the ability for organizations to have one or multiple leave pools and leave banks. Each of these pools can have different eligibility options based upon the type of employee. Employees can become members of the leave pools or donate hours to other colleagues. In addition, the leave pools have minimum balances that must be stored in order for any deductions to occur. Reporting and further business rule definitions would require further configuration.	Yes	See Cost Sheet tab for cost estimate.
PR048	Payroll Processing	Ability to lock down changes to benefits based on court orders.	5 - Included in Base Product	Employees must have a qualifying event in order for changes to be made.	Yes	
PR049	Payroll Processing	Ability of system to allocate and disburse 10 months of salary / earnings over a 12 month period. (i.e., "Summer Pay" for teachers).	5 - Included in Base Product		Yes	SAP provides standard functionality to implement 'deferred pay' (e.g., 10 over 12 months). Specific logic/rules may need to be implemented to cater to all the business requirements.
PR050	Payroll Processing	Ability of system to properly allocate benefit deduction and other deduction amounts for "Summer Pay."	5 - Included in Base Product		Yes	SAP provides standard functionality to implement 'deferred pay' (e.g., 10 over 12 months). Specific logic/rules may need to be implemented to cater to all the business requirements.
PR051	Payroll Processing	Designation of "Payroll Location" for employee paycheck or deposit advice to be sent to.	5 - Included in Base Product		Yes	
PR052	Payroll Processing	Payroll run of "checks only" for certain circumstances.	5 - Included in Base Product		Yes	
PR053	Payroll Processing	Sick leave cash in, once a year can convert portion of sick leave, into cash payment or 401K contribution based on defined value, 80% of pay rate as a date specified by MDCPS. Ability to limit eligibility by bargaining unit, days used or available balance.	2 - Accommodates via Customization	The ability to "cash in" a leave balance is supported within SAP. These payments can be made during any period during the year and can be either automatic or manually generated. The ability to apply the 80% pay rate and apply other specific rules would require further configuration.	Yes	See Cost Sheet tab for cost estimate.
PR054	Payroll Processing	One time checks taxed at specific rates so as not to throw off tax annualization.	5 - Included in Base Product		Yes	
PR055	Payroll Processing	Personal Property payment, funds allocated to individual bargaining unit at beginning of fiscal year. Paid out to employees after they file a claim and bargaining unit approves payment of funds. (i.e., ripped shirt, theft of property, etc..). System should also maintain balances on account to ensure union does not exceed allocated balance.	2 - Accommodates via Customization	The ability to store individual balances of payments and deductions is standard in SAP. These payments and deductions can have minimum and maximum limits as well as other eligibility rules (ie by union). The ability to track and monitor limits associated with each union would require a utilizing SAP reporting tools.	Yes	See Cost Sheet tab for cost estimate.
PR056	Payroll Processing	Output data to Collection agencies to assist with remittance of overpayments by ex-employees.	5 - Included in Base Product	Utilizing the Interface Toolbox	Yes	Agree, however, an interface requires added development time. See Cost Sheet tab for cost estimate.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR057	Payroll Processing	Final payments to deceased employee, including all earnings (i.e., final pay, uniform allowance, etc.). Ability for system to support generation of PO to pay beneficiaries and applicable taxes through AP.	5 - Included in Base Product		Yes	
PR058	Payroll Processing	Anticipated payroll for holidays, breaks, etc. Payroll is processed early with estimated time records.	5 - Included in Base Product		Yes	
PR059	Payroll Processing	Ability to handle deduction schedules that support M-DCPS calendars for employees (annual deductions spread over 10, 11, and 12 month employees) including part-time and half-time employees.	5 - Included in Base Product		Yes	SAP provides standard functionality to implement 'deferred pay' (e.g., 10 over 12 months). Specific logic/rules may need to be implemented to cater to all the business requirements.
PR060	Payroll Processing	Ability to handle multiple pay types and events (regular pay, retroactive, stipends) on a single payroll (check or direct deposit).	5 - Included in Base Product		Yes	
PR061	Payroll Processing	Ability to cancel ACH participation automatically upon termination.	5 - Included in Base Product		Yes	
PR062	Payroll Processing	Ability to control garnishments to include or exclude garnishments for events such as a 3rd payroll in a month.	5 - Included in Base Product		Yes	
PR063	Payroll Processing	Ability to process manual checks daily and incorporate those manual checks into regularly scheduled payroll processes and tax payments.	5 - Included in Base Product	Utilizing the Payroll Off-cycle Workbench	Yes	
PR064	Payroll Processing	Ability to process salary adjustments from daily changes in system.	5 - Included in Base Product		Yes	
PR065	Payroll Processing	Ability to collect overpayments from employees and properly collect, track and allocate funds collected, including sending notification to the employee.	5 - Included in Base Product		Yes	
PR066	Payroll Processing	Ability to update leave balances for employees transferring leave from other local or State entities, this also includes a special accrual process	5 - Included in Base Product		Yes	
PR067	Payroll Processing	Ability to adjust earning, sick balances, and deductions when employees transfer from part-time to full-time (substitute - teacher - a part-time no benefits position to one with full benefits and different salary), properly adjust FRS contributions.	5 - Included in Base Product		Yes	
PR068	Payroll Processing	Ability for payroll to lock down an employee's W-4 status based on IRS/Court order and to prevent employee from changing W-4 data on self service.	2 - Accommodates via Customization	The ability to lock an employees W-4 status is standard with SAP, however the ability to limit the employee from changing the W-4 data in Employee Self Service would require further configuration.	Yes	See Cost Sheet tab for cost estimate.
PR069	Payroll Processing	Ability to garnish paychecks and not to disburse monies to outside vendors pending final judgment.	5 - Included in Base Product		Yes	

Ref.Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR070	Payroll Processing	Ability to charge earnings/deductions to multiple GL account codes based on %, set amounts or user defined formula.	5 - Included in Base Product		Yes	SAP provides the functionality to distribute earnings/deductions based on a %. Customization may be required depending on the rules for the user-defined formulas.
PR071	Payroll Processing	Ability to support direct deposit including multiple accounts with ability to control for fixed amounts, %, and rest of net across accounts. Employees should utilize self service to update, with bank routing verified against tables.	5 - Included in Base Product		Yes	
PR072	Payroll Processing	Ability to properly credit FRS based on the type of payment (i.e., Vacation, Sick, etc.).	5 - Included in Base Product		Yes	
PR073	Payroll Processing	Ability for the locations to submit payment online and Payroll Department to review and approve.	5 - Included in Base Product		Yes	SAP provides the functionality to allow one group to enter information and another group to review and approve the changes. The information is locked until the second group approves the changes
PR074	Payroll Processing	Ability to submit mass payments online (i.e., uniform allowance, lead teacher, etc).	5 - Included in Base Product		Yes	
PR075	Payroll Processing	Allow for employee self-service for direct deposit, pay advice, W-4 changes, W-2 access.	5 - Included in Base Product		Yes	
PR076	Payroll Processing	Ability to pay subs the additional monies when substituting for an ESE teacher (special substitution rules).	5 - Included in Base Product		Yes	
PR077	Payroll Processing	Ability for an employee to donate sick days to another member of the same sick bank.	5 - Included in Base Product		Yes	
PR078	Payroll Processing	Ability to transfer sick days to relatives with applied restrictions.	5 - Included in Base Product	SAP supports the ability to transfer sick leave to another employee or relative. The ability to systematically check whether an employee is a relative is not standard in SAP, however per the documentation provided this check would be done manually utilizing a M-DCPS form.	Yes	
PR079	Payroll Processing	Ability to process the following garnishments - creditors, ACS, ACS arrears, Student Loans, Bankruptcies.	5 - Included in Base Product		Yes	
PR080	Payroll Processing	Ability to continue to accrue sick/vacation when on an involuntary military leave.	5 - Included in Base Product		Yes	
PR081	Payroll Processing	Ability to handle annual resets of special W-4 (exempt status) and W-5.	5 - Included in Base Product	The employees W-4 status has an effective start and end date which will allow for annual resets of the information.	Yes	
PR082	Payroll Processing	Ability to refund deductions such as TSA, etc, with the ability not to affect the vendors check and update the employees year-to-date information.	2 - Accommodates via Customization	Utilizing the Interface Toolbox	Yes	See Cost Sheet tab for cost estimate.
PR083	Payroll Processing	Ability to notify employees when a Bencor payment has been made.	5 - Included in Base Product	Utilizing SAP workflow processing.	Yes	Agree, however workflow development may be required. This can be determined during the design phase.
PR084	Payroll Processing	Ability to pay Garnishment and other deduction vendors through the AP module, including allowing for check, ACH, etc.	5 - Included in Base Product		Yes	SAP provides the capability to remit payments to third parties from Payroll to Accounts Payable.

ef Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
R085	Payroll Processing	Ability to retain leave balances for terminated employees (pending a PC, bad termination code, or wish to transfer days out).	5 - Included in Base Product		Yes	
R086	Payroll Processing	Ability to notify employees of approaching limits on vacation days.	5 - Included in Base Product		Yes	A custom report may be required to report off the quotas for vacation days and possible enhancement for the automation of the notification.
R087	Payroll Processing	Ability to handle special retirement plans (IE/DT) with special tax exemptions.	5 - Included in Base Product		Yes	
R088	Payroll Processing	Ability to track injury days including an approval process.	5 - Included in Base Product		Yes	
R089	Payroll Processing	Ability to track contagious disease days (max of 10 days) including an approval process.	5 - Included in Base Product		Yes	After creating an absence type for recording hours for contagious disease days, a custom rule may need to be created to track the absence type. This can be determined during the design phase See
R090	Payroll Processing	Ability to issue replacement checks and properly void the original check.	5 - Included in Base Product		Yes	
R091	Payroll Processing	Ability for Payroll system to include Policies/Procedures and Contracts accessible online.	5 - Included in Base Product		Yes	
R092	Payroll Processing	Ability to import data from legacy system.	5 - Included in Base Product		No	This is not an automatic, seamless process. Conversion Objects need to be written, created and tested to import legacy data.
R093	Payroll Processing	Ability to handle ad-hoc reporting by user specified fields.	5 - Included in Base Product		Yes	
R094	Payroll Processing	Ability for employees and other Payroll payees (i.e., Child support recipients, TSA companies) to view cancelled checks via on-line portal.	2 - Accommodates via Customization	SAP's open technology framework allows customers to design and build custom defined views of information in the portal which employees with authorized access could display.	Yes	Employee Self Service allows employees to view their payroll payments for each period. Additional development may need to take place for other Payroll payees. See Cost Sheet tab for cost estimate.
R095	Payroll Processing	Ability to adjust taxes and income based on benefit deduction criteria (i.e., pre/post tax).	5 - Included in Base Product		Yes	
R096	Payroll Processing	Ability to properly report pre/post tax deductions.	5 - Included in Base Product		Yes	
R097	Payroll Processing	Ability to properly tax and report fringe benefits (i.e., Board Paid Life Ins., Board paid legal, vehicle usage, Board subsidy of domestic partners.).	5 - Included in Base Product		Yes	
R098	Payroll Processing	Ability to interface directly with and synchronize data with third parties such as TALX and FBMC to ensure consistency across applications.	5 - Included in Base Product		No	An interface for each third party requires added development time. See Cost Sheet tab for estimated cost.
R099	Payroll Processing	System provides manager self-service (MSS) for researching data and running reports.	5 - Included in Base Product		Yes	
R100	Payroll Processing	Describe your ability to process payroll at an alternate site in anticipation of or in the event of a disaster.	4 - Accommodated via 3rd Party	Please see SAP Section VIII - Excel Explanations.	Yes	
R101	Payroll Processing	Ability to create multiple checks for a single employee in a single payroll cycle.	5 - Included in Base Product		Yes	
R102	Payroll Processing	Ability to run a payroll in advance in anticipation of a disaster.	5 - Included in Base Product		Yes	

Miami-Dade Public Schools: Payroll (PR)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PR103	Payroll Processing	Ability to cross calendar years for benefit deductions (refunds, or prior year deductions).	5 - Included in Base Product		Yes	
PR104	Payroll Processing	Ability for W-2 C reporting for transactions for prior years (i.e., Voids, Refunds, etc.).	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PM001	Position Management	Ability of HRMS to perform budgetary and financial analysis on FTE/headcounts in place and planned.	5 - Included in Base Product	Business Warehouse	Yes	
PM002	Position Management	Ability of HRMS to link positions to approved/budgeted headcount/FTE's for budgetary control as it relates to workforce planning (when determining the need, type, count and cost of personnel to operate the organization).	5 - Included in Base Product		Yes	
PM003	Position Management	Ability of HRMS to control/default budgetary and financial information based on position.	5 - Included in Base Product		Yes	
PM004	Position Management	Ability of HRMS to control/default key data fields unique to position versus employee.	5 - Included in Base Product		Yes	
PM005	Position Management	Ability of HRMS to assign positions to schedules/grade ranges.	5 - Included in Base Product		Yes	
PM006	Position Management	Ability of HRMS to link jobs to positions for EEO reporting.	5 - Included in Base Product		Yes	
PM007	Position Management	Ability of HRMS to split and share positions/jobs.	5 - Included in Base Product		Yes	
PM008	Position Management	Ability of HRMS to handle the approval of the requirements verified automatically against policy/budgets at source of entry (i.e., position maintenance).	5 - Included in Base Product	SAP understands this question to mean the following elements are involved: 1. Data Dictionary 2. Business Rules 3. Budgetary policy 4. Verification of proposed transaction against Budgetary policy ~~~~~~ SAP can certainly support items 1 & 2. Supporting 'policy' is a very broad term, and as it is non-specific SAP cannot commit to it's support in this answer.	Yes	
PM009	Position Management	Ability of HRMS to assign different pay rates to different jobs for any employee.	5 - Included in Base Product		Yes	
PM010	Position Management	Ability of HRMS to utilize electronic signatures with automated workflow for distributing and approving information changes.	5 - Included in Base Product		Yes	
PM011	Position Management	Ability of HRMS to verify eligibility automatically against policy at source of transaction (e.g., hiring, enrollment, promotion, etc.).	5 - Included in Base Product	This is a business practice as well as a software function. 'Policy' will need definition as software can be configured to this, but not delivered meeting it. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
PM012	Position Management	Ability of HRMS provide multiple levels of security for inquiries/updates to position data.	5 - Included in Base Product		Yes	
PM013	Position Management	Ability of HRMS to report on "who reports to whom" within the organizational structure.	5 - Included in Base Product		Yes	
PM014	Position Management	Ability of HRMS to support mass position reclassification.	5 - Included in Base Product		Yes	

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PM015	Position Management	Ability of HRMS to support position requisitioning.	5 - Included in Base Product		Yes	
PM016	Position Management	Ability of HRMS to support position allocations.	5 - Included in Base Product		Yes	
PM017	Position Management	Ability of HRMS to provide position information capturing once at the source and shared between the system of record and other systems.	5 - Included in Base Product	SAP is a single system and therefore this requirement is fully met by definition.	Yes	Custom interfaces may need to be developed to share the position information outside of SAP. The requirements can be further evaluated during the design phase to determine whether or not a custom interface will be required.
PM018	Position Management	Ability of HRMS to maintain consistent policies and procedures across the organization implemented to eliminate exceptions as defined by business rules.	5 - Included in Base Product		Yes	During the Planning phase all the policies and procedures will be documented and these will be implemented during the Design phase. The exceptions will be addressed especially during these two phases as well as the Build phase.
PM019	Position Management	Ability of HRMS to minimize manual intervention (exceptions/corrections only).	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
PM020	Position Management	Ability of HRMS to provide position data driven job attributes and financial coding of earnings and deductions.	5 - Included in Base Product		Yes	
PM021	Position Management	Ability of HRMS to analyze, monitor and report position related data in an automated fashion.	5 - Included in Base Product		Yes	
PM022	Position Management	Ability to support routine audits to ensure data integrity.	5 - Included in Base Product		Yes	
PM023	Position Management	Ability of HRMS to provide a Responsibility for managing position budgets that is shared between central shared services and owning departments as defined by the business rules.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
PM024	Position Management	Ability of HRMS to support employee holding multiple positions and assignments.	5 - Included in Base Product	Concurrent Employment	Yes	
PM025	Position Management	Ability of HRMS to be intuitive, easily accessible and can access self service for position information.	5 - Included in Base Product		Yes	
PM026	Position Management	Ability of HRMS to provide for user problem escalation and resolution process based upon predefined business rules.	5 - Included in Base Product	Employee Interaction Center	Yes	SAP Employee Interaction Center (EIC) component must be installed.
PM027	Position Management	Ability of HRMS to provide Service Center support for Position Management process and problem resolution through service level agreements defined by business rules.	5 - Included in Base Product	SAP assumes this requirement to mean: The existing department of support services center is supported by Operations and Network services via answering questions that the services center cannot. In addition, policies supporting those decisions are provided to the customer by ONS. This is an example of a service level agreement. ~~~~~~ SAP workflow processing can indeed support these types of service level agreements INCLUDING response time and escalations.	Yes	SAP Employee Interaction Center (EIC) component must be installed.

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PM028	Position Management	Ability of HRMS to provide tracking for employee feedback, concerns and communication supported through service center as part of integrated process.	5 - Included in Base Product		Yes	SAP Employee Interaction Center (EIC) component must be installed.
PM029	Position Management	Ability of HRMS to provide position Management integrated with HRMS/Payroll, and Financial/Procurement systems as defined by business rules.	5 - Included in Base Product		Yes	
PM030	Position Management	Ability of HRMS to provide Data rules validated at Position requisition/creation/reclassification as defined by business rules.	5 - Included in Base Product		Yes	
PM031	Position Management	Ability of HRMS to provide transactions that are completed via workflow and eliminate paper backup.	5 - Included in Base Product		Yes	
PM032	Position Management	Ability of HRMS to provide Imbedded controls that manage access to codes, positions, and transactions involving them as defined by business rules.	5 - Included in Base Product		Yes	
PM033	Position Management	Ability of HRMS to provide on-line position data.	5 - Included in Base Product		Yes	
PM034	Position Management	Ability of HRMS to provide standard reports available online defined by business rules.	5 - Included in Base Product		Yes	
PM035	Position Management	Ability of HRMS to track positions by funding, department and location.	5 - Included in Base Product		Yes	
PM036	Position Management	Ability of HRMS to provide standardized position codes, job codes and EEO reporting as defined by business rules.	5 - Included in Base Product		Yes	
PM037	Position Management	Ability of HRMS to provide automated notifications to employees/managers for reclassifications, variances, allocations and other position related transactions.	5 - Included in Base Product	SAP workflow and alerts/notifications.	Yes	
PM038	Position Management	Ability of HRMS to maintain rules repository needs to be created and maintained as defined by business rules.	5 - Included in Base Product	SAP understands this questions to mean: if a transaction passes the logic table of our business rules (e.g. a data dictionary – Resume should be defined as resume in all relational tables), then the transaction is permitted. If not, transaction is not permitted and the business rule is identified. ~~~~~~~~~~~~~~~~~~~~~~~~~~ This is the definition of integration and is exactly how SAP works.	Yes	
PM039	Position Management	Ability of HRMS to minimize exceptions and special deals as defined by business rules.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
PM040	Position Management	Ability of HRMS to support the organizational (personnel) hierarchy that can be used to generate organization charts, regardless of whether or not there are persons currently filling the positions as defined by the business rules.	5 - Included in Base Product		Yes	

Ref. Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PM041	Position Management	Ability of HRMS to support standard definitions of positions, variances, and headcount across the organization.	5 - Included in Base Product		Yes	
PM042	Position Management	Ability of HRMS to support management of human capital and business planning processes by positions.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
PM043	Position Management	Ability of HRMS to provide for Improved security by providing a data store that can be leveraged for system and information access, including, but not limited to securing "pull" access and enabling "push" capabilities through a portal.	5 - Included in Base Product		Yes	
PM044	Position Management	Ability of HRMS to have the ability to allocate positions against multiple funding sources.	5 - Included in Base Product		Yes	
PM045	Position Management	Ability of HRMS to reallocate funding and open replacement upon termination of incumbent in position.	5 - Included in Base Product	Position Budget Control	Yes	
PM046	Position Management	Ability of HRMS to track, report and calculate current and historical salary information tied to PACS and specific positions for budgeting and reporting.	5 - Included in Base Product		Yes	The topic around historical data will be covered during the Planning phase and decisions will be made on how this data may reside in SAP. If the information is available in SAP, then it can be used for budgeting and reporting purposes (some custom development may need to take
PM047	Position Management	Ability of HRMS to provide workflow to accommodate status change notifications to appropriate parties, including such tasks as changing of job code when employee is reclassified.	5 - Included in Base Product		Yes	
PM048	Position Management	Ability of HRMS to track by workflow the Principals and districts that spend in excess of allocated expenditures relating to part-time hires. Budget group should be given authority to control and restrict hires if schools are in deficit as defined by business rules	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	This can be accommodated via SAP's Position Budgeting & Control module. During the design phase, it can be determined whether or not this module will be implemented.
PM049	General	Ability of HRMS to provide centralization of data within a single database that captures employee information and allows for easy access via user-friendly report writer tool including point-in-time reporting capabilities.	5 - Included in Base Product		Yes	
PM050	General	Ability of HRMS to support routine audits to ensure data integrity.	5 - Included in Base Product		Yes	
PM051	General	Ability of HRMS to automate routine data maintenance processes freeing up resource time for other tasks.	5 - Included in Base Product		Yes	
PM052	General	Ability of HRMS to provide for tracking and budgeting using the same process as full-time positions.	5 - Included in Base Product		Yes	

Miami-Dade County Public Schools: Position Management (PM)

Software Integration Proposer Response

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
PM053	General	Ability of HRMS to approval requirements verified automatically against policy/budgets at source of entry (i.e., position maintenance).	5 - Included in Base Product	SAP can support position against budgets, but not policy.	Yes	
PM054	General	Ability of HRMS to support tracking positions that are budgeted and unbudgeted.	5 - Included in Base Product		Yes	

ef Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
S001	Recruit & Staff	Ability of HRMS to create or edit requisitions online.	5 - Included in Base Product		Yes	Delivered requisition format may have to be customized to meet M-DCPS's needs. This can be determined during the design phase.
S002	Recruit & Staff	Ability of HRMS to have configurable requisition forms to meet company requirements.	4 - Accommodated via 3rd Party	Adobe forms and SAP eRecruitment	Yes	Configurable part is limited, therefore customization will be needed. See Cost Sheet tab for estimated cost.
S003	Recruit & Staff	Ability of HRMS to have different requisition forms for different job types (e.g. full time vs. contractor position).	4 - Accommodated via 3rd Party	Adobe forms and SAP eRecruitment	Yes	Any number of requisitions can be customized from base delivered format. See Cost Sheet tab for estimated cost.
S004	Recruit & Staff	Ability of HRMS to provide requisition forms to pre-populate user specific constant data such as organization, business unit, manager, and recruiter.	4 - Accommodated via 3rd Party	Adobe forms and SAP eRecruitment	Yes	Will require development time - involves some customization. See Cost Sheet tab for estimated cost.
S005	Recruit & Staff	Ability of HRMS to set different salary ranges based on location and/or job grade for same job code.	5 - Included in Base Product		Yes	This may require some customization. This can be determined during the design phase.
S006	Recruit & Staff	Ability of HRMS to have field validation before requisitions can be submitted.	5 - Included in Base Product		Yes	
S007	Recruit & Staff	Ability of HRMS to provide requisition form to automatically pull in (predefined) position data from the job code. Position data includes corresponding job description, job grade, salary range.	5 - Included in Base Product		No	This is not a standard delivered solution. It will require significant development time to write the code to pull in this information. See Cost Sheet tab for estimated cost.
S008	Recruit & Staff	Ability of HRMS to create a requisition for one or many hires.	5 - Included in Base Product		Yes	
S009	Recruit & Staff	Ability of HRMS to "create like" another existing requisition.	5 - Included in Base Product		Yes	
S010	Recruit & Staff	Ability of HRMS to have different job descriptions for internal and external requisition postings.	5 - Included in Base Product		Yes	Job Posting Information can defer depending on posting channel (internal or external). However this information is not pre-loaded. It has to be entered by Recruiter or person completing the job posting.
S011	Recruit & Staff	Ability of HRMS to set requisition posting start and end dates for both internal and external postings.	5 - Included in Base Product		Yes	
S012	Recruit & Staff	Ability of HRMS to cancel or put requisitions "on hold."	5 - Included in Base Product		Yes	
S013	Recruit & Staff	Ability of HRMS to automatically remove "on hold" or "cancelled" requisitions from postings.	5 - Included in Base Product		Yes	
S014	Recruit & Staff	Ability of HRMS to automatically route requisitions to appropriate people for approval or review.	5 - Included in Base Product		Yes	
S015	Recruit & Staff	Ability of HRMS to track requisitions at all stages.	5 - Included in Base Product		Yes	
S016	Recruit & Staff	Ability of HRMS to provide for internal and external candidates to search for open positions with option to have this be two separate sites.	5 - Included in Base Product	By definition it IS two separate sites.	Yes	This will, however, require some development time to build separate search templates for internal and external candidate views. This requirement can be more clearly defined during the design phase.
S017	Recruit & Staff	Ability of HRMS to provide for internal and external candidates to apply directly to the position(s) via self service portal.	5 - Included in Base Product		Yes	

Req Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
RS3018	Recruit & Staff	Ability of HRMS to have robust candidate search capabilities. (i.e., Fielded searches based on education level, company name, year graduated, school name).	5 - Included in Base Product		Yes	
RS3019	Recruit & Staff	Ability of HRMS to have option to share/refer candidate to other recruiters/hiring manager in organization.	5 - Included in Base Product		No	No unique functionality exists to facilitate this action. A number of options can be explored as possible solutions. One option could be a customized link from the candidate profile view, to enable the user to
RS3020	Recruit & Staff	Ability of HRMS to have automated internet job posting capabilities.	5 - Included in Base Product		Yes	
RS3021	Recruit & Staff	Ability of HRMS to have automated third party posting capabilities.	5 - Included in Base Product	HR XML	Yes	
RS3022	Recruit & Staff	Ability of HRMS to have automated posting capabilities to corporate website.	5 - Included in Base Product		Yes	Once a requisition is released it is available on either internal or external views based on the channel.
RS3023	Recruit & Staff	Ability of HRMS to track candidate source (i.e., Monster.com, Hotjobs, print ad, media, third party).	5 - Included in Base Product		Yes	
RS3024	Recruit & Staff	Ability of HRMS to have employee referral capabilities.	5 - Included in Base Product		Yes	Agreed, however, base functionality is weak and may require custom/inhouse or 3rd party bolt-on solution to meet M-DCPS
RS3025	Recruit & Staff	Ability of HRMS to track cost per hire.	5 - Included in Base Product		No	This will require extensive customization to build this capability. See Cost Sheet tab for estimated cost.
RS3026	Recruit & Staff	Ability of HRMS to track time to fill.	5 - Included in Base Product		Yes	While there is an 'out of the box' solution, the extent to which it will meet the business requirements is dependant on how variables are defined
RS3027	Recruit & Staff	Ability of HRMS to provide Ad hoc reporting capability.	5 - Included in Base Product	Business Warehouse	Yes	
RS3028	Recruit & Staff	Ability of HRMS to ensure compliance with Federal EEO Regulations.	5 - Included in Base Product		Yes	Notes released to ensure compliance with OFCCP rulings .
RS3029	Recruit & Staff	Ability of HRMS to handle large incoming candidate volumes (>10,000/mo.).	5 - Included in Base Product		Yes	
RS3030	Recruit & Staff	Ability of HRMS to handle large user volumes (>300).	5 - Included in Base Product	SAP assumes this to mean users accessing the SAP system.	Yes	
RS3031	Recruit & Staff	Ability of HRMS to accept historical data from legacy applicant tracking system.	5 - Included in Base Product		Yes	
RS3032	Recruit & Staff	Ability of HRMS to identify whether a candidate is internal (current employee) or external candidate.	5 - Included in Base Product		Yes	
RS3033	Recruit & Staff	Ability of HRMS to have automated candidate correspondence capabilities.	5 - Included in Base Product		Yes	Through Smartforms and Workflow
RS3034	Recruit & Staff	Ability of HRMS to select type of automatic acknowledgement and verbiage of email content.	5 - Included in Base Product		Yes	Smartforms
RS3035	Recruit & Staff	Ability of HRMS to track and view candidate's history and profile information as defined by business rules.	5 - Included in Base Product		Yes	
RS3036	Recruit & Staff	Ability of HRMS to have contact/schedule management (i.e., for interview) or offer integration with a calendar tool (i.e. Outlook, Lotus Notes).	1 - NA / Not Supported	Slated as a potential scenario in an upcoming release of the SAP/Microsoft DUET product.	Yes	Will require 3rd party solution.

ef Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
S037	Recruit & Staff	Ability of HRMS to track each applicant throughout the entire hiring process. Applicants include those individuals who have used the self-service and those who have established contact with H.R. through other means. In turn, the system will allow manual entry of applicants and interface "leads", "recruits" and applicants who are in the system.	5 - Included in Base Product		Yes	Enabled through Audit Trails
S038	Recruit & Staff	Ability of HRMS to provide for recruiters across various departments to see same candidate history/tracking data.	5 - Included in Base Product		Yes	
S039	Recruit & Staff	Ability of HRMS to have security mechanism to limit access to certain user population.	5 - Included in Base Product		Yes	
S040	Recruit & Staff	Ability of HRMS to schedule interviews via self service portal.	5 - Included in Base Product	Manager's Self Service	Yes	
S041	Recruit & Staff	Ability of HRMS to capture interview feedback online.	5 - Included in Base Product	Manager's Self Service	Yes	This may require additional customization. Another option will be through questionnaires. This can be determined during the design
S042	Recruit & Staff	Ability of HRMS to define standard interview questions based on job type or other criteria.	5 - Included in Base Product		No	Will require development time - involves some customization. See Cost Sheet tab for estimated cost.
S043	Recruit & Staff	Ability of HRMS to configure interview feedback online forms--whether to allow text or choose from company defined list of disposition reasons.	5 - Included in Base Product		Yes	Through attached questionnaires
S044	Recruit & Staff	Ability of HRMS to provide online pre-screening or self-assessment capabilities.	5 - Included in Base Product		Yes	Questionnaires
S045	Recruit & Staff	Ability of HRMS to capture reference check, drug screen, or other background/investigative information the company may require.	5 - Included in Base Product		Yes	This may require further enhancements to meet the unique business requirements of M-DCPS. This can be determined during the design phase.
S046	Recruit & Staff	Ability of HRMS to link requisition and candidate data to automatically generate an offer.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	Some customization on Smart Forms and Workflow could be used to enable this. This can be determined during the design phase.
S047	Recruit & Staff	Ability of HRMS to configure fields in offer form.	5 - Included in Base Product		No	Customization required or 3rd party bolt-on. See Cost Sheet tab for estimated cost.
S048	Recruit & Staff	Ability of HRMS to have field validation on offer form before it can be submitted.	5 - Included in Base Product		Yes	This may require development time. This can be determined during the design phase.
S049	Recruit & Staff	Ability of HRMS to automatically route offer to appropriate people for approval or review.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	Workflow
S050	Recruit & Staff	Ability of HRMS to define verbiage in offer/decline letter template as specified by business rules.	5 - Included in Base Product		Yes	Smartform
S051	Recruit & Staff	Ability of HRMS to automatically generate offer/decline letters.	5 - Included in Base Product		Yes	Smartform

ef Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
S052	Recruit & Staff	Ability of HRMS to automatically send notification about new hire start date in preparation for new hire orientation.	5 - Included in Base Product		Yes	Workflow and Smartform
S053	Recruit & Staff	Ability of HRMS to define standard job codes as specified by business rules.	5 - Included in Base Product		Yes	Agree, however, this may require some enhancements. This can be determined during the design phase.
S054	Recruit & Staff	Ability of HRMS to define standard job description for each job code.	5 - Included in Base Product		Yes	Data will be pulled in from SAP HR system
S055	Recruit & Staff	Ability of HRMS to define job grades associated with each job code.	5 - Included in Base Product		Yes	Data will be pulled in from SAP HR system
S056	Recruit & Staff	Ability of HRMS to define salary ranges for each job code. This may or may not be based on job location.	5 - Included in Base Product		Yes	Data will be pulled in from SAP HR system
S057	Recruit & Staff	Ability of HRMS to define standard job titles.	5 - Included in Base Product		Yes	
S058	Recruit & Staff	Ability of HRMS to define all job sites.	5 - Included in Base Product		Yes	
S059	Recruit & Staff	Ability of HRMS to define approval workflow.	5 - Included in Base Product		Yes	
S060	Recruit & Staff	Ability of HRMS to define information that needs to be captured in a requisition form.	5 - Included in Base Product		Yes	
S061	Recruit & Staff	Ability of HRMS to define field type for requisition (i.e., free text, pull down, radio button).	5 - Included in Base Product		Yes	
S062	Recruit & Staff	Ability of HRMS to define required/optional fields on requisition.	5 - Included in Base Product		Yes	
S063	Recruit & Staff	Ability of HRMS to define access levels for users.	5 - Included in Base Product		Yes	
S064	Recruit & Staff	Ability of HRMS to define sources where jobs are posted.	5 - Included in Base Product		Yes	
S065	Recruit & Staff	Ability of HRMS to define which sources should be used for which types of jobs (e.g., www.monster.com may be a more effective source to find technical candidates).	5 - Included in Base Product		Yes	System has channel to connect to a number of job boards, however the degree to which the delivered solution will have to be enhanced or customized will depend on the business definition. Some customization may be required to satisfy functionality. This can be determined during the design phase.
S066	Recruit & Staff	Define prescreening process and criteria.	5 - Included in Base Product		Yes	
S067	Recruit & Staff	Ability of HRMS to define standard interview questions based on job description/family.	5 - Included in Base Product		Yes	Agree, however, this may require enhancement to delivered solution. This can be determined during the design phase.
S068	Recruit & Staff	Ability of HRMS to define interview feedback questions.	5 - Included in Base Product		Yes	Through questionnaires
S069	Recruit & Staff	Ability of HRMS to define data to be input by candidate.	5 - Included in Base Product		Yes	
S070	Recruit & Staff	Ability of HRMS to define require/optional input field by candidate .	5 - Included in Base Product		Yes	
S071	Recruit & Staff	Ability of HRMS to define information that needs to be captured in an offer form.	5 - Included in Base Product		Yes	Agree, however, some enhancement may be required. This can be determined during the design phase.
S072	Recruit & Staff	Ability of HRMS to define required/optional input fields on offer form.	5 - Included in Base Product		Yes	Agree, however, some enhancement may be required. This can be determined during the design phase.

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
RS073	Recruit & Staff	Ability of HRMS to define approval workflow on job offer.	5 - Included in Base Product		Yes	
RS074	Recruit & Staff	Ability of HRMS to link candidate data to multiple requisitions.	5 - Included in Base Product		Yes	
RS075	Recruit & Staff	Ability of HRMS to determine what fields have audit tracking for creation, and update of records.	3 - Accommodates via Work Around	Depending on which fields. In some cases, audit tracking is NOT defineable - it is just part of the process (eRecruitment status for example).	Yes	
RS076	Recruit & Staff	Ability of HRMS to define assessment criteria and drive scoring as defined step in the process as specified by business rules.	5 - Included in Base Product	SAP understands this to mean: Per business rules, any applicant with "RR" will automatically be routed to Office of Professional Standards for review before being sent on forward by the workflow. ~~~~~~~~~~~~~~~~~~~~~~~~ The SAP workflow engine can make decisions based on criteria laid out during the implementation. SAP also fully supports an Ad Hoc routing step in a review step.	Yes	
RS077	Recruit & Staff	Ability of HRMS to provide for requisitions that drive from established budgeted positions.	5 - Included in Base Product		Yes	
RS078	Recruit & Staff	Ability of HRMS to provide overrides on position budget enables temporary overage to enable proactive recruiting.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
RS079	Recruit & Staff	Ability of HRMS to provide for license, job history, education and credentials to transfer to employee records as part of hire process.	5 - Included in Base Product		Yes	E-recruiting to PA
RS080	Recruit & Staff	Ability of HRMS to generate "hiring commitments" driven by specific job requirements.	2 - Accommodates via Customization	SAP understands this to mean: Specific job requirements matched against business rules and defined criteria of HR will **automatically** generate a "hiring commitment" to be approved by the head of Recruiting before being sent out by workflow. ~~~~~~~~~~~~~~~~~~~~~~~~ SAP can match these requirements, and 'automatic ' commitment' will require customization.	Yes	See Cost Sheet tab for estimated cost.
RS081	Recruit & Staff	Ability of HRMS to provide for self scheduling by the applicant for interviews.	1 - NA / Not Supported	Slated as a potential scenario in an upcoming release of the SAP/Microsoft DUET product.	Yes	Bolt on solution will be required. See Cost Sheet tab for estimated cost.
RS082	Recruit & Staff	"Ability of HRMS to provide for "PC" coding for do not hire, thereby eliminating possibility of consideration for those who are ineligible.	5 - Included in Base Product		Yes	
RS083	Recruit & Staff	Ability of HRMS to provide for restricted range (RR), thereby allowing a hire to occure but with certain limitations.	1 - NA / Not Supported	SAP understands this requirement to mean: MDCPS scores applicant data with a rating of 1, 2 and 3. This rating is used for evaluation and placement processes that must adhere to our business rules. ~~~~~~~~~~~~~~~~~~~~~~~~~~ SAP allows for such scoring indicators and for ranking and rating by these indicators.	Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
S084	Recruit & Staff	Ability of HRMS to provide routing and approval rules clearly defined and documented to be able to put into system to able to address via workflow.	5 - Included in Base Product		Yes	Will most likely require development work as delivered solution may not be adequate. This can be determined during the design phase.
S085	Recruit & Staff	Ability of HRMS to provide that positions and requisitions to tie back to student systems for validation of schedules.	2 - Accommodates via Customization	SAP Campus Management is not bid as part of this project, therefore a custom interface to the existing SIS for this function will need to be created.	Yes	See Cost Sheet tab for estimated cost.
S086	Recruit & Staff	Ability of HRMS to track, capture, and report specific post interview information from principals.	5 - Included in Base Product	Manager's Self Service	Yes	Through attached questionnaires
S087	Recruit & Staff	Ability for HRMS to support centralized candidate database which allows for searching.	5 - Included in Base Product		Yes	Talent Pool
S088	Recruit & Staff	Ability for HRMS to support retention and reporting of candidate history.	5 - Included in Base Product		Yes	
S089	Recruit & Staff	Ability for HRMS support audit trails and tracking of changes.	5 - Included in Base Product		Yes	
S090	Recruit & Staff	Ability for HRMS to support self service for Candidates, Managers, and Employees.	5 - Included in Base Product		Yes	
S091	Recruit & Staff	Ability of HRMS to provide for processes and systems that support better communication and coordination between candidate and organization.	5 - Included in Base Product		Yes	
S092	Recruit & Staff	Ability of HRMS to provide for capture and reporting of candidate assessment by interviewers.	5 - Included in Base Product		Yes	Through questionnaires
S093	Recruit & Staff	Ability of HRMS to provide standard interview questions based upon job type.	5 - Included in Base Product		Yes	Questionnaires
S094	Recruit & Staff	Ability of HRMS to provide modified and streamlined process in order to proactively schedule applicants for interviews.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
S095	Recruit & Staff	Ability of HRMS to provide for application to multiple jobs by a single individual through one application.	3 - Accommodates via Work Around	A single profile is used, an applicant may indicate an interest in many different postings using this single profile,	Yes	
S096	Recruit & Staff	Ability of HRMS to provide automated workflow and notification of events to all related parties as per business rules.	5 - Included in Base Product	This is a business practice as well as a software function. SAP provides the tools and techniques to accommodate this practice if desired.	Yes	
S097	Recruit & Staff	Ability of HRMS to provide for updates to evaluations and requirements which can be communicated throughout the district.	5 - Included in Base Product		Yes	
S098	Recruit & Staff	Ability of HRMS to capture and report metrics related to process.	5 - Included in Base Product		Yes	Will require BW to be in place for this. Thus full functionality will depend on whether BW is implemented in the same phase as Recruiting &
S099	Recruit & Staff	Ability of HRMS to enable applicants to search for work locations based on geographical proximity locators to enable choices of schools.	5 - Included in Base Product	Through specific configuration of the SAP erecruitment system.	Yes	Agree, however, this may require minor work on Search Templates. This can be determined during the design phase.

ef Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
S100	Recruit & Staff	Ability of HRMS to enable recruiters and hiring managers to search for qualified applicants based on geographical proximity to hiring locations (i.e., schools, warehouses, etc.).	5 - Included in Base Product	Through specific configuration of the SAP erecruitment system.	Yes	Search option has to be available in Search Template
S101	Recruit & Staff	Ability of HRMS to support streaming video (movie clips) for on-demand viewing of promotional videos, and video-based help.	3 - Accommodates via Work Around	All recruitment interaction is through WEB LINKS in the SAP eRecruitment system. Web Videos can be used on the same web site.	Yes	This will be part of SAP Portals
S102	Recruit & Staff	Ability of HRMS to store job descriptions in a single source and auto populate requisitions upon initiation.	5 - Included in Base Product		Yes	This may require a significant amount of development work depending on how much automation (pre-populate) will be required. This can be determined during the design phase.
S103	Recruit & Staff	Ability to HRMS to record historical self-service applicant search, select, and submission data.	5 - Included in Base Product	Search data only if 'saved'	Yes	
S104	Recruit & Staff	Ability of HRMS to "flag" recruits/applicants/employees with a control code.	5 - Included in Base Product		Yes	
S105	Recruit & Staff	Ability of HRMS to purge employees from the system after 2 years to near storage or archival storage.	5 - Included in Base Product		Yes	Part of Periodic Services
S106	Recruit & Staff	Ability of HRMS to provide for recording educational data (e.g. college, major, degree, date, foreign degree translation).	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
)01	Time and Attendance	Ability to create Earnings, Hourly Deductions, Shift Differentials, and Premium Time Eligibility profiles that meet current or future business practices.	5 - Included in Base Product	SAP provides functionality to create earnings, deductions, differentials, premiums and any other type of payment which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
)02	Time and Attendance	Ability to create Holiday Calendars, Work Plans, Rotation Plans, Shifts, and Project Accounting profiles that meet current or future business practices.	5 - Included in Base Product	SAP provides functionality to create holiday calendars and all types of work schedules which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
)03	Time and Attendance	Ability to create Absence Types, Paid Time Off Accrual Plans, Absence Tracking and History, and claims processing data profiles that meet current or future business practices.	5 - Included in Base Product	SAP provides functionality to create absences, attendances, and leave accrual plans which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
)04	Time and Attendance	Ability to create Safety Measurement, Safety Tracking and History, and performance assessment profiles that meet current or future business practices.	5 - Included in Base Product	SAP provides functionality to create safety measurement and tracking which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	Health & Safety module is available for extended functionality.
)05	Time and Attendance	Ability to create Workers Comp claims and regulatory job/hour data profiles that meet current or future business practices.	5 - Included in Base Product	SAP provides functionality to support workers comp claimsan reulatory requiements which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
)06	Time and Attendance	Ability to create automated time card records for worked and non-worked time, including 4 hours for AFSCME part-time employees, based on established rules.	5 - Included in Base Product		Yes	
)07	Time and Attendance	Ability of system to verify and validate time card data entered against time setup rules.	5 - Included in Base Product		Yes	
)08	Non Exempt Employee Enters Time	Ability of system to accept hours worked against projects, tasks, and cell work time and based on established setup rules.	5 - Included in Base Product		Yes	
)09	Time and Attendance	Ability of system to process exception hours for exempt and salary non-exempt employees which may contradict with established setup rules.	5 - Included in Base Product		Yes	
)10	Time and Attendance	Ability to transfer earnings codes, hours, and financial data from the time card system to the project accounting system based on established rules.	5 - Included in Base Product		Yes	SAP provides the functionality to track clocked hours. A third-party system will need to be implemented to record the actual clockings.

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
)11	Time and Attendance	Ability to transfer earnings codes, hours, and financial data from the time card system to the payroll system based on established rules.	5 - Included in Base Product		Yes	
)12	Time and Attendance	Ability of the payroll system to accumulate and update worked and non-worked hours automatically after each payroll run.	5 - Included in Base Product		Yes	
)13	Process Time	Ability of system to accumulate hours and financial data related to employee absences for report tracking purposes.	5 - Included in Base Product		Yes	
)14	Time and Attendance	Ability to create custom reports/interfaces using system supplied tools.	5 - Included in Base Product	Utilizing the Interface Toolbox	Yes	
)15	Time and Attendance	Ability to make time capture paperless. Please describe.	5 - Included in Base Product	The SAP Time Management application provides organizations the ability to utilize multiple ways of entering time data based upon the type of employee and their ability to access and enter time. The Employee Self Service and Manager Self Service applications provide employees and managers the ability to enter not only time data for payroll but also cost information associated with that time. Time and labor data entered by employees in self-service applications can be routed by workflow to their line managers or project leaders for approval. Special tools are available for managers to monitor the progress of employees' projects, productivity, and overtime levels. All done paperlessly. What is also important to know is that SAP keeps a complete audit trail of each entry including the date and time entered, by whom, if it was changed, who approved it, etc. (Please see SAP Section VIII - Excel Explanations for further details)	Yes	SAP has certified interfaces with specific time clock vendors (e.g., Kaba Benzing, TimeLink), which allows the SAP system to import the hours from these systems in SAP. Review and approval of the clock entries can be done directly in SAP - workflow can also be utilized for the approval process. SAP provides standard reports that can be used to show exceptions to the business rules.
)16	Time and Attendance	Minimize manual intervention for time entry and validation (i.e. exceptions/corrections only) .	5 - Included in Base Product		Yes	
)17	Time and Attendance	Ability to capture exception-based time for exempt employees.	5 - Included in Base Product		Yes	
)18	Time and Attendance	Development of online help for user problem resolution.	5 - Included in Base Product		Yes	Delivered functionality will be fully utilized. If deemed inadequate to meeting M-DCPS requirements, other options will be explored including customized development or 3rd party vendor solution. This can be
)19	Time and Attendance	On-line access to time collection data.	5 - Included in Base Product		Yes	
)20	Time and Attendance	Standard reports available on-line.	5 - Included in Base Product		Yes	
)21	Time and Attendance	Ability to schedule and forecast work force planning.	5 - Included in Base Product	Utilizing SAP's shift planning application	Yes	
)22	Time and Attendance	Ability to track hours by sub-categories (e.g., overtime and time off).	5 - Included in Base Product		Yes	
)23	Time and Attendance	Ability to establish global data standards for reporting.	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
)24	Time and Attendance	Ability to verify time entered per applicable parameters including scheduled hours; differentials; O/T eligibility; personal time, vacation/sick time available; etc..	5 - Included in Base Product		Yes	
)25	Time and Attendance	Ability to track time off and time worked.	5 - Included in Base Product		Yes	
)26	Time and Attendance	Ability to create workflow for timesheet approvals.	5 - Included in Base Product		Yes	SAP provides Workflow to automate the business processes. Custom Workflow may need to be developed depending on the specific
)27	Time and Attendance	Ability to accumulate hours worked.	5 - Included in Base Product		Yes	
)28	Time and Attendance	Ability to calculate differentials (shift, weekend, etc.) .	5 - Included in Base Product		Yes	
)29	Time and Attendance	Ability to book accruals based on rules differentiated by bargaining unit.	5 - Included in Base Product		Yes	
)30	Time and Attendance	Ability to recalculate overtime based on bonus amount for bonus period.	5 - Included in Base Product		Yes	
)31	Time and Attendance	Ability to ensure compliance in overtime payments.	5 - Included in Base Product		Yes	
)32	Time and Attendance	Technology offers flexibility in approval of time on a daily, weekly or bi-weekly basis.	5 - Included in Base Product		Yes	
)33	Time and Attendance	Ability to charge time across departments or projects.	5 - Included in Base Product		Yes	
)34	Time and Attendance	Ability to build rules in the system to manage paid time off and accruals automatically.	5 - Included in Base Product		Yes	
)35	Time and Attendance	Ability to create Worker's Compensation claims and regulatory job/hour data profiles that meet current or future business practices.	5 - Included in Base Product	SAP provides functionality to support workers comp claims and regulatory requirements which can be configured for varying business practices. Ensuring that M-DCPS's current and future business practices are met will require understanding those specific requirements -- a task to be performed during the implementation.	Yes	
)36	Time and Attendance	Ability to split time across multiple jobs with multiple pay rates.	5 - Included in Base Product		Yes	SAP provides the Concurrent Employment functionality to cater for requirements such as these.
)37	Time and Attendance	Ability for tracking and managing of time for substitute teachers with linkage back to absent teacher.	2 - Accommodates via Customization	SAP provides organizations the ability to track and manage time for substitute teachers similar to any other type of employee. The ability to link the absent teacher could be done through further configuration utilizing SAP standard	Yes	Can be done with the SAP Business Warehouse. See Cost Sheet tab for estimated cost.
)38	Time and Attendance	Ability for tracking and managing of time for non-employees including volunteers and contractors.	5 - Included in Base Product		Yes	
)39	Time and Attendance	Capacity to track hours worked during "emergency time" for reconciliation back to FEMA reporting, including payment of regular and extra hours at various calculations.	5 - Included in Base Product		Yes	
)40	Time and Attendance	Ability to handle unique scheduling and time reporting rules for job families such as Food Services, Community Schools, Itinerant Employees and Bus Drivers.	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
041	Time and Attendance	Ability for the storage and utilization of labor agreements as they pertain to time collection and reporting.	2 - Accommodates via Customization	SAP provides for the ability to manage and track grievances as part of the standard solution. The ability to track the detailed information associated with the union contracts would require further configuration.	Yes	This can be done - but complexity of the requirements will drive the complexity of the customization. This can be determined during the design phase. See Cost Sheet tab for estimated cost.
042	Time and Attendance	Compliance with specific state and federal policies pertaining to education sector (e.g., allocating 4 sick days at the beginning of each fiscal year).	5 - Included in Base Product		Yes	
043	Time and Attendance	Tracking of unique accrual policies such as "Optional Days" in the schools. These are 2 days worked at beginning of year and used as "optional" days off during year.	5 - Included in Base Product		Yes	
044	Time and Attendance	Ability to track eligibility and participation in multiple leave plans available to employees.	5 - Included in Base Product		Yes	
045	Time and Attendance	Ability to link time collection requirements back to maintenance work orders to facilitate single source input and validation.	5 - Included in Base Product		Yes	
046	Time and Attendance	Ability to link from HRMS/time & attendance system to system wide badging system.	4 - Accommodated via 3rd Party	SAP has an open technology framework and can import and export data utilizing our standard interface toolbox. In addition, we have many Time Clock partners who have certified interfaces (already tested interfaces) into SAP.	Yes	This would be an interface. See Cost Sheet tab for estimated cost.
047	Time and Attendance	Support web/IVR absence notifications to enable real-time management of labor force.	5 - Included in Base Product		Yes	
048	Time and Attendance	Ability to manage time collection efforts to manage data collection related to projects for tracking purposes.	5 - Included in Base Product		Yes	
049	Time and Attendance	Calculation and tracking of comp time accrual in lieu of overtime payment based on hours worked.	5 - Included in Base Product		Yes	This can be done via Quota processing - may need to write custom Schema/Rule. This can be determined during the design phase.
050	Time and Attendance	Support of 4/10, half time, 37.5 hr/wk, and other unique schedules and the ability to drive accruals off their schedule.	5 - Included in Base Product		Yes	
051	Time and Attendance	Ability to report absences and update leave balance. If time is not available record as Leave Without Pay (differentiates across bargaining units).	5 - Included in Base Product		Yes	
052	Time and Attendance	Ability to manage, track and deduct days from "Teacher Pool" for training and development.	5 - Included in Base Product		Yes	SAP provides leave pools, which can be shared between different employees. Depending on the requirements, this can be done via Quota processing - may need to write custom Schema/Rule. See Cost
053	Time and Attendance	Ability to manage, track time and deduct days from Union officials.	5 - Included in Base Product		Yes	This can be done via Quota processing - may need to write custom Schema/Rule. This can be determined during the design phase.
054	Time and Attendance	Ability to track activities of Elected Officials and reduce payroll if they are performing duties as an elected official rather than School Board Employee.	5 - Included in Base Product		Yes	A number of solutions may be considered here for example using different attendance codes for each duty and generating the wage type for the different pay rate.
055	Time and Attendance	Allocation of overtime and straight time based on piece work or hours worked.	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
56	Time and Attendance	Ability to reconcile actual hours worked against "Anticipated Payroll" paid to employee.	5 - Included in Base Product	SAP standard functionality provides organizations to process payroll for time periods in the past, present and future. When payroll has been run in the future it will calculate an employees pay based upon the planned information for the employee. If any of that data is changed based upon actual hours or other possible changes SAP's retro calculation process will automatically occur and correct any of the original payments made to the employee.	Yes	
57	Time and Attendance	Ability for system to track time in compliance with the FMLA (Family Medical Leave Act).	5 - Included in Base Product		Yes	
58	Time and Attendance	Ability to comply and derive FLSA (Fair Labor Standards Act).	5 - Included in Base Product		Yes	
59	Time and Attendance	Ability for system to comply with State of Florida wage laws.	5 - Included in Base Product		Yes	
60	Time and Attendance	Ability for system to support scheduled Statutory Holidays and be able to pay double/overtime time for holidays worked as differentiated by bargaining units.	5 - Included in Base Product		Yes	
61	Time and Attendance	Ability for system to provide overtime equalization.	2 - Accommodates via Customization	Utilizing SAP reporting tools	Yes	See Cost Sheet tab for estimated cost.
62	Time and Attendance	Ability for system to enable employees to attach comments to time entries (e.g. FEMA reporting).	5 - Included in Base Product		Yes	
63	Time and Attendance	Ability for system to allow management to set early/late clock-in thresholds with automatic adjustment to scheduled hours.	5 - Included in Base Product	Tolerances for start and end times can be built into each work schedule automatic adjustment can be done via the time management processing.	Yes	
64	Time and Attendance	Ability for system to require management authorization for early/late clock-ins.	5 - Included in Base Product	Tolerances for start and end times can be built into each work schedule. Utilizing workflow - authorizations can be defined.	Yes	
65	Time and Attendance	TAbility for system to require management authorizations for unscheduled clock-ins.	5 - Included in Base Product	Utilizing the workflow engine unscheduled clock-ins can be authorized. SAP provides organizations the ability to have clock in/clock out via the Employee Self Service functionality. In addition, SAP partners with many time clock vendors that can also feed data directly into SAP.	Yes	
66	Time and Attendance	Ability for system to provide day divide rules for shifts that cross midnight (i.e., Shift start day, Shift end day, majority hours, actual hours).	5 - Included in Base Product		Yes	
67	Time and Attendance	Ability for system to provide capability to future date items. Ability for future dated leave to deduct from leave balances at payroll process time.	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
)68	Time and Attendance	Ability for system to provide effective dating, especially for fields such as rate of pay, status, location, and job grade. Ability for prior period adjustments to be validated against pay and leave rules that were in effect on the date the transaction originally occurred.	5 - Included in Base Product		Yes	
)69	Time and Attendance	Ability for system to be able to identify employees that are clocked in and track hours over user definable periods.	5 - Included in Base Product		Yes	
)70	Time and Attendance	Ability for system to support flex time, split shifts, departmental transfers, etc.	2 - Accommodates via Customization	SAP with our standard solution provides the ability to support flex time, and departmental transfers, the ability to support split shifts would require further configuration.	Yes	See Cost Sheet tab for estimated cost.
)71	Time and Attendance	System has ability to track attendance records showing late days, absences etc.	5 - Included in Base Product		Yes	
)72	Time and Attendance	Ability for system to automatically alert management of impending events such as breaks, lunches, shift changes, etc. as they are approached, met and exceeded in user defined periods.	5 - Included in Base Product		Yes	Leverage SAP's Time Manager Workplace. Some customization will be needed depending on the type of alerts and method for communicating it downstream. In addition, alternate tools may be required to accomplish this capability. This can be determined during the design phase.
)73	Time and Attendance	Ability to support scheduling employees time across multiple shifts and/or locations.	5 - Included in Base Product		Yes	SAP provides the functionality to substitute employees' normal work schedules with ad-hoc schedules.
)74	Time and Attendance	Ability for each location to print a schedule for posting.	5 - Included in Base Product		Yes	
)75	Time and Attendance	System the has ability to display the currently scheduled hours and cost of labor for the current day and the current week.	2 - Accommodates via Customization	The SAP standard Time Management solution will display and employees scheduled hours as well as the hours worked for all days. The ability to display the cost of those hours worked could be accomplished using one of the customer defined specific fields.	Yes	See Cost Sheet tab for estimated cost. SAP also allows for the simulation of a payroll run for the period, which can be used to indicate the cost associated with the labor for the week.
)76	Time and Attendance	System has ability to export schedules to other systems.	5 - Included in Base Product		Yes	
)77	Time and Attendance	Ability for system to integrate with Microsoft Office for emails to employees.	5 - Included in Base Product		Yes	
)78	Time and Attendance	Ability for system to support email / messaging system integration with 3rd party email applications.	5 - Included in Base Product		Yes	
)79	Time and Attendance	System has the ability to alert appropriate managers of employee probation period approach, met or exceeded.	5 - Included in Base Product		Yes	
)80	Time and Attendance	Ability for system to alert for changes in timesheet status (i.e. completed, approved, rejected).	5 - Included in Base Product		Yes	
)81	Time and Attendance	Ability for system to alert for timesheet exceptions (i.e., early departure, no punch out, late, etc.).	5 - Included in Base Product		Yes	
)82	Time and Attendance	Ability for system to produce reminders about entitlement balances.	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
)83	Time and Attendance	Ability for system to support holiday hours automatically populated based on employee eligibility.	5 - Included in Base Product		Yes	
)84	Time and Attendance	Ability for system to support prior period adjustments included in the payroll extract process.	5 - Included in Base Product		Yes	
)85	Time and Attendance	Ability for system to support flexible rules for pay period lock out so edits are not be made after a certain time.	5 - Included in Base Product		Yes	
)86	Time and Attendance	Ability for system to provide for labor distribution reporting.	5 - Included in Base Product		Yes	
)87	Time and Attendance	Ability for system to support linkages for selecting among the multiple labor fields.	5 - Included in Base Product		Yes	
)88	Time and Attendance	What is the maximum size of the labor distribution field? Are the fields alphanumeric? Please describe.	5 - Included in Base Product	There are a number of different types of labor distribution fields available to be utilized on the time sheet form. The majority of these fields are alphanumeric fields and range in length from 6 characters up to 32 characters in length.	Yes	
)89	Time and Attendance	Ability for system to provide lookup capability for labor distribution entry by code, date and description.	5 - Included in Base Product		Yes	
)90	Time and Attendance	Availability of software in English, Spanish and French with the ability to choose language at the employee level.	5 - Included in Base Product		Yes	Unicode considerations
)91	Time and Attendance	Ability for system to support integration with the Payroll system by flagging time records that have already been sent for that pay period.	5 - Included in Base Product		Yes	
)92	Time and Attendance	Ability for system to support extension for tables and fields within tables.	5 - Included in Base Product		Yes	
93	Time and Attendance	Ability for system to provide user definable fields.	5 - Included in Base Product		Yes	
94	Time and Attendance	Ability for system to support tracking of compensatory time by varied rules that support accumulation at straight time, 1.5:1, and other formulas with limits.	5 - Included in Base Product		Yes	
95	Time and Attendance	Ability to support overtime equalization based on seniority rosters.	2 - Accommodates via Customization	Utilizing SAP reporting tools this could be accommodated.	Yes	See Cost Sheet tab for estimated cost.
96	Time and Attendance	Ability to convert overtime worked into compensatory time (i.e., 4 hrs overtime equals 6 hrs compensatory time), need ability to cap the # of compensatory time banked (i.e., 30 hrs), and ability to limit taking to half or full days only.	5 - Included in Base Product		Yes	This can be done via Quota processing - may need to write custom Schema/Rule. This can be determined during the design phase.
97	Time and Attendance	Ability to identify call back time and pay at applicable rate of pay by bargaining unit (i.e., 1.5x, and apply guarantee hours and i.e., 4 hrs guaranteed).	5 - Included in Base Product		Yes	

Num.	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
)98	Time and Attendance	Ability to pay shift differentials based on % of pay (i.e., 4 % above hourly rate of pay).	5 - Included in Base Product		Yes	
)99	Time and Attendance	Ability to pay both 10 month and 12 month employees, and calculate the appropriate daily/hourly rates (i.e., 10 months at 222 days, 12 months at 260 days). These divisors may be different by employee group.	5 - Included in Base Product		Yes	SAP provides standard functionality to implement 'deferred pay' (e.g., 10 over 12 months). Specific logic/rules may need to be implemented to cater to all the business requirements.
100	Time and Attendance	Ability to have different holiday/recess schedules based on employee group.	5 - Included in Base Product		Yes	
101	Time and Attendance	Ability to set different overtime thresholds for various bargaining units (i.e., overtime may start after 37.5 hours).	5 - Included in Base Product		Yes	
102	Time and Attendance	Ability to pay teachers for additional teaching period at 1/8 their daily rate even if it does not increase their work day hours.	5 - Included in Base Product		Yes	
103	Time and Attendance	Ability for system to support accumulation of compensatory time instead of OT. Hours cannot be carried over year end, and need to be paid out. Maximum is 20 hours overtime converted to 30 hours of straight time. Ability for comp time to be used in a user-specified time-frame.	5 - Included in Base Product		Yes	This can be done via Quota processing - may need to write custom Schema/Rule. This can be determined during the design phase.
104	Time and Attendance	Ability for system to support granting of extra meal period if workday extends beyond normal workday.	5 - Included in Base Product		Yes	
105	Time and Attendance	Ability of system to pay hazardous duty pay based on hours reported.	5 - Included in Base Product		Yes	May require some customization depending on level of complexity. This can be determined during the design phase.
106	Time and Attendance	Ability of system to support guaranteed number of hours for bus drivers to 6 hours per day during regular school year and 5 hours for summer school with linkage to bus routes.	2 - Accommodates via Customization	The standard SAP Time Management solutions provides organizations to build into the process specific union or business rules that can be processed for specific employee groups. The ability to link to bus routes would require further configuration.	Yes	See Cost Sheet tab for estimated cost.
107	Time and Attendance	Ability for system to support seniority rosters for field trip volunteer priority setting.	5 - Included in Base Product		Yes	Custom development mau be required depending on the specific business requirements.
108	Time and Attendance	Ability for the system to properly credit leave to be effective the first day after the probationary period ends.	5 - Included in Base Product		Yes	
109	Time and Attendance	Ability for system to support 24X7 schedule with flex schedules.	5 - Included in Base Product		Yes	
110	Time and Attendance	Ability for system to support functionality that enables employees to elect to be paid over 10 months or 12 months and can change their elections each year.	5 - Included in Base Product		Yes	

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
11	Time and Attendance	Ability for system to support functionality that enables physical or occupational therapists who do homebound work beyond the normal work day shall be paid $20 for a 30 minute session in lieu of overtime or hourly rate.	5 - Included in Base Product		Yes	
12	Time and Attendance	Ability to track injury days including an approval process.	5 - Included in Base Product		Yes	
13	Time and Attendance	Ability for system to have self service functionality in the system that allows employees to look up payroll related data.	5 - Included in Base Product		Yes	Employee Self Service (ESS) allows the employee to review payroll related information.
14	Time and Attendance	Ability for system to include interfaces to upstream and downstream systems to reduce duplicate data entry.	5 - Included in Base Product		Yes	
15	Time and Attendance	Ability for system processes to be established in such a way that payroll notice data is current.	5 - Included in Base Product		Yes	
16	Time and Attendance	Ability for system to allow detailed tracking of hours relative to FEMA guidelines.	5 - Included in Base Product	An employee can record their time against project codes, work orders, service orders, etc. The SAP HR and Logistics applications are fully integrated, project codes could be defined that are specific to the FEMA guidelines. These project codes could then be utilized during time entry where validation and reporting can accomplished.	Yes	
17	Time and Attendance	Ability of system to accept hours worked against projects, tasks, and cell work time and based on established setup rules.	5 - Included in Base Product		Yes	
18	Time and Attendance	Ability to transfer Earnings Codes, Hours, and financial data from the time card system to the project accounting system based on established rules.	5 - Included in Base Product		Yes	
19	Time and Attendance	Ability of system to accept hours worked against projects, tasks, and cell work time and based on established setup rules.	5 - Included in Base Product		Yes	
18	Time and Attendance	Ability to transfer Earnings Codes, Hours, and financial data from the time card system to the project accounting system based on established rules.	5 - Included in Base Product		Yes	
19	Time and Attendance	Tracking of hours by sub-categories (e.g., overtime and time off).	5 - Included in Base Product		Yes	
20	Time and Attendance	Ability for an employee to donate sick days to another member of the same sick bank.	5 - Included in Base Product		Yes	
21	Time and Attendance	Ability to transfer sick days to relatives with applied restrictions.	5 - Included in Base Product	SAP supports the ability to transfer sick leave to another employee or relative. The ability to systematically check whether an employee is a relative is not standard in SAP, however per the documentation provided this check would be done manually utilizing a M-DCPS form.	Yes	
22	Time and Attendance	Ability to continue to accrue sick/vacation when on an involuntary military leave.	5 - Included in Base Product		Yes	Some configuration and custom time rules may need to be written for this functionality. This can be more clearly defined during the design

Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
123	Time and Attendance	Ability to retain leave balances for terminated employees (pending a PC, bad termination code, or wish to transfer days out).	5 - Included in Base Product		No	Configuration of Quota and custom rules may need to be written for this functionality. This can be more clearly defined during the design phase. See Cost Sheet tab for estimated cost.
124	Time and Attendance	Ability to notify employees of approaching limits on vacation days.	5 - Included in Base Product		No	Custom report to report off the quotas for vacation days and enhancement for the automation of the notification. This can be more
125	Time and Attendance	Ability to track contagious disease days (max of 10 days) including an approval process.	5 - Included in Base Product		No	Create absence type for recording hours for contagious disease and custom rule to track off the absence type. This can be more clearly defined during the design phase. See Cost Sheet tab for estimated

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
E001	Maintain Employee Profile	Ability to import employee data from HR.	5 - Included in Base Product	One of the key features that sets mySAP Business Suite apart from other vendor solutions is its degree of integration not only across the enterprise (HR to Financials, Logistics, etc.) but within the Human Resource application. Examples can be found between Personnel Administration, Benefits, Payroll, Travel and Expense, Reporting, and Workflow. Integration points are too numerous to list briefly, however, 'seamless' processing occurs at all points during employee processing, from Applicant Administration, New Hire, Promotions, Status Changes, Benefits Enrollment/Change, Compensation, Remuneration, Travel requests and authorizations, and Reporting. Integration according to SAP means data is entered once, and processes are completed without the need for interfaces and conversion programs, etc. Data is available immediately as the user is connected to a single database.	Yes	
E002	Maintain Employee Profile	Ability to provide employee self-service update.	5 - Included in Base Product		Yes	
E003	Maintain Employee Profile	Reporting of taxable events to HR/Payroll systems (Relocation, Spousal Travel, etc.)	5 - Included in Base Product		Yes	
E004	Maintain Employee Profile	Shared source (HR system) for adding employees to system.	5 - Included in Base Product		Yes	
E005	Maintain Employee Profile	Shared source (HR system) for suspending employee activity on system.	5 - Included in Base Product		Yes	
E006	Maintain Employee Profile	Shared source (HR System) for up-dating employee information.	5 - Included in Base Product		Yes	
E007	General	On-line Integrated travel policy. System notifies traveler of activities that do not comply with corporate policy.	5 - Included in Base Product	Utilizing SAP workflow	Yes	Agree, however, some workflow development time may be required. This can be determined during the design phase.
E008	General	Link from the system directly to the travel policy.	5 - Included in Base Product		Yes	
E009	Process Expense Report	Discuss options for payment generation (through payroll, AP, etc.).	5 - Included in Base Product	Please see SAP Section VIII - Excel Explanations.	Yes	Payment through AP or Payroll
E010	Process Expense Report	Account coding is automated within the expense report system and interfaced to the general ledger.	5 - Included in Base Product		Yes	
E011	Process Expense Report	Automated approval process with pre-defined, easily configurable, parameters.	5 - Included in Base Product		Yes	Agree, however, workflow development time will be required to handle the approval process. See Cost Sheet tab for estimated cost.
E012	Process Expense Report	Automated expense reporting system integrates the processes of expense report preparation, submission and auditing.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
E013	Process Expense Report	Compatible with a mobile time and expense system (e.g., Blackberry).	5 - Included in Base Product	Mobile Travel Expenses (MTR) lets you enter and edit trips and receipts offline on a laptop regardless of location. This application is of particular use for employees who are regularly away from the office on business trips and cannot always have a connection to the SAP system. Users can enter trips and receipts offline and save them on their laptops. They can then transfer the data to the SAP system when they next have access to the backend system. Once the data has been transferred to the SAP system, it can be processed in the same way as trips and receipts created using the normal online Travel Management interface.	Yes	Agree, however, development time may be required to get time and expense system to work with a Blackberry. This can be determined during the design phase.
E014	Process Expense Report	Charge card data transmitted or accessible electronically with a web-based application.	5 - Included in Base Product		Yes	
E015	Process Expense Report	Ability to make electronic payment directly to travel card provider with remaining expenses reimbursed via payroll.	5 - Included in Base Product		Yes	
E016	Process Expense Report	Use a template to reduce time and errors in preparing travel authorizations and expense reports, creation of templates that reflect typical items.	5 - Included in Base Product		Yes	
E017	Process Expense Report	Web based expense report entry and submission.	5 - Included in Base Product		Yes	Via SAP Portal with ESS
E018	Process Expense Report	Expense report system fully integrated into Project Accounting system.	5 - Included in Base Product		Yes	
E019	Reporting	Ability to view expense payment information over the web.	5 - Included in Base Product		Yes	Via SAP Portal with ESS
E020	Reporting	Match employee compliance with travel policies and spending patterns to annual performance evaluations.	5 - Included in Base Product		Yes	This may require custom report development. This can be determined during the design phase.
E021	Process Expense Report	Exception based controls for defining workflow authorizations.	5 - Included in Base Product		Yes	
E022	Reporting	Integration to project system to facilitate reporting and billing based on project number.	5 - Included in Base Product		Yes	
E023	Record Retention	Automated transaction archive utility.	5 - Included in Base Product		Yes	
E024	Process Expense Report	Pre-trip exception reporting capabilities. Notification of management when travelers book outside of policy requirements.	5 - Included in Base Product		Yes	
E025	Process Expense Report	Monitoring of adherence to travel policy guidelines is embedded within system rules base.	5 - Included in Base Product		Yes	
E026	Process Expense Report	Ability to support expense receipt imaging.	5 - Included in Base Product		Yes	

Ref Num	Sub Process	Functional Description	ERP Vendor	Comments	Agree (Y/N)	Proposer Comments
E027	Reporting	Exception based reporting.	5 - Included in Base Product		Yes	Depends on the exception. If M-DCPS requirements cannot be satisfied with standard reports, custom report development may be
E028	General	Ability to limit reimbursements to fixed amounts not to be exceeded. This is directly tied to state guidelines.	5 - Included in Base Product		Yes	
E029	In-County Travel	Ability to calculate mileage from one location to another.	5 - Included in Base Product		Yes	
E030	General	Ability to specify mileage reimbursement rates based on set parameters.	5 - Included in Base Product		Yes	
E031	General	Ability to combine Travel & Expense with other payables and pay with one check at user's option.	2 - Accommodates via Customization	All travel and expense payments along with other payables, i.e. trip advance, tuition reimbursement, etc. can be paid on one check utilizing standard SAP solutions. The ability for the employee to determine whether it would be on one check or multiple checks would require further customization by M-DCPS.	Yes	See Cost Sheet tab for estimated cost.
E032	General	Ability to advance travel expenses and reconcile against actuals including collection overpayment or creating a payment.	5 - Included in Base Product		Yes	
E033	General	Ability to generate vendor payment through AP for expenses such as registration/tuition.	5 - Included in Base Product		Yes	

Appendix E

Invoice Schedule

Deloitte Consulting is providing services and software under this Statement of Work in a total fixed price of $56,700,000. The invoice schedule covers the Deliverables-based project as described in the Statement of Work Appendix C – Deliverables and Description.

All payments under this Statement of Work will be made in accordance with Section 6.1 through 6.7 of the Agreement.

E.1 Deliverables and Associated Payments

Payments for Services performed under the Statement of Work in the amounts shown below will be predicated on Acceptance of the Deliverables listed in accordance with the Acceptance of Deliverables process prescribed in Section 13 of the Agreement. The total amount of the Deliverables-based payments listed in Tables 1, 2, and 3 is $56,700,000.00.

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work

#	Project Phase	Mth	Deliverable	Description	Release	Major / Project Deliverable	Fixed Price Amount
3	Logistics	1`	Project Repository	A project team repository to manage the project approach and deliverables from each phase and each team. All documentation and project outputs will be stored in a predefined structure. All team members will be responsible for storing final documents in the repository.	1,2,3	P	$450,000.00
11	Logistics	1	Problem Management and Tracking Process	Documents the process to be used to track, manage, and resolve project issues and problems. The process will provide a detailed log of every issue created, associated dates, issue status, ownership of the issue and the final resolution.	1,2,3	M	$400,000.00
12	Logistics	1	Project Scope Change Process	Defined process for managing on going project scope and the analysis and decision processes for any identified needed changes.	1,2,3	M	$300,000.00
13	Logistics	1	Project Team Training Strategy and Plan	The overall strategy for project team only training, identifying the training requirements and the person-by-person training plan for the M-DCPS Transformation project team members.	1,2,3	M	$500,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
4	Logistics	1	Communication Strategy	Documents the principles and objectives of project communications, their scope, and provides overall direction and strategy of the communications program. It will identify the chosen methods of communication, standards, audience, and frequency of communication. Standard project templates to be used for all project communication will be developed along with a detailed communications plan for each Release.	1,2,3	M	$700,000.00
2	Vision / Plan Phase	2	Project Charter	A "stake in the ground" document outlining the scope, timeline, organization structure, project governance, technical architecture, development scope, process scope and a high level summary of the project approach and deliverables.	1,2,3	M	$500,000.00
5	Vision / Plan Phase	2	Change Readiness Assessment Strategy and Approach	Documents the change management factors, the approach for assessing staff readiness, and areas of change that will be proactively managed during the project.	1,2,3	P	$500,000.00
6	Vision / Plan Phase	2	Risk Management Plan	Documents the established critical success factors, the possible risks associated with meeting those critical success factors and establishes the methods used to monitor, control and mitigation of the identified risks.	1,2,3	M	$500,000.00
10	Vision / Plan Phase	2	Communication Plan	Details the type of project communications, how often the communications will be delivered, the media method by which the communications will be delivered, the themes of communication to be delivered, and the audience for the communications. This plan will be updated throughout the project as communication needs change based on the phase of the project.	1,2,3	M	$450,000.00
38	Vision / Plan Phase	2	Stakeholder Engagement Plan	Define communication goals and objectives, key messages, stakeholders and communication roles and outline a plan for communicating to and engaging key stakeholders.	1,2,3	P	$450,000.00
1	Vision / Plan Phase	3	Project Work Plan	A consolidated work plan outlining the tasks, activities, project team training, deliverables and timeline for completion of the M-DCPS Transformation and ERP Implementation across all phases of the project – including dependencies and interdependencies. Progress against project tasks will be tracked and reported from the Project Work Plan tool.	1,2,3	M	$500,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
8	Vision / Plan Phase	3	IndustryPrint Business Process Vision	The documented Preliminary Business Process Vision based on the Deloitte IndustryPrint™ process and procedures tool. This initial vision will be utilized by the teams during the Design Workshops as the starting point of K-12 better practices in process improvement and design.	1,2,3	M	$500,000.00
9	Vision / Plan Phase	3	Kick-off Planning and Delivery – mobilize team and facilities	This is the preparation, delivery and education of M-DCPS ERP Project team including : all project activities leading up to the kick-off: site preparation, on boarding, orientation, planning and prep for kick-off meetings – presentations and basic team training will be developed and delivered to the team members to facilitate a full understanding of how the project will be managed, the tools to be used, the progress reporting templates, project standards and procedures, project plan activities and tasks, and project deliverables and deadlines.	1,2,3	P	$500,000.00
19	Vision / Plan Phase	3	Business Process Design Workshops	Documentation of the Business Process Design Workshops to be held, selection of order, dates and attendees, along with agenda and process to be followed in Workshops. Includes Fit/Gap Analysis.	1,3	P	$600,000.00
7	Design Phase	4	Sandbox Environment	A fully installed, technically configured available Sandbox SAP Environment with an initial configuration that will aid the M-DCPS team members on the look, feel and basic functionality of SAP in preparation for Workshops and prototyping solutions.	1, 2, 3	M	$500,000.00
23	Design Phase	4	Security Strategy	Defines the scope of work for business process integrity, information technology (IT) integrity, interface and data integrity, and application security, addressing federally established laws and codes about privacy and the protection of data, documenting an approach around a control environment that auditors can rely on during internal and external audits and establishing guidelines to a security, controls, and compliance thread of project activities focused on managing risk by implementing security and controls.	1,2,3	M	$500,000.00
37	Design Phase	4	Knowledge Transfer Strategy	Provides overall direction and strategy related to transferring knowledge from the consultants to the M-DCPS Transformation Project team members.	1,2,3	M	$500,000.00
17	Design Phase	4	Change Readiness Assessment	The Change Readiness Assessment identifies District internal cultural opportunities and points of resistance to change. The Assessment will leverage focus groups and identify areas to be managed through the course of the project, as well as assess the ability to of various stakeholder groups to adapt to changes being made to support the streamlining and improvement of the District operations.	1,2,3	P	$450,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
19	Design Phase	4	Business Process Design Workshops	Documentation of the Business Process Design Workshops to be held, selection of order, dates and attendees, along with agenda and process to be followed in Workshops. Includes Fit/Gap Analysis.	2	P	$600,000.00
18	Design Phase	5	Change Management Plan	Details the initial assessment and planning for change management activities to support the SAP implementation. Defines the strategy and plan for organizational acceptance and commitment to change such that risks are minimized.	1,2,3	M	$700,000.00
34	Design Phase	5	Test Strategy	Defines strategy for conducting unit, string, integration, regression and payroll parallel testing for the all releases (as required). The strategy will also outline the process to develop unit test scripts, integration test scenarios, and regression test scripts for both process configuration and development objects. The document will also outline the types of data to be used for testing, the timeline for testing, the method to establish expected results and the M-DCPS resource requirements to support testing.	1,2,3	M	$450,000.00
22	Design Phase	5	System Landscape and Technical Design	Specifies overall system architecture used throughout all phases and releases of the M-DCPS Transformation project. Outlines the SAP Hardware and Client Strategy, BW System Architecture and Strategy, Portal Architecture and Strategy, E-Recruitment Architecture and Strategy, and additional bolt-on software. This document will also outline the integration with retained M-DCPS systems	1,2,3	M	$550,000.00
24	Design Phase	5	Business Intelligence Strategy	Serves as a guide throughout the remainder of the current project as well as subsequent implementations. Major topics addressed within this deliverable include Methodology and Standards, Technical and Procedural Reporting Infrastructure, Business Intelligence Organizational Structure, Organizational Readiness/Change Management, and Report Tool Selection Processes.	1,2,3	M	$500,000.00
16	Design Phase	6	Development Environment	A fully installed, technically configured and available Development SAP Environment and landscape for the teams to begin configuration of SAP functionality based on the requirements gathered during the Design workshops. This is the starting point of all system changes and process design which will be moved later into Quality Environment for test and end-user acceptance prior to be placed in Production for operational use.	1,2,3	P	$400,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
21	Design Phase	6	Data Conversion Strategy	Documentation of how M-DCPS data will be transferred from old systems into the new ERP system. Details will include type of data, volume of data, how much historical data is to be converted/loaded into SAP ERP/BW. In addition, this deliverable will document a Data Cleansing Approach for all data to be transferred into the new ERP system.	1,2,3	M	$400,000.00
20	Design Phase	6	Draft Business Process Design	Draft of Future Process Model at the Process/Sub-Process/Task Level to be reviewed in Business Process Design Workshop sessions with original participants of workshop and other advisors to the project team.	1,3	P	$450,000.00
26	Design Phase	6	Business Process Confirmation Workshops	Includes preparation, scheduling, and executing of final to-be process workshops. This effort will include design confirmation sessions in greater detail around complex processes and procedures. The approved processes will be configured in SAP during the Build phase.	3	P	$500,000.00
28	Design Phase	6	Functional Specifications	Functional specifications include both the functional and technical requirements for forms, reports, interfaces, conversions, enhancements, and workflow ("FRICE") identified or validated during design workshops. Functional Specifications will be given to the IT Development team for defining technical specifications and to perform program coding.	3	M	$600,000.00
31	Design Phase	7	Detailed Development Plan (RICEFW Scope/List)	Determine all the Reports, Interfaces, Conversions, Enhancements and Forms needed for the project and create a master RICEFW list for SAP and BW systems See Section 6.2 for more detailed information of RICEF W planning	1	M	$700,000.00
15	Design Phase	7	Detailed Functional Requirements	Presents the detailed information to be configured in the system, such as wage types, cost center, organizational structure, etc.	1	M	$700,000.00
26	Design Phase	7	Business Process Confirmation Workshops	Includes preparation, scheduling, and executing of final to-be process workshops. This effort will include design confirmation sessions in greater detail around complex processes and procedures. The approved processes will be configured in SAP during the Build phase.	1	P	$700,000.00
29	Build Phase	8	System Performance Management Plan	Defines the strategy and plan for the performance of all the SAP system environments for R/3 and BW.	1,2,3	P	$600,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
60	Build Phase	8	Training Development Processes and Standards	Design and Document the training development processes and Standards. Develop templates and procedures	1,2,3	M	$500,000.00
27	Build Phase	8	Final Business Process Design	Final documentation of "to-be" processes and procedures, including overall process model for all Phases at the Process/Sub-Process Level. The process model includes process flow diagrams, specified high level SAP system settings, and detailed configuration requirements. Further, change impacts, development objects, and draft roles are documented.	1	M	$500,000.00
20	Design Phase	8	Draft Business Process Design	Draft of Future Process Model at the Process/Sub-Process/Task Level to be reviewed in Business Process Design Workshop sessions with original participants of workshop and other advisors to the project team.	2	P	$400,000.00
25	Design Phase	8	End User Training Strategy	The End-User Training Strategy has two key components; the training infrastructure and target audience assessments and the training approach and work plan based on assessment results. The End-User Training Strategy provides an overview of the direction, goals, and objectives of the End-User Training Program over the life of the project. The strategy will continue to evolve through the early phases of the project. It should be determined with the client at the beginning of the project if the End-User Training Strategy is intended to be used by the organization to train new hires or if it is limited to a single go-live or rollout.	1	M	$550,000.00
43	Build Phase	9	Configuration & Unit Test Plan	The outline for configuration and unit test priority and test cycles –to be completed for configured and developed items. This includes the approach of how to track the configuration and unit test of each element identified during the Design workshops such as General Ledger Accounts, Earning and Deduction Codes, Vendor Master Record Attributes, Funds, Grants, Materials etc.	1,2	M	$400,000.00
76	Design Phase	9	GRC Application Design and Requirements Definition	Final documentation of "to-be" processes and procedures, prior design confirmation sessions, for role workflow approval, fire fighter notification process, access enforcer approval process.	1,2,3	M	$300,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
28	Build Phase	9	Functional Specifications	Functional specifications include both the functional and technical requirements for forms, reports, interfaces, conversions, enhancements, and workflow ("FRICE") identified or validated during design workshops. Functional Specifications will be given to the IT Development team for defining technical specifications and to perform program coding.	1	M	$400,000.00
32	Build Phase	9	Quality Assurance Environment	A fully installed, technically configured and available Quality Assurance SAP Environment and landscape for integration, payroll reconciliation, system, volume/stress, and regression/audit testing.	1	P	$400,000.00
26	Design Phase	9	Business Process Confirmation Workshops	Includes preparation, scheduling, and executing of final to-be process workshops. This effort will include design confirmation sessions in greater detail around complex processes and procedures. The approved processes will be configured in SAP during the Build phase.	2	P	$500,000.00
36	Build Phase	10	Training Curriculum	This document outlines the training curriculum and course content and includes the training topics, the content that will be delivered within each topic, scheduled delivery dates for each course, participants identified for each course. It can also include any supplies or technical equipment needed.	1	P	$400,000.00
15	Build Phase	10	Detailed Functional Requirements	Presents the detailed information to be configured in the system, such as wage types, cost center, organizational structure, etc.	2	M	$500,000.00
27	Build Phase	10	Final Business Process Design	Final documentation of "to-be" processes and procedures, including overall process model for all Phases at the Process/Sub-Process Level. The process model includes process flow diagrams, specified high level SAP system settings, and detailed configuration requirements. Further, change impacts, development objects, and draft roles are documented.	2	M	$750,000.00
31	Build Phase	10	Detailed Development Plan (RICEFW Scope/List)	Determine all the Reports, Interfaces, Conversions, Enhancements and Forms needed for the project and create a master RICEFW list for SAP and BW systems See Section 6.2 for more detailed information of RICEF W planning	2	M	$600,000.00
44	Build Phase	11	Baseline Configuration	Initial table, screen, and field settings within the Implementation Guide of SAP. Provides the templates, activities and steps for performing detailed testing of the configured system.	1	M	$400,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
45	Build Phase	11	Final Configuration Cycle 1	Finalized table, screen, and field settings within the Implementation Guide of SAP. Represents the settings that have been unit tested. Configuration Documentation provides a permanent record of the configuration decisions, the rationale for those decisions, and the implications of each system setting.	1	P	$500,000.00
48	Build Phase	11	Business Process Procedures (BPP's)	Provides details steps for executing key SAP/BW processes within the configured SAP/BW system. Used in the development of training documentation	1	M	$500,000.00
49	Build Phase	11	Integration Test Plan	This deliverable includes the successful completion of integration test cycles outlined in the Testing Strategy and the Test Plan. Items included in this deliverable include end-to-end test scenario e.g. Purchase to Pay, Hire to Separation, Order to Cash and will test the integration within each functional area such as Payroll (Personnel Master Data, Benefits enrollment, pay check, posting to Finance).	1	M	$400,000.00
42	Build Phase	11	System Organizational Hierarchy Configured	Configuration of the SAP hierarchy and overall enterprise structure elements in the Implementation Guide (IMG) to reflect the SAP Organization Structure (i.e., company codes, funds management areas, plants, employee groups, employee subgroups, vendor groups, cost centers, profit centers, personnel areas, payroll areas etc.)	1,2	P	$400,000.00
30	Build Phase	12	Job Role / Task Analysis	Examines the process flows and maps tasks to job roles. The analysis includes a high level mapping of the training required for system administrators, database management staff, configuration staff, functional area experts and end users.	1	P	$600,000.00
46	Build Phase	12	Final Configuration Cycle 2	Follow unit testing plan to configure and unit test additional cycle of increased complexity.	1	P	$700,000.00
50	Build Phase	12	Integration Test Scripts	Detailed integration test scripts with data sheets and step by step instruction to execute the integration testing.	1	M	$600,000.00
44	Build Phase	12	Baseline Configuration	Initial table, screen, and field settings within the Implementation Guide of SAP. Provides the templates, activities and steps for performing detailed testing of the configured system.	2	M	$500,000.00
47	Build Phase	13	Final Configuration Cycle 3	Follow unit testing plan to configure and unit test additional cycle of increased complexity.	1	M	$300,000.00
77	Build Phase	13	GRC Configuration	A fully installed, technically configured and available GRC solution. This includes the successful completion of unit and integration test plans.	1	M	$150,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
51	Build Phase	13	Integration Test Cycle 1	Integration test within modules/functions – including minimum baseline security roles. This also includes the execution of integration testing scripts and updating testing roles	1	P	$500,000.00
62	Build Phase	13	Role to Position Mapping	Security roles, positions, and authorizations are documented and configured in the SAP System. Security roles are mapped to positions in the system and the configuration is unit tested.	1	P	$300,000.00
59	Build Phase	13	Develop BW Reports and Unit Test	Development of BW reports and unit test complete	1	M	$300,000.00
28	Build Phase	13	Functional Specifications	Functional specifications include both the functional and technical requirements for forms, reports, interfaces, conversions, enhancements, and workflow ("FRICE") identified or validated during design workshops. Functional Specifications will be given to the IT Development team for defining technical specifications and to perform program coding.	2	M	$500,000.00
45	Build Phase	13	Final Configuration Cycle 1	Finalized table, screen, and field settings within the Implementation Guide of SAP. Represents the settings that have been unit tested. Configuration Documentation provides a permanent record of the configuration decisions, the rationale for those decisions, and the implications of each system setting.	2	P	$500,000.00
35	Build Phase	14	Support Strategy	Documents the strategy for providing the initial and long-term production support.	1	P	$300,000.00
41	Build Phase	14	Initial Production Support Organization Plan	First draft of the production support organization designed for end-user support in the post go-live environment. In addition, this document outlines the proposed Service Level Agreement(s) for production support.	1	P	$300,000.00
52	Build Phase	14	Integration Test Cycle 2	Testing increasingly more complex scenarios – interfaces and enhancements using converted data from legacy systems where feasible. This also includes the execution of integration testing scripts and updating testing roles	1	P	$500,000.00
54	Build Phase	14	Training Environment	A fully installed, technically configured and available Training SAP Environment and landscape for train-the trainer training and final end-user training of District staff.	1	M	$250,000.00
42	Build Phase	14	System Organizational Hierarchy Configured	Configuration of the SAP hierarchy and overall enterprise structure elements in the Implementation Guide (IMG) to reflect the SAP Organization Structure (i.e., company codes, funds management areas, plants, employee groups, employee subgroups, vendor groups, cost centers, profit centers, personnel areas, payroll areas etc.)	2	P	$300,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
46	Build Phase	14	Final Configuration Cycle 2	Follow unit testing plan to configure and unit test additional cycle of increased complexity.	2	P	$400,000.00
32	Build Phase	14	Quality Assurance Environment	A fully installed, technically configured and available Quality Assurance SAP Environment and landscape for integration, payroll reconciliation, system, volume/stress, and regression/audit testing.	2,3	P	$300,000.00
40	Build Phase	15	Cutover Plan	The Cutover Plan is used to manage the activities to convert from the legacy system(s) to the new SAP production system. It involves the conversion of legacy data and transactions, combined with hardware and software installations.	1	P	$300,000.00
33	Build Phase	15	Production Environment	A fully installed, technically configured and available Production SAP Environment and landscape sized according to sizing surveys and expected transactional and data volumes.	1	P	$400,000.00
47	Build Phase	15	Final Configuration Cycle 3	Follow unit testing plan to configure and unit test additional cycle of increased complexity.	2	M	$300,000.00
49	Build Phase	15	Integration Test Plan	This deliverable includes the successful completion of integration test cycles outlined in the Testing Strategy and the Test Plan. Items included in this deliverable include end-to-end test scenario e.g. Purchase to Pay, Hire to Separation, Order to Cash and will test the integration within each functional area such as Payroll (Personnel Master Data, Benefits enrollment, pay check, posting to Finance).	2	M	$350,000.00
50	Build Phase	15	Integration Test Scripts	Detailed integration test scripts with data sheets and step by step instruction to execute the integration testing.	2	M	$300,000.00
77	Build Phase	15	GRC Configuration	A fully installed, technically configured and available GRC solution. This includes the successful completion of unit and integration test plans.	2,3	M	$150,000.00
42	Refresh	15	System Organizational Hierarchy Configured	Configuration of the SAP hierarchy and overall enterprise structure elements in the Implementation Guide (IMG) to reflect the SAP Organization Structure (i.e., company codes, funds management areas, plants, employee groups, employee subgroups, vendor groups, cost centers, profit centers, personnel areas, payroll areas etc.)	3	P	$350,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
26	Refresh	16	Business Process Confirmation Workshops	Includes preparation, scheduling, and executing of final to-be process workshops. This effort will include design confirmation sessions in greater detail around complex processes and procedures. The approved processes will be configured in SAP during the Build phase.	3	P	$250,000.00
31	Refresh	16	Detailed Development Plan (RICEFW Scope/List)	Determine all the Reports, Interfaces, Conversions, Enhancements and Forms needed for the project and create a master RICEFW list for SAP and BW systems See Section 6.2 for more detailed information of RICEF W planning	3	M	$500,000.00
61	Build Phase	17	End-User Training Material	First drafts of training material complete	1	M	$300,000.00
63	Operate Phase	17	System Test Plan	Develop plan to outline the system test – deliverable including stress testing. It also includes the review of the production schedule, support, back-up, and restore procedures for the SAP production system.	1	M	$250,000.00
67	Operate Phase	17	Train the Trainer Program Development and Delivery	The Train-the-Trainer Program details the skill sets and resources needed to support end-user training, roles and responsibilities of the trainers, the trainer enrollment process, including on-boarding and education/training, and time commitment expectations pre- and post-implementation for M-DCPS's trainers	1	P	$250,000.00
68	Operate Phase	17	Finalized Production Support Plan	This document provides guidance for projects for end-user support in the post go-live environment. In addition, this document outlines the Service Level Agreement(s) for production support	1	M	$250,000.00
72	Operate Phase	17	Go-live Contingency Plan	Provides overall direction and strategy for contingency. Includes roll-back strategy & a business continuity plan	1	P	$300,000.00
48	Build Phase	17	Business Process Procedures (BPP's)	Provides details steps for executing key SAP/BW processes within the configured SAP/BW system. Used in the development of training documentation	2,3	M	$200,000.00
51	Build Phase	17	Integration Test Cycle 1	Integration test within modules/functions – including minimum baseline security roles. This also includes the execution of integration testing scripts and updating testing roles	2	P	$450,000.00
30	Build Phase	17	Job Role / Task Analysis	Examines the process flows and maps tasks to job roles. The analysis includes a high level mapping of the training required for system administrators, database management staff, configuration staff, functional area experts and end users.	2,3	P	$300,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
27	Build Phase	17	Final Business Process Design	Final documentation of "to-be" processes and procedures, including overall process model for all Phases at the Process/Sub-Process Level. The process model includes process flow diagrams, specified high level SAP system settings, and detailed configuration requirements. Further, change impacts, development objects, and draft roles are documented.	3	M	$300,000.00
43	Build Phase	17	Configuration & Unit Test Plan	The outline for configuration and unit test priority and test cycles –to be completed for configured and developed items. This includes the approach of how to track the configuration and unit test of each element identified during the Design workshops such as General Ledger Accounts, Earning and Deduction Codes, Vendor Master Record Attributes, Funds, Grants, Materials etc.	3	M	$350,000.00
44	Build Phase	17	Baseline Configuration	Initial table, screen, and field settings within the Implementation Guide of SAP. Provides the templates, activities and steps for performing detailed testing of the configured system.	3	M	$200,000.00
65	Operate Phase	18	Training Evaluation and Improvement Plan	Plan applicable to training evaluation and continuous improvement.	1	M	$250,000.00
66	Operate Phase	18	End-User Training	Completion of the end-user training scheduled before go-live as listed in the end-user training plan.	1	M	$300,000.00
69	Operate Phase	18	Internal help desk organization formed /enhanced	This deliverable requires the formation / enhancement of an internal help desk organization which will support the end-users after go-live.	1	P	$250,000.00
71	Operate Phase	18	Cut-over execution	This deliverable includes the execution of the cutover plan and the completion of all "production ready" activities and notifications	1	M	$300,000.00
73	Operate Phase	18	Post – Implementation Evaluation Review (PIER) Report	Evaluation of the organization after the implementation project.	1	M	$350,000.00
74	Operate Phase	18	Release Close-out Checklist	Includes documentation of final System Tuning, Knowledge Transfer Assessment, Documents transferred to Repository. Change Leadership Scorecard, Successful transition of the post go-live support from the on-site production support team to the on-going support team	1	P	$300,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
49	Build Phase	19	Integration Test Plan	This deliverable includes the successful completion of integration test cycles outlined in the Testing Strategy and the Test Plan. Items included in this deliverable include end-to-end test scenario e.g. Purchase to Pay, Hire to Separation, Order to Cash and will test the integration within each functional area such as Payroll (Personnel Master Data, Benefits enrollment, pay check, posting to Finance).	3	M	$400,000.00
47	Build Phase	19	Final Configuration Cycle 3	Follow unit testing plan to configure and unit test additional cycle of increased complexity.	~3	M	$200,000.00
53	Build Phase	20	Integration Test Cycle 3	Testing increasingly more complex scenarios – including regression testing using converted data from legacy systems where feasible. This also includes the execution of integration testing scripts and updating testing roles	2,3	M	$400,000.00
56	Build Phase	20	Payroll Parallel Testing Cycle 1	Execute duplicative full payroll processing in new SAP ERP Payroll system performing a comparison between SAP Payroll system results and legacy system results to validate correct calculation of net pay check. This is executed using the project team and a select set of HR/Payroll End-users who will be seen as Power-Users after go-live.	2	P	$600,000.00
35	Build Phase	20	Support Strategy	Documents the strategy for providing the initial and long-term production support.	2,3	P	$400,000.00
36	Build Phase	20	Training Curriculum	This document outlines the training curriculum and course content and includes the training topics, the content that will be delivered within each topic, scheduled delivery dates for each course, participants identified for each course. It can also include any supplies or technical equipment needed.	2,3	P	$300,000.00
51	Build Phase	20	Integration Test Cycle 1	Integration test within modules/functions – including minimum baseline security roles. This also includes the execution of integration testing scripts and updating testing roles	3	P	$300,000.00
57	Build Phase	21	Payroll Parallel Testing Cycle 2	Execute duplicative full payroll processing in new SAP ERP Payroll system performing a comparison between SAP Payroll system results and legacy system results to validate correct calculation of net pay check. This is executed using the project team and a select set of HR/Payroll End-users who will be seen as Power-Users after go-live.	2	P	$600,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
64	Deliver Phase	21	Final Go/No-Go Decision	A series of documented meetings providing a method to obtain final sign-off of by the Project Executives / Steering Committee. This document provides the format of reviewing and evaluating the completion of final cutover activities. Upon approval, the Production System Go-Live is achieved.	2,3	P	$500,000.00
72	Deliver Phase	21	Go-live Contingency Plan	Provides overall direction and strategy for contingency. Includes roll-back strategy & a business continuity plan	2,3	P	$500,000.00
40	Build Phase	21	Cut-over Plan	The Cutover Plan is used to manage the activities to convert from the legacy system(s) to the new SAP production system. It involves the conversion of legacy data and transactions, combined with hardware and software installations.	2,3	P	$400,000.00
52	Build Phase	21	Integration Test Cycle 2	Testing increasingly more complex scenarios – interfaces and enhancements using converted data from legacy systems where feasible. This also includes the execution of integration testing scripts and updating testing roles	3	P	$300,000.00
58	Deliver Phase	22	Payroll Parallel Testing Cycle 3	Execute duplicative full payroll processing in new SAP ERP Payroll system performing a comparison between SAP Payroll system results and legacy system results to validate correct calculation of net pay check. This is executed using the project team and a select set of HR/Payroll End-users who will be seen as Power-Users after go-live.	2	M	$600,000.00
70	Deliver Phase	22	System Performance and Stress Test	This deliverable includes stress and performance testing. It also includes the review of the production schedule, support, back-up, and restore procedures for the SAP production system	2,3	M	$500,000.00
68	Deliver Phase	22	Finalized Production Support Plan	This document provides guidance for projects for end-user support in the post go-live environment. In addition, this document outlines the Service Level Agreement(s) for production support	2,3	M	$400,000.00
53	Deliver Phase	22	Integration Test Cycle 3	Testing increasingly more complex scenarios – including regression testing using converted data from legacy systems where feasible. This also includes the execution of integration testing scripts and updating testing roles	3	M	$500,000.00
66	Operate Phase	23	End-User Training	Completion of the end-user training scheduled before go-live as listed in the end-user training plan.	2,3	M	$500,000.00
65	Operate Phase	23	Training Evaluation and Improvement Plan	Plan applicable to training evaluation and continuous improvement.	2,3	M	$450,000.00

Table 1 – Deliverables for the Project, as delineated in Appendix C in Statement of Work							
69	Operate Phase	23	Internal help desk organization formed /enhanced	This deliverable requires the formation / enhancement of an internal help desk organization which will support the end-users after go-live.	2,3	P	$350,000.00
71	Operate Phase	23	Go-Live / Cut-over Execution	This deliverable includes the execution of the cutover plan and the completion of all "production ready" activities and notifications	2,3	M	$750,000.00
75	Operate Phase	24	Security Controls	Includes final fine tuning to systems security and controls. Fine tuning roles	2,3	P	$750,000.00
73	Operate Phase	24	Post – Implementation Evaluation Review (PIER) Report	Evaluation of the organization after the implementation project.	2,3	M	$750,000.00
74	Operate Phase	24	Release Close-out Checklist	Includes documentation of final System Tuning, Knowledge Transfer Assessment, Documents transferred to Repository. Change Leadership Scorecard, Successful transition of the post go-live support from the on-site production support team to the on-going support team	2,3	P	$750,000.00
							$56,700,000.00

Appendix F

Development Requirements

Appendix F contains the schedules with the development requirements as defined in the Development Scope for Release 1, Release 2 and Release 3 in this Statement of Work.

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
1	OUT.T2260.IRS200n {n=calendar year} **1099 Standard Rptoing from SAP**	Report (Low)	 R1		Report (L)	1099 forms to IRS government	T2140J97	OUT	'CD'
2	SPOOL.T2260.RQnnODATE (RQnnODATE.TXT) **SAP**	**Standard SAP (no Dev)**	 R1		 SAP	Transmit Request for Quotations data to the ftp server from MSAF	T2260J05		PGM=FTP
3	T0015.FTP.P35.STRPPAC (OFOPACS.TXT) Report	Display Master data transaction	 R2	 Delete	 Delete	Personnel Team's file (Part of MSAF drop down list)	Payroll Job		FTP-VB
4	T0015.FTP.P38.PACS (PACS) **Report**	Display Master data transaction	 R2	 Delete	 Delete	Personnel Team's file (Part of MSAF drop down list)	Payroll Job		FTP-VB
5	T1806.F62565.REPORT					AFR file Edit report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
6	T1806.F62566.REPORT DPS13.EU.F62566.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	AFR file Validation report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
7	T1806.F62567.REPORT DPS13.EU.F62567.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	AFR file Exception report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
8	T1806.F62570.REPORT DPS13.EU.F62570.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	Sub-obj file Edit report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
9	T1806.F62575.REPORT DPS13.EU.F62575.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	Category file Edit report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
10	T1806.F62576.REPORT DPS13.EU.F62576.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	Category file Validation prior fiscal years report (from Tallahassee)	T2280J97		PGM=FTP
11	T1806.F62577.REPORT DPS13.EU.F62577.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	Category file Exception report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
12	T1806.F62649.REPORT DPS13.EU.F62649.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	AFR file Final report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
13	T1806.F62989.REPORT DPS13.EU.F62989.Ynnnn {year} Report	Report (Low)	 R1		 Report (L)	Sub-obj file Exception report prior fiscal years (from Tallahassee)	T2280J97		PGM=FTP
14	T1806.PEW030.CLXCD DPS.XREF.EC.F25209.F13DADE.NEW Report/Interface?	Report (Low)	 R1	 Int (low)	 Interface (L)	P/C ¾ transmission to FL DOE - Cost	T2222J61		PGM=FTP
15	T1806.T2222.EW031.CAPOR DPS.XREF.EC.F60493.F13DADE Report/Interface?	Report (Low)	 R1	 Int (L)	 Interface (L)	Transmit CAPOR data from FL DOE - Cost	T2222J69		PGM=FTP
16	T2216.FTP.P2216P05 (ifReport.txt) Report (input files?)	Standard SAP (no Dev)	 R1	 Eliminate VB application and utilize SAP	 SAP	Internal Fund Financial Amounts	T2216J91		FTP-VB
17	T2216.FTP.P4101 (ifP4101.csv) Report (input files?)	Standard SAP (no Dev)	 R1	 Eliminate VB application and utilize SAP	 SAP	Internal Fund Balance Totals	T2216J91		FTP-VB

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
18	T2216.FTP.P7101 (ifP7101.csv) Report (input files?)	Standard SAP (no Dev)	 R1	 Eliminate VB application and utilize SAP	 SAP	Internal Fund Location Totals	T2216J91		FTP-VB
19	T2216.FTP.P7101.SUMMARY (ifP7101summary.csv) Report (input files?)	Standard SAP (no Dev)	 R1	 Eliminate VB application and utilize SAP	 SAP	Internal Fund Summary	T2216J91		FTP-VB
20	T2216.FTP.P80IFRPT (ifBalFunc.txt) Report (input files?)	Standard SAP (no Dev)	 R1	 Eliminate VB application and utilize SAP	 SAP	Internal Fund Financial Amounts	T2216J70		FTP-VB
21	T2216.FTP.PEXP0100 (gaMedicaid.txt) Report (input files?)	Standard SAP (no Dev)	 R1	 Eliminate VB application and utilize SAP	 SAP	Quarterly Fund 0100 Expenditures	T2200J71		FTP-VB
22	T2260.AVFFILE (AVFFILE.TXT) Interface	Standard SAP (Low)	 R1	 Int (Low)	 Interface (L)	Transmit available fund balance from MSAF to the ftp server	T2262J06		PGM=FTP
23	T2260.CCDEPTS.MAIL (DEPTS.TXT) Interface	Standard SAP (Low)	 R1	 Delete	 Delete	Transfer credit card info to MSAF from MBNA	T2260J01		PGM=FTP
24	T2260.CCFTP.REQS (PERMREQS.TXT) (TMPREQS.TXT) Interface	Standard SAP (Low)	 R1	 Delete	 Delete	Transfer credit card info to MSAF from MBNA	T2260J01		PGM=FTP
25	T2260.FILE44 Interface	Interface (Low)	 R1	 	 Interface (L)	Mainframe email addresses from MSAF to e-solutions Shopping Cart	T2211J10		FTP
26	T2260.FTP.CORPTIE (oaP2701) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	Financial Reports	T2262J76 T2262J96		FTP-VB
27	T2260.FTP.CORPTIE.ASCII (PROJCOST.TXT) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	Expenditure Code Records	T2268J70		FTP-VB
28	T2260.FTP.INLOTUS (DIPAFF) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	Capital Outlay	T2262J73		FTP-VB
29	T2260.FTP.MBE.LOTUS (MBE.CSV) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	Account Code Book Processing	T2200J71		FTP-VB
30	T2260.FTP.P0000 (cpT22600000.txt) Reports	Standard SAP (No Dev)	 R1	 	 SAP	Cliff Report	T2262J55		FTP-VB
31	T2260.FTP.P0005 (BID0102.TXT) Reports	Standard SAP (No Dev)	 R3	 	 SAP 	Bid tickler report by title	T2260J72		FTP-VB

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
32	T2260.FTP.P00AFR (AFR.DAT) Interface	Report (Low)	 R1		 Report (L) 	AFR file to mainframe (for Tallahassee)	T2280J96		FTP-VB Upload
33	T2260.FTP.P00AFR DPS13.EU.F62560.Ynnnn {year} Inteface	Report (Low)	 R1		 Report (L) 	AFR file prior fiscal years (transmit to Tallahassee)	T2280J96		PGM=FTP
34	T2260.FTP.P00BUDG (BUDGET.DAT) Reports	Report (Low)	 R1		 Report (L) 	Budget file to mainframe (for Tallahassee)	T2280J96		FTP-VB Upload
35	T2260.FTP.P00CAT (CAT.DAT) Reports??	Report (Low)	 R1		 Report (L) 	Categorical file to mainframe (for Tallahassee)	T2280J96		FTP-VB Upload
36	T2260.FTP.P00CAT DPS13.EU.F62562.Ynnnn {year} Reports	Report (Low)	 R1		 Report (L) 	Categorical file prior fiscal years (to Tallahassee)	T2280J96		PGM=FTP
37	T2260.FTP.P00SUBO (SUBOB.DAT) Reports	Report (Low)	 R1		 Report (L) 	Sub-object file to mainframe (for Tallahassee)	T2280J96		FTP-VB Upload
38	T2260.FTP.P00SUBO DPS13.EU.F62561.Ynnnn {year} Reports	Report (Low)	 R1		 Report (L) 	Sub-object file prior fiscal years (transmit to Tallahassee)	T2280J96		PGM=FTP
39	T2260.FTP.P0204 (NOBID.TXT) Interface?? Since txt file	Standard SAP (No Dev)	 R2		 SAP 	No Bid report	T2260J71		FTP-VB
40	T2260.FTP.P0701 (P0701.CSV) Interface?? Since csv file	Standard SAP (No Dev)	 R1		 SAP 	Capital Outlay Budget Control	T2262J52		FTP-VB
41	T2260.FTP.P0801 (P0801.CSV) Interface??, Since csv file	Standard SAP (No Dev)	 R1		 SAP 	Capital Outlay Commitment Detail	T2262J52		FTP-VB
42	T2260.FTP.P1301 Reports	Standard SAP (No Dev)	 R1		 SAP 	POs & Requisitions over 4 years	T2200J71		FTP-VB
43	T2260.FTP.P1A01 (P1A01) Reports	Standard SAP (No Dev)	 R1		 SAP 	Invoice Payments (Property)	T2262J59		FTP-VB
44	T2260.FTP.P1E01 (P1E01) Reports	Standard SAP (No Dev)	 R1		 SAP 	Partial Payment, Partial Receipt Pos (Property)	T2262J59		FTP-VB
45	T2260.FTP.P1E02 (P1E02) Reports	Standard SAP (No Dev)	 R1		 SAP 	Pos as of 7/1 Fiscal year (Property)	T2262J59		FTP-VB
46	T2260.FTP.P3201 HR?	Standard SAP (No Dev)	 R2		 SAP 	Hourly/overtime Control file from MSAF for Adult/Voc (VACS)	T2262J55		FTP
47	T2260.FTP.P5601 (P5601.CSV) Reports	Standard SAP (No Dev)	 R1		 SAP 	Open P. O. s & Requisitions	T2260J71		FTP-VB
48	T2260.FTP.P5604CSV (OPENPO.CSV) Reports	Standard SAP (No Dev)	 R1		 SAP 	Open Purchase Order	T2260J42		FTP-VB
49	T2260.FTP.P5604TIE (P5604.CSV) Reports	Standard SAP (No Dev)	 R1		 SAP 	Open P. O. & Requisition list	T2260J42		FTP-VB
50	T2260.FTP.P5605 (P5605.CSV) Reports	Standard SAP (No Dev)	 R1		 SAP 	Open P. O. s & Requisitions	T2260J71		FTP-VB

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
51	T2260.FTP.P5801M (P5801M.CSV) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	Open Order Listing-Monthly	T2260J71		FTP-VB
52	T2260.FTP.P5801W (P5801W.CSV) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	Open Order Listing-Weekly	T2260J44		FTP-VB
53	T2260.FTP.P7901 (paP7901) Reports	????????	 R1	 ?????? 	 ????? 	Product # T22607901	T2262J73		FTP-VB
54	T2260.FTP.P9A01 (AFEReport.txt) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	AFE Requisitions	T2260J40		FTP-VB
55	T2260.FTP.PTSAFFH (PTSAFFH.CSV) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	AFF-Fund 03XX	T2262J55		FTP-VB
56	T2260.FTP.PTSAFFP (PTSAFFP.CSV) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	AFF-Fund 03XX	T2262J55		FTP-VB
57	T2260.FTP.PWSHCREQ Reports	Standard SAP (No Dev)	 R3	Interim Int??? e-solution being	 SAP	Requisitions to MSAF From e-Solution Shopping Cart Shoppin cart is in release 1	T2260J00		FTP
58	T2260.FTP.T2264003 (T2264002.TXT) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	MBE Report	T2200J71		FTP-VB
59	T2260.FTP.VENDRLST (VENDRLST.TXT) Reports	Standard SAP (No Dev)	 R1	 	 SAP 	Vendor Payment Status	T2264J60		FTP-VB
60	T2260.P10APPR(+0) Reports	Duplicate	 	 	 Duplicate 	Mainframe email addresses from MSAF to e-solutions Shopping Cart	T2211J10		FTP
61	T2260.P58FTP.EXZTRFILE Reports	Duplicate	 	 	 Duplicate 	Open Order Listing-Weekly	T2260J44		FTP-VB
62	T2260.P8D01 Not required?	Interface (Med)	 R1	 Interface (H)	Interface (H)	Payment Information from MSAF to Procurement Imaging System	T2260J45		FTP
63	T2260.P8E01 n/a	Interface (Med)	 R1	 	Interface (M)	Vendors from MSAF to Procurement Imaging System	T2260J03		FTP
64	T2260.P8E01 n/a	Standard SAP (No Dev)	 R1	???? e-solution being replaced	 SAP	Vendors from MSAF via Procurement Department to e-Solution Shopping Cart	T2260J03		FTP
65	T2260.P8F01 n/a	Standard SAP (No Dev)	 R1	 e-solution being replaced	 SAP	Purchase Orders from MSAF to Procurement Imaging System	T2260J03		FTP
66	T2260.PSDATA(SENDOK) n/a	Standard SAP (No Dev)	 R1	 Delete	Delete	Signal to start financials workflow load from MSAF to Financial Data Warehouse	T2200J76		FTP

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
67	T2260.PWSHCAPP.LOG Reports	Standard SAP (No Dev)	R1	Dependent on Shopp'		Approved and disapproved requisitions from MSAF to e-solutions Shopping Cart	T2260J02		FTP
68	T2260.PWSHREQ.LOG Reports	Standard SAP (No Dev)	R1	Dependent on Shopp'	SAP	Log of requisitions & statuses added from MSAF To e-solution Shopping Cart	T2260J01		FTP
69	T2260.PWSHSHIP Reports	Standard SAP (No Dev)	R1	Dependent on Shopp'	SAP	Ship-to, Requestor, Policy info from MSAF to e-Solution Shopping Cart	T2260J00		FTP
70	T2262.FTP.CCJVFILE (ccJVFile) ??	Standard SAP (No Dev)	R1	Delete	Delete	Credit Card Requisitions	T2262J55		FTP-VB
71	T2262.FTP.MMX.A (MONEYMAX.PRN – A) N/A	Interface (Low) - 1	R1	Delete	Delete	Money Max file	T2262J01		FTP-VB Upload
72	T2262.FTP.MMX.B MONEYMAX.PRN – B) N/A	Interface (Low) - 1	R1	Delete	Delete	Money Max file	T2262J01		FTP-VB Upload
73	T2262.FTP.MMX.C (MONEYMAX.PRN – C) N/A	Interface (Low) - 1	R1	Delete	Delete	Money Max file	T2262J01		FTP-VB Upload
74	T2262.FTP.P0201 (cpT22010201.txt) Reports? Why txt file?	Standard SAP (No Dev)	R1		SAP	G/L Expenditures Report	T2262J72		FTP-VB
75	T2262.FTP.P0202 (cpT22010202.txt) Reports? Why txt file?	Standard SAP (No Dev)	R1		SAP	G/L Expenditures Report	T2262J72		FTP-VB
76	T2262.FTP.P0301 (cpT22010301.txt) Reports? Why txt file?	Standard SAP (No Dev)	R1		SAP	G/L Expenditures Report	T2262J72		FTP-VB
77	T2262.FTP.P0401 (cpT22010401.txt) Reports? Why txt file?	Standard SAP (No Dev)	R1		SAP	G/L Expenditures Report	T2262J72		FTP-VB
78	T2262.FTP.P0501 (cpT22010501.txt) Reports? Why txt file?	Standard SAP (No Dev)	R1		SAP	G/L Expenditures Report	T2262J72		FTP-VB
79	T2262.FTP.P0601 (cpT22010601.txt) Reports? Why txt file?	Standard SAP (No Dev)	R1		SAP	G/L Expenditures Report	T2262J72		FTP-VB

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
80	T2262.FTP.P0601F (gfT22010601a.txt) Reports? Why txt file?	Standard SAP (No Dev)	 R1		 SAP	G/L Expenditures Report	T2262J72		FTP-VB
81	T2262.FTP.P0601G (gfT22010601b.txt) Reports? Why txt file?	Standard SAP (No Dev)	 R1		 SAP	G/L Expenditures Report	T2262J72		FTP-VB
82	T2262.FTP.P2216.INTACC Interface	Standard SAP (No Dev)	 R1		 SAP	Internal Funds batch	T2216J90		FTP-VB
83	T2262.FTP.P226247 (paCaptLeases.txt) Interface	Standard SAP (No Dev)	 R1		 SAP	Capital Leases	T2200J71		FTP-VB
84	T2262.FTP.P226247A (paFixedAssets.txt) Interface	Standard SAP (No Dev)	 R1		 SAP	Fixed Assets	T2200J71		FTP-VB
85	T2262.FTP.P270201.EXCEL (oaP270201) Reports	Standard SAP (No Dev)	 R1		 SAP	GL Expenditures by Function	T2262J72 T2262J92		FTP-VB
86	T2262.FTP.P270202.EXCEL (oaP270202) Reports	Standard SAP (No Dev)	 R1		 SAP	General Ledger Balance Sheet	T2262J72 T2262J92		FTP-VB
87	T2262.FTP.P270203.EXCEL (oaP270203) Reports	Standard SAP (No Dev)	 R1		 SAP	GL Expenditures by Function	T2262J72 T2262J92		FTP-VB
88	T2262.FTP.P270204.EXCEL (oaP270204) Reports	Standard SAP (No Dev)	 R1		 SAP	GL Balance Sheet Revenue Summary	T2262J72 T2262J92		FTP-VB
89	T2262.FTP.P2704.EXCEL (oaP2704) Reports	Standard SAP (No Dev)	 R1		 SAP	Matrix of Budget Amounts	T2262J72		FTP-VB
90	T2262.FTP.P3301 (FinStSat.txt) Reports	Report (Low)	 R1		 Report (L)	FR05-08 Detail Report	T2262J74		FTP-VB
91	T2262.FTP.P3702 (TITLE1.TXT)	Report (Low)	 R1		 Report (L)	Title I report	T2262J74		FTP-VB
92	T2262.FTP.P4801 (FinStCon.txt) Reports (Statutory?)	Duplicate	 		 Duplicate	FR05-08 Report	T2262J74		FTP-VB
93	T2262.FTP.P56GLDOC Reports	Report (Low)	 R1	Int (H)	Interface (H)	TWS transactions with Document ID added from MSAF to TWS	T2262J00		FTP
94	T2262.FTP.P56GLINT N/A	N/a	 	Int (H)	Interface (H)	TWS transactions to MSAF so MSAF can create an ETF file	T2262J00		FTP
95	T2262.FTP.P5702 N/A	Standard SAP (No Dev)	 R1		 SAP	Report T22625702 from MSAF to Vacs	T2262J71		FTP
96	T2262.FTP.P5702A (brPooledCash.txt) Reports? Why txt file?	Standard SAP (No Dev)	 R1		 SAP	Pool Cash Transaction Register	T2262J71		FTP-VB

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
114	T2268.FTP.P4005F (T22684005.txt) Reports (Control rpt necessary in integrated environment>)	Standard SAP (No Dev)	 R1		 SAP	Capital Budget Control Report	T2268J40		FTP-VB
115	T2268.FTP.P4006F (T22684006.txt) Reports (Control rpt necessary in integrated environment>)	Standard SAP (No Dev)	 R1		 SAP	Capital Budget Control Report	T2268J40		FTP-VB
116	T2268.FTP.PPRJTRK Reports	Standard SAP (No Dev)	 R1		 SAP	Valid project numbers	T2268J01		FTP
117	T2268.FTP.PPRJVAL.DISK Interface	Standard SAP (No Dev)	 R1	Dependent on Shopp' Std SAP	 SAP	Valid Capital project numbers/structures combinations & cost categories from MSAF to e-Solution Shopping Cart	T2268J01		FTP
118	T2268.P3001 (TRANS.TXT) Interface	Interface (Low) See Assumption	R1	Int (H)	Interface (H)	Transmit data extracted from the MSAF Accumulated Transaction File to ftp server – for use in Project Tracking data warehouse	T2268J41 MDCPS15 DW_ TRACKING		PGM=FTP
119	T2280.WBDSF Interface	Report (Med)	R1	Int (M)	Interface (M)	Web-Based Budget Int to Cognat Budget	T2268J49 (in Devmt)		FTP
120	T2296.FTP.P01vend N/A	Interface (Med) 1	R1	Could be rolled up from daily	Interface (M) 119 and 120 = 1 Int	Wkly vendor payment file from MSAF to TWS	T2264J46		FTP
121	T2296.FTP.P02vend N/A	Interface (Med) 1	R1			Daily vendor payment file from MSAF to TWS	T2264J04		FTP
122	VCATPRD1.T2280.CLDVPNPH VCATPRD1.T2280.CLDVDESC (T2170.FINALBG to BG03.TXT and then to BUDGET_0607 table and then to a Cube on the server) Interface	N/a			n/a	Flat file created from the MSAF VSAM Penelope Budget Development	Mainframe job not MDCPS-203 BUDGET_ 607		FTP and COGNOS
123	Vcatprd3.T2260.CLNOREQ Interface	Standard SAP (No Dev)		E-solution card being replaced	SAP	e-Solution Shopping Cart	T1900P03		Listener
124	VCATPRD3.T2260.SNAP.CLCFM100 T2200.P09POLCY.EXTRACT(0) Financial Data Warehouse to be in BW	N/a			n/a	Flat file created from the MSAF VSAM common policy master file monthly for subsequent download to Financial data warehouse.	T2200J76 MDCPS-203 DW-DATAMART		ETL –Infor-matica Power Exchange

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
	VCATPRD3.T2260.SNAP.CLCFM200					5 flat files created from the MSAF VSAM vendor master file monthly for subsequent download to Financial data warehouse.	T2200J76		ETL –Infor-matica Power Exchange
	T2200.P04VEND.HDR.EXTRACT(0),								
	T2200.P04VEND.ORD.EXTRACT(0),						MDCPS-203		
125	T2200.P04VEND.REM.EXTRACT(0),								
	T2200.P04VEND.GEN.EXTRACT(0),				n/a		DW-DATAMART		
	T2200.P04VEND.ITEM.EXTRACT(0)								
	Financial Data Warehouse to be in BW	N/a							
	VCATPRD3.T2260.SNAP.CLPFM100					5 flat files created from the MSAF VSAM purchase order master file monthly for subsequent download to Financial data warehouse.	T2200J76		ETL –Infor-matica Power Exchange
	T2200.P05PO.INFO.EXTRACT(0),								
	T2200.P05PO.BLNK.EXTRACT(0),				n/a		MDCPS-203		
126	T2200.P05PO.LINE.EXTRACT(0),								
	T2200.P05PO.COMM.EXTRACT(0),						DW-DATAMART		
	T2200.P05PO.RCPT.EXTRACT(0)								
	Financial Data Warehouse to be in BW	N/a							
	VCATPRD3.T2260.SNAP.CLPFM200					4 flat files created from the MSAF VSAM requisition master file monthly for subsequent download to Financial data warehouse.	T2200J76		ETL –Infor-matica Power Exchange
	T2200.P06REQ.HDR.EXTRACT(0),								
127	T2200.P06REQ.LINE.EXTRACT(0),						MDCPS-203		
	T2200.P06REQ.SPLIT.EXTRACT(0)				n/a				
	T2200.P06REQ.COMM.EXTRACT(0),						DW-DATAMART		
	Financial Data Warehouse to be in BW	N/a							
	Vcatprd3.T2262.CLBFMAFF			Dependent on Shop		e-Solution Shopping Cart	T1900P03		Listener
128	Integrated?	Standard SAP (No Dev)		E-Solution being replaced	SAP				
	VCATPRD3.T2262.SNAP.CLBFMAFF					Flat file created from the MSAF VSAM available funds file monthly for subsequent download to Financial data warehouse.	T2200J76		ETL –Infor-matica Power Exchange
129	T2200.P08AFF.EXTRACT(0)								
	Financial Data Warehouse to be in BW	n/a			n/a		MDCPS-203		
							DW-DATAMART		
	VCATPRD3.T2262.SNAP.CLBFMAFF					Flat file created from the MSAF VSAM available funds file monthly for subsequent ETL to Financial data warehouse for use by COGNOS.	T2200J76		ETL and COGNOS
	T2200.P08AFF.EXTRACT(0)								
130							MDCPS-203		
	(Financial Data Warehouse to BUDGET_ANALYSIS table and then to a Cube on the server)								
	Financial Data Warehouse to be in BW	n/a			n/a		DW-DATAMART		

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
131	VCATPRD3.T2263.SNAP.CLTM700, T2200.P14CCF.EXTRACT(0), Financial Data Warehouse to be in BW	n/a			n/a	Flat file created from the MSAF VSAM CCF master file monthly for subsequent download to Financial data warehouse.	T2200J76 MDCPS-203 DW-DATAMART		ETL –Infor-matica Power Exchange
132	VCATPRD3.T2264.SNAP.CLAFM102, T2200.P12ACCT.PYBL.EXTRACT(0) Financial Data Warehouse to be in BW	n/a			n/a	Flat file created from the MSAF VSAM invoice header master file monthly for subsequent download to Financial data warehouse.	T2200J76 MDCPS-203 DW-DATAMART		ETL –Infor-matica Power Exchange
133	VCATPRD3.T2264.SNAP.CLAFM104, T2200.P13PYMT.DSTR.EXTRACT(0) Financial Data Warehouse to be in BW	n/a			n/a	Flat file created from the MSAF VSAM invoice payment master file monthly for subsequent download to Financial data warehouse.	T2200J76 MDCPS-203 DW-DATAMART		ETL –Infor-matica Power Exchange
134	VCATPRD3.T2264.SNAP.CLAFM105, T2200.P11INV.HDR.EXTRACT(0) Financial Data Warehouse to be in BW	n/a			n/a	Flat file created from the MSAF VSAM invoice line master file monthly for subsequent download to Financial data warehouse.	T2200J76 MDCPS-203 DW-DATAMART		ETL –Infor-matica Power Exchange
135	VCATPRD3.T2264.SNAP.CLAFM106, T2200.P10INV.PYMT.EXTRACT(0) Financial Data Warehouse to be in BW	n/a			n/a	Flat file created from the MSAF VSAM invoice comments master file monthly for subsequent download to Financial data warehouse.	T2200J76 MDCPS-203 DW-DATAMART		ETL –Infor-matica Power Exchange
136	INH.T0056.P041BASH Interface	Interface (Med)	R2	Out Scope	Out of Scope	BAS Header file copied to Automated Cost System (ACRS) yearly to create ACRS file VCATPRD3.T2222.CLBASH for use in other ACRS jobs.	T2222J77 JCL T2222P76 Proc		
137	M64.SD.P095CDP3 Interface (how many line items?)	Interface (Med)	R2		Interface (M)	S & D Commodities JVs to MSAF	T2262J01		
138	M64.TX.P101TBK Interface (how many line items?)	Interface (Med)	Input		Interface (M)	S & D Textbooks JVs to MSAF	T2262J01		
139	M65.UM.P035CDP3 Interface (how many line items?)	Interface (Med)	Input		Interface (M)	Utilities JVs to MSAF	T2262J01		
140	M81.FS.P620INTP Interface (how many line items?)	Interface (Med)	Input		Interface (M)	S & D Commodities JVs to MSAF	T2262J01		
141	M81.FS.P620INTR Interface (how many line items?)	Interface (Med)	Input		Interface (M)	Food Service Accounting JVs to MSAF	T2262J01		

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
155	T2260.P4F01 Interface (how many line items?)	Standard SAP (No Dev)	I-O		SAP	Requisition deletes created for MSAF chargeback requisitions	T2260J00 T2260J01		
156	T2260.P4F02 Interface (how many line items?)	Standard SAP (No Dev)	R1		SAP	Financial transactions created from MSAF chargeback requisitions	T2260J00 T2262J01		
157	T2260.PSDATA(NIGPCONV) Asset Accounting	Standard SAP (No Dev)	R1	Int (M)	Interface (M)	NIGP item information from MSAF to determine property class	Available on Mainframe		
158	T2260.PSDATA(QECLPRGM) ??	Standard SAP (No Dev)		Repeated on HR	on HR	Closed program file from MSAF	Available on Mainframe		
159	T2262.BHBFMAFF.H6601630 Should not be required	n/a		??? Int (M)	Interface (M)	The yearend backup of Vcatprd3.T2262.CLBFMAFF is copied to the Automated Cost System (ACRS) for use in other ACRS jobs. Cost files are T2222.ACRS.BHBFMAFF and T2222.ACRS.P50BFAFF	T2222J97 JCL T2222P97 Proc		
160	T2262.PMSAPCD N/A	Interface (Low)	Output	Interim until HR Duplicate in HR	on HR	Account Centers from MSAF	T2262J03		
161	T2294.P113(0) Document numbers	Standard SAP (No Dev)	R2	Duplicate in HR	on HR	Document ID's for payroll documents from MSAF	Available on Mainframe		
162	T2294.P114 Interface (how many line items?)	Standard SAP (No Dev)	R2	Duplicate in HR	on HR	Payroll JV's From MSAF	T2194J02		
163	T2936.PWTCR.Y0506F(0) T2936.PWTCR.Y0506W(0) T2936.PWTCR.Y0506S(0) T2936.PWVCR.Y0506F(0) T2936.PWVCR.Y0506W(0) T2936.PWVCR.Y0506S(0) T2936.PWAGE.Y0506F(0) T2936.PWAGE.Y0506W(0) T2936.PWAGE.Y0506S(0) Interface (how many line items?)	Interface (Low)	R2	Out of Scope	Out of Scope	Student Course and Teacher Course information to MSAF for Automated Cost System (ACRS) Note '0506' in the file names indicates the year.	T2222J57		
164	T2957.VOCMESAX Budget	Interface (Med) part of Web-based budget	Input		Interface (M)	Vocational Budget financial transactions for MSAF interface (ETF) processing	T2204J84		
165	T6400.PSDADJ Interface (how many line items?)	Interface (High) 1	R1		Interface (H) A	S&D / Compass Work Orders, Expenses, Adjustments JVs to MSAF	T2262J01		
166	T6400.PSDEXP Interface (how many line items?)	Interface (High) 1b	R1		Interface (H) A	S&D / Compass Work Orders, Expenses, Adjustments JVs to MSAF	T2262J01		
167	T6400.PSDDECOM T6400.PSDCOMM T6400.PSDPRTR Interface (how many line items?)	Interface (Med) 1a	R1		Interface (M) B	Batch Requisitions To MSAF	T2260J01		

	Data Set Name	Development Object	Release	Changes 5/29	Dev Obj Indicator 5/29	Description	Job	Direction	Mode
168	T7100.P053CDST Interface (how many line items?)	Interface (High) 1b	Input		Interface (H) A	Compass Cost Distribution JVs to MSAF	T2262J01		
169	T7100.P50PURCH T7100.P62COMM Interface (how many line items?)	Interface (Med) 1a	Input		Interface (M) B	Batch Requisitions To MSAF	T2260J01		
170	T7100.P63CDWO Interface (how many line items?)	Interface (High) 1b	Input		Interface (H) A	S&D / Compass Work Orders, Expenses, Adjustments JVs to MSAF	T2262J01		
171	T7500.P053CDST Interface (how many line items?)	Interface (High) 1b	Input		Interface (H) A	Compass Cost Distribution JVs to MSAF	T2262J01		
172	T7500.P50PURCH Interface (how many line items?)	Interface (Med) 1a	Input		Interface (M) B	Batch Requisitions To MSAF	T2260J01		
173	Vcatprd2.T2295.CLCSINIT Interface (how many line items?)	N/a	Output	Duplicate in HR	on HR	PAC report information from MSAF	Available on Mainframe		
174	Vcatprd3.T0015.CL Interface (how many line items?)01PAC	Part of web-based	Input	Duplicate in HR	on HR	VSAM PAC file to MSAF to use in Budget Process VSAM PAC file to MSAF to use in creating Report Extract File	T2280J31 T2195J20 T2195J26 T2262J53 T2262J80		
175	Vcatprd3.T0302.CL01M Interface (how many line items?)ASR	Interface (Low)	R1	Interim until HR goes live Duplicate in HR	on HR	VSAM file to MSAF for use in Requisition Approver corrections upon Employee Termination	T2260J11 T2260J70		
176	Vcatprd3.T2211.CLKOPNUM Interface (how many line items?)	Interface (Low) 1	R1		Interface (L)	Operator names and numbers from MSAF to Compass for reports	Available on Mainframe		
177	Vcatprd3.T2260.CLCFM200 Interface (how many line items?)	Interface (Low)	R1		Interface (L)	Vendor information from MSAF	Available on Mainframe		
178	Vcatprd3.T2260.CLPFM100 Interface (how many line items?)	Interface (Low)	R1		Interface (L)	Purchase Orders from MSAF at yearend to create a Food Services PO file Capital Purchase Order info from MSAF	Available on Mainframe		
179	Vcatprd3.T2260.CLPFM200 Report?	Standard SAP (No Dev)	R1	Int (L)	Interface (L)	Requisitions info from MSAF	Available on Mainframe		

SCHEDULE 3.5

APPROVED SUBCONTRACTORS

SAP Public Services, Inc.
IBM Corporation
Meridian Partners
EPI-USE America Inc.
Sharpton, Brunson & Company, P.A.

SCHEDULE 4.4.1A

APPLICABLE HOURLY RATES

1. The Applicable Hourly Rates that shall, consistently with Section 4.4.1, apply with respect to Services rendered on a time-and-materials basis, or to any out-of-scope services rendered, under this Agreement at any time from the Effective Date through June 30, 2008 are as set forth in Table 1, below.

Table 1: Applicable Hourly Rates through June 30, 2008

Role or Position	Hourly Rate ($)
Partner	391
Director	350
Senior Manager / Senior Lead	310
Manager / Lead	284
Senior Consultant / Senior Specialist	221
Consultant / Specialist	163
Associate Consultant	163
Business Analyst / System Analyst	139
Project Controller / Project Administrator	63-101
ABAP Developers	47-95

2. The Applicable Hourly Rates that shall, consistently with Section 4.4.1, apply with respect to Services rendered on a time-and-materials basis, or to any out-of-scope services rendered, under this Agreement at any time from July 1, 2008 through September 18, 2009, shall be the rates set forth in the table above, increased by six percent (6%).

3. The Applicable Hourly Rates that shall, consistently with Section 4.4.1, apply with respect to Services rendered on a time-and-materials basis, or to any out-of-scope services rendered, under this Agreement at any time on and after September 19, 2009, shall be the hourly rates for the period of July 1, 2008 through September 18, 2009, as described in paragraph 2 above, increased by a percentage (the "Rate Adjustment Factor") no greater than the lesser of: (i) the percentage increase made during the period of September 19, 2008 through September 18, 2009 by Vendor in the standard hourly rates that it offers to its customers in general; and (ii) ten percent (10%). In addition, Vendor may, no sooner than September 19, 2010, and not more than once during any given period of twelve (12) consecutive calendar months thereafter, upon providing the Board with written notice thereof, increase the Applicable Hourly Rates then in effect for Services rendered on a time-and-materials basis, or for any out-of-scope services to be rendered, under this Agreement by the then applicable Rate Adjustment Factor (as calculated by using the then immediately preceding twelve (12) calendar months).

SCHEDULE 6.2

FORM OF INVOICE

[ATTACHED HERETO]

Invoice number: 9999999

Date: July 18, 2007
Ms. Ofelia San Pedro
M-DCPS Project Executive
Miami Dade County Public School District
1450 N.E 2nd Avenue
Miami, FL 33132

Agreement No. 9999999

For professional services relating to the ERP Systems Integration Services Project.

SOW No.	Deliverable No.	Deliverable Name	Date Approved	Schedule Amount	Holdback Amount	Amount Billed
1	01	Data Conversion Strategy	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00
1	02	Release 3 Detailed Test Plan	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00
1	03	R3 Initial Cutover Plan	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00
1	04	Final Configuration Cycle 2	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00
1	05	Role to Position Mapping	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00
1	06	R3 Initial Production Support Plan	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00
1	07	Integration Test Plan	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00
1	08	Integration Test Cycle 1	09/01/2007	$ 900,000.00	$ 90,000.00	$ 810,000.00

TOTAL: **$6,480,000.00**

Submitted by Deloitte Consulting: **David Bowen** Principal Date

Approved by M-DCPS: **Ms. Ofelia San Pedro** M-DCPS Project Executive Date

Amounts due may be remitted by wire transfer

To: Bank of America
ABA #031100209
Account: Deloitte Consulting LLP #3874-0696
By order of: Invoice Number is necessary for prompt application of payments

SCHEDULE 17.5

FORM OF PERFORMANCE BOND

Bond No:

PERFORMANCE BOND

KNOW ALL MEN BY THESE PRESENTS: That we Deloitte Consulting LLP, Principal, and , Surety, are held and firmly bound unto The School Board of Miami-Dade County, Florida, Obligee, in the sum of Five Million Dollars ($5,000,000.00), for the payment of which we bind ourselves, our legal representatives, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, Principal has entered into a contract with Obligee, dated

copy of which contract is by reference made a part hereof.

NOW, THEREFORE, if Principal shall faithfully perform such contract or shall indemnify and save harmless the Obligee from cost and damage as required by the contract by reason of Principal's failure to do so, then this obligation shall be null and void; otherwise it shall remain in full force and effect until the contract is terminated or expires.

Any suit under this bond must be instituted before the expiration of two (2) years from the date on which final payment under the contract falls due.

No right of action shall accrue on this bond to or for the use of any person or corporation other than the Obligee named herein or the heirs, executors, administrators or successors of the Obligee.

Signed, sealed, and dated this day of , .

Principal

By: (Seal)

Surety

By: (Seal)

Attorney-in-Fact