THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT

TUESDAY, JULY 21, 2026 9:00 AM
Kathleen C. Wright Building
600 Southeast Third Avenue, Board Room
Fort Lauderdale, Florida 33301

AGENDA FOR BOARD WORKSHOP

BOARD WORKSHOP CAN BE VIEWED VIA LIVE STREAM OVER THE INTERNET ON THE DISTRICT'S WEBSITE (www.browardschools.com).

Public speakers will be permitted three minutes each to address a topic prior to Board Members' discussion on the topic. The times for items on the agenda are only estimates. The actual start times for these topics may vary up to an hour or more depending on the nature of the items and the length of the Board discussions and public comments. The meeting will also be live streamed. **Public Written Agenda Comments - Members of the public may submit public written comments by selecting the eComments tab at the following District webpage: https://www.browardschools.com/Page/55263. Public Written Agenda Comments must be submitted no later than 1:00 p.m. the day before the published date of the School Board Meeting or Workshop. Anonymous comments will not be accepted; therefore, written comments must include the person's name, city of residence, and zip code. Written agenda comments may not exceed a maximum of twenty-two hundred and fifty (2250) characters.** Pursuant to School Board Policy 1020, the public may speak a total of twelve (12) minutes during any single meeting, not including committee reports. Additionally, in the event a large group of individuals (ten (10) or more) sign-up to speak on any one agenda item, the Board Chair has the authority to adjust the time limit for each speaker to speak less than the three (3) minutes usually permitted or limit the overall time speakers will be heard on that item.

Free guest parking is available at the southeast 3rd Avenue parking lot on all School Board meeting dates.

TOPICS

1. **9:00 A.M. - 10:30 A.M. – COMMITTEE REPORTS**
   Audit Committee
   Broward County Association of Student Councils and Student Advisor to the Board
   District Advisory Council
   North Area
   Central Area
   South Area
   Diversity Committee
   ESE Advisory Council
   ESOL Leadership Council
   Facilities Task Force
   Gifted Advisory Council
   Green Advisory Committee

Human Relations Committee
Multilingual Advisory Committee
Parent Community Involvement Task Force
Small Business Advisory Committee
Technology Advisory Committee

2. **10:30 A.M. - 12:30 P. M – Redefining Our Schools 2026-27 Planning Workshop EXHIBITS FORTHCOMING**

3. **12:30 P.M. - 1:00 P.M. – Office of Safe Schools Quarterly Report: 2025-2026 Q4 and 2025-2026 Annual Compliance Visit Report**

   Presentation.pdf

4. **1:00 P.M. - 2:00 P.M. – Enterprise Resource Planning (ERP) Transformation Project**

   Presentation
   Narrative Memo

ADJOURNMENT

The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/Title IX Coordinator at 754-321-2150 or email eeo@browardschools.com.

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Any person who decides to appeal any decision made at a meeting(s) announced by this Notice with respect to any matter considered at such meeting(s) will need a record of the proceedings and for such purpose may need that a verbatim record of the proceeding is made, which records testimony and evidence upon which the appeal is to be based.

Telephone conferencing or other telecommunications technology may be used in conducting this public meeting to permit absent Board Members to participate in discussions, to be heard by other School Board Members and the public, and to hear discussions taking place during the meeting.

Notice is hereby given that two or more Board Members of The School Board of Broward County, Florida, may be participating.



Safety, Security and Emergency Preparedness

Office of Safe Schools:
SY2025-26 4th Quarter & Annual Reports

July 21, 2026
School Board Workshop

Michael Gregory, Chief, Safety and Security Officer
Morgan Nykiel, Coordinator, School Safety Compliance



Established 1915
BROWARD County Public Schools

INTRODUCTION

Presentation Rationale:	To ensure compliance with Florida State Statute 1001.212(13)(c) by presenting the number and percentage of schools, including charter schools, inspected or reinspected during the previous quarter and previous full calendar year.
Purpose:	To publicly present the Office of Safe Schools (OSS) 4th Quarter Report for the 2025–2026 school year, as well as the entire year comparison to the previous school year, in compliance with Florida State Statute 1001.212(13)(c).
Connection to the Strategic Plan:	This report supports the District's strategic priorities related to safety, security, emergency preparedness.
Request to the School Board:	The School Board is requested to receive the information presented.

Office of Safe Schools Quarterly Report

Under Office of Safe School protocols, school safety inspections are pass/fail — any single deficiency constitutes a failed inspection, and our district treats every failed inspection with the same urgency.

To help prioritize remediation resources and to monitor district performance, SSEP also tracks how many of the 11 items are deficient. This diagnostic lets us direct staff and resources to the schools with the greatest need first.

2025-2026 School Year 4th Quarter

District	Number of School Facilities	Schools Inspected or Reinspected	Schools Inspected or Reinspected (%)	Schools Inspected With No Safety Deficiencies	Schools Inspected With No Safety Deficiencies (%)
Broward	284	24	8.45%	14	63.64%

4th Quarter Report – Comparison

Current Year & Prior Year 4th Quarter Comparison

School Yr	Schools Inspected or Reinspected	Schools Inspected or Reinspected (%)	Schools Inspected With No Safety Deficiencies	Schools Inspected With No Safety Deficiencies (%)
2025-2026	24	8.45%	14	63.64%
2024-2025	27	9.25%	10	37.04%
			% Point Improved:	26.6 Points

OSS Inspection Data – 4th Quarter

Average Item Pass Rate (Based on Applicable Inspection Items):
In 2025-2026 there are 11 total items inspected, down from 18 items in SY 2024-25. To help prioritize remediation resources and to monitor district performance, SSEP also tracks how many of the 11 items are deficient to calculate the rate. This diagnostic lets us direct staff and resources to the schools with the greatest need first.

School Comparison by Type

School Type	Schools Inspected	Schools Inspected (%)	Schools Inspected With No Safety Deficiencies	Schools Inspected With No Safety Deficiencies (%)
District	19	8.6%	12	63.2%
Charter	5	7.8%	2	40.0%

District Item Pass Rate History:
Q1: 95% Pass
Q2: 98% Pass
Q3: 99% Pass
Q4: 96% Pass

Charter Item Pass Rate History:
Q1: N/A – No Visits
Q2: 95% Pass
Q3: 95% Pass
Q4: 95% Pass

Annual Reporting SY 2025-2026

OSS Compliance by School Type

School Type	Schools Inspected	Schools Inspected (%)	Schools Inspected With No Safety Deficiencies	Schools Inspected With No Safety Deficiencies (%)
District	81	36.8%	63	77.8%
Charter	24	37.5%	12	50.0%

Average Percent of Items Passed

School Type	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	SY25-26 Cumulative	SY24-25 Cumulative
District	95%	98%	99%	96%	96%	95%
Charter	N/A	95%	95%	95%	95%	88%

Conclusion

District staff is continuously working to enhance training, accountability and support processes to assist all schools in meeting compliance standards. Below are key areas of focus for the coming school year:



Compliance Inspections

Annual internal compliance inspections will continue in SY 26-27.



School Check-Ins

Each school will meet with a compliance team member to review visit expectations at the start of the school year.



Safer Space Checks

Safer Space checks incorporated into drill documentation.

Appendix

Fla. Stat. 1001.212(13)(c) - Office of Safe Schools (OSS):

"Provide quarterly reports to each district school superintendent and school safety specialist identifying the number and percentage of schools, including charter schools, inspected or reinspected during that quarter and the number and percentage of inspected schools that had no school safety requirement deficiencies. The school safety specialist shall present each quarterly report to the district school board in a public meeting.

Annually, during the first quarter of every school year, the school safety specialist shall report to the district school board in a public meeting the number of schools inspected during the preceding calendar year and the number and percentage of schools in compliance during the initial inspection and reinspection."

Sarah Leonardi, Chair
Dr. Jeff Holness, Vice Chair

Lori Alhadeff
Maura McCarthy Bulman
Adam Cervera, Esq.
Debra Hixon
Nora Rupert
Rebecca Thompson
Dr. Allen Zeman

Dr. Howard Hepburn
Superintendent of Schools

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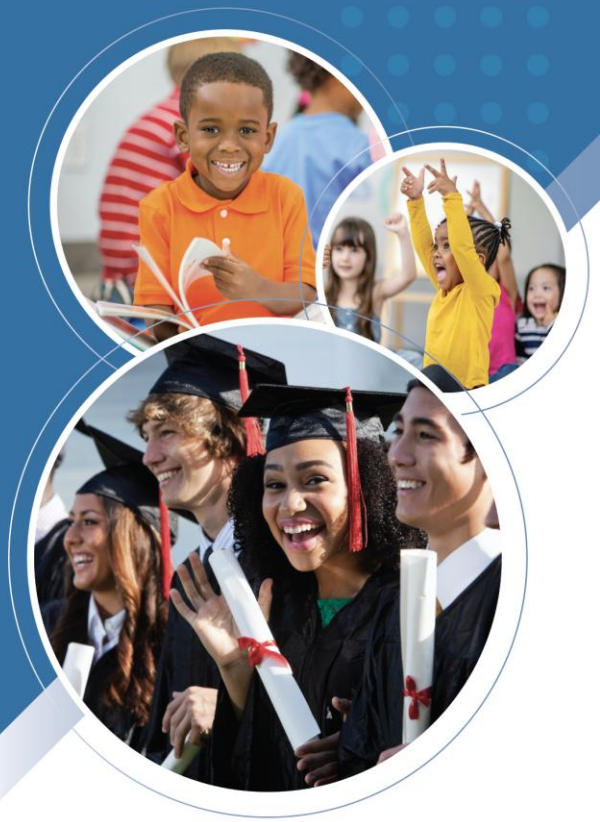

Enterprise Resource Planning (ERP) Transformation Project

July 21, 2026, Board Workshop

Matt Bradford, Chief Information Officer, Task Assigned & ERP Project Executive Sponsor
ERP Project Team
Plante Moran Technology Consulting



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BROWARD County Public Schools

INTRODUCTION

Presentation Rationale:	**ERP Transformation Project Implementation** The Enterprise Resource Planning (ERP) Transformation Project represents a strategic modernization initiative designed to enhance the District's enterprise systems, operational efficiency, data integration, and long-term sustainability. This presentation provides an update on project progress, procurement activities, governance, key milestones, and next steps as the District advances toward vendor selection and implementation planning.
Purpose:	To provide the School Board with an update on the ERP Transformation Project, including project progress, completed procurement and vendor evaluation activities, governance, key milestones, and next steps as the District advances toward vendor selection and implementation planning.
Connection to the Strategic Plan:	This initiative supports **Goal 4: College & Career Readiness/Acceleration** by enabling data-driven systems that enhance planning, operational effectiveness, and decision-making across the District. It also aligns with Guardrails 1, 2, and 4 by strengthening **safety** through modernized infrastructure, advancing **equity** in system access, and enhancing **accountability** through transparent and efficient operations.
Request to the School Board:	That the School Board receive an update on the ERP Transformation Project, including procurement progress, completed vendor evaluation activities, upcoming selection milestones, and the District's strategy for modernizing enterprise business systems that support districtwide operations.

ERP Transformation Project Overview

Enterprise Resource Planning

Modernizing enterprise systems to improve operational efficiency, data integration, and long-term sustainability

- Our current ERP system (SAP ECC) will reach end-of-life by December 2027, necessitating modernization of the District's enterprise business systems supporting Finance, Human Resources, Payroll, Procurement, Budget, and related functions
- Procurement activities completed, including RFP release, evaluations, and vendor demonstrations
- Next steps toward vendor selection and implementation planning
- **Expected outcomes:** improved efficiency, reporting, integration, compliance, and user experience

Why ERP?

Enterprise Resource Planning

SAP ECC end-of-life support on December 31, 2027, requires the District to transition to a modern enterprise platform.

Aging technology and manual processes increase operational, compliance, and business continuity risks.

Disconnected systems limit reporting capabilities, data integration, and process efficiency.

A modern ERP will improve operational effectiveness, support informed decision-making, and enhance the user experience for employees across the District.

What is an ERP?

A single enterprise platform that connects the District's core business operations

An **Enterprise Resource Planning** (ERP) system is a single technology platform that brings together an organization's **core business functions**, improving efficiency, data accuracy, and decision-making.

Why It Matters

These 11 core functions support the day-to-day operations of BCPS and currently operate across multiple aging and disconnected systems. A modern ERP brings them together into a single integrated platform, improving efficiency, data accuracy, compliance, and decision-making across the District.

Similar to how the Student Information System (SIS) supports student operations, the ERP supports the District's business operations.



How ERP Supports BCPS Operations

Enterprise Resource Planning

One system supporting thousands of employees and critical business processes across the District.

Key Dependencies

- Employee hiring and onboarding
- Payroll processing / Timekeeping
- Benefits administration
- Budget development and monitoring
- Purchasing and vendor payments
- Grant administration
- Inventory and warehouse operations
- Financial reporting and audits
- Regulatory and compliance reporting

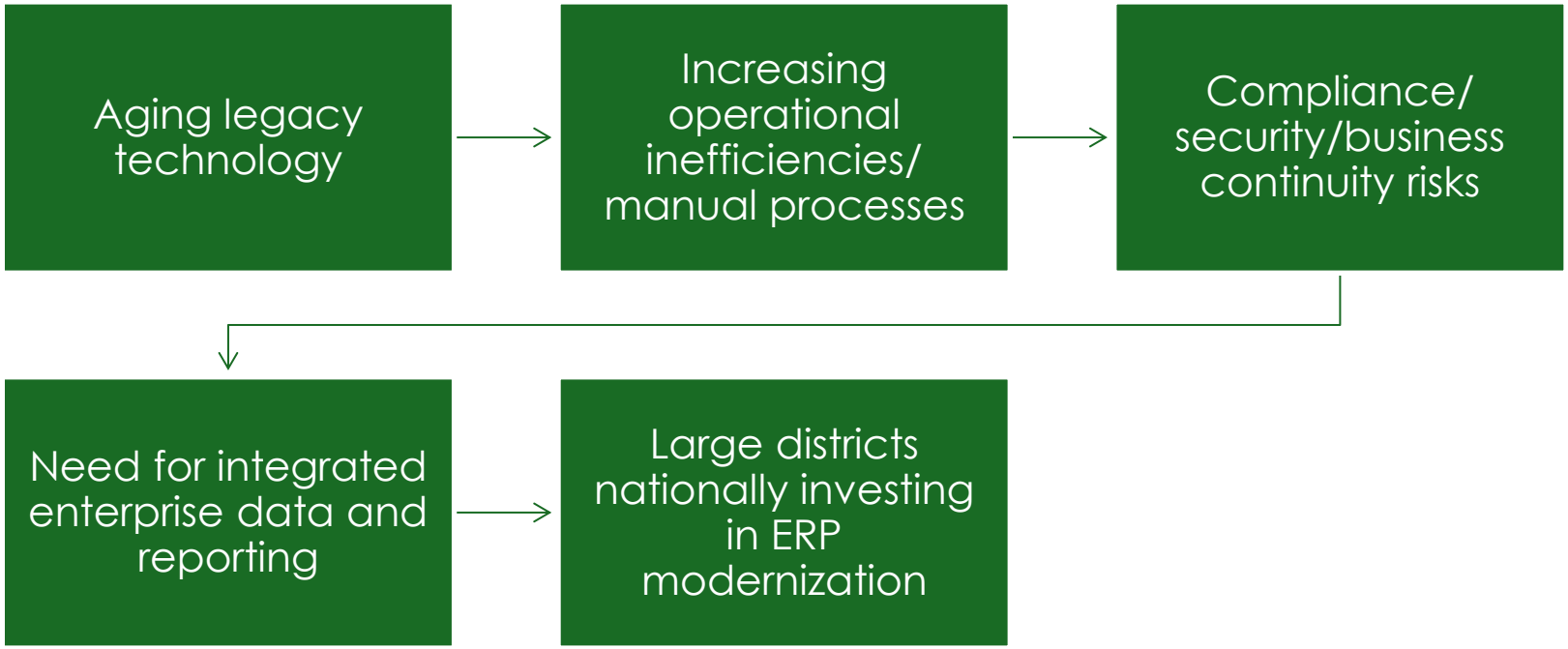
Areas Impacted

- Schools
- Teachers
- Principals
- District Departments
- Finance
- Human Resources
- Procurement
- Information Systems
- Vendors
- Employees

Every employee is impacted by the ERP system, and every school relies on the business processes it supports.

Current State & Risks

Enterprise Resource Planning



Risk mitigation, operational resilience, and supporting schools/students indirectly through efficient back-office operations

Statewide ERP Modernization Efforts

Enterprise Resource Planning

The Florida Department of Education (FL DOE) established the ERP System Migration Task Force to assess and support ERP modernization efforts across Florida school districts.

BCPS has initiated discussions with representatives associated with the FL DOE ERP Migration Task Force to gain insight into lessons learned, emerging practices, and statewide ERP modernization efforts that may help inform the District's ERP Transformation Project.

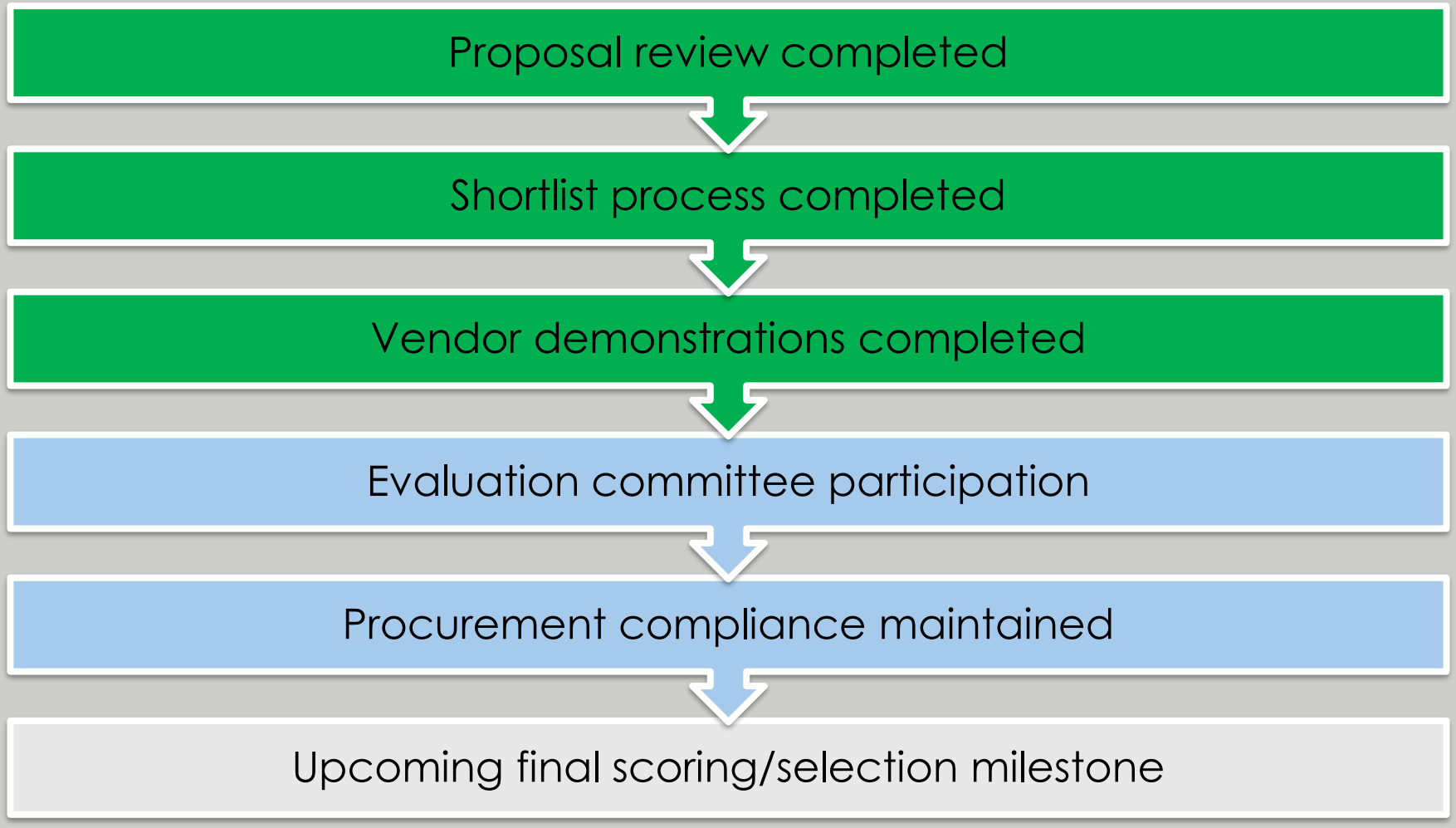
School districts throughout Florida and nationally are evaluating or implementing ERP modernization initiatives to address aging technology, vendor end-of-life deadlines, operational efficiencies, cybersecurity considerations, and evolving reporting requirements.

BCPS's ERP Transformation Project aligns with these broader efforts to modernize enterprise business systems and support long-term operational sustainability.

What We've Done ✓

- ✓ Business process reviews completed
- ✓ Requirements gathering completed
- ✓ Request For Proposal (RFP) released May 1, 2026
- ✓ Vendor questions and addenda completed
- ✓ Proposals received June 11, 2026
- ✓ Evaluation committee established

Evaluation Progress



ERP Transformation Timeline

Key Milestones

- May 2026 - RFP Released
- Summer 2026 - Procurement & Vendor Evaluation Activities

  (Proposal review, evaluations, and vendor demonstrations)
- August 2026 (anticipated) - Vendor Selection
- Fall 2026 (anticipated) – Contract Process and Board Approval
- Winter 2026/Spring 2027 (anticipated) – Implementation Begins

Implementation Phases

- Planning & Design
- Testing & Training
- Go-Live & Stabilization
- Post-Implementation Optimization

Funding / Governance

Enterprise Resource Planning

Funding

- Capital funding for implementation activities and ongoing annual software maintenance costs
- General Fund support for pre-implementation activities
- Final costs to be refined following vendor selection and contract negotiations
- Multi-year enterprise transformation initiative
- Resource planning includes implementation services, technology, training, change management, and organizational readiness activities.

Governance

- Executive Steering Committee
- ERP Project Team
- Cross-functional business and technical stakeholders
- Procurement, Legal, Finance, and Information Systems
- Plante Moran advisory support

Expected Return on Investment (ROI)

Enterprise Resource Planning

Why ROI Cannot Yet Be Quantified

At this stage of the procurement process, a traditional financial return on investment (ROI) cannot yet be quantified. Final implementation costs, project scope, system functionality, and implementation approach will be determined following vendor selection and contract negotiations.

Until those elements are finalized, the District's anticipated return is best reflected through the operational, strategic, and organizational benefits expected from ERP modernization.

Expected Benefits of ERP Modernization

Enterprise Resource Planning

Operational Excellence	Standardize and streamline districtwide business processes.
	Reduce manual workarounds and improve operational efficiency.
Data & Decision Support	Improve data integration, reporting, and analytics.
	Enhance timely, data-driven decision-making.
User Experience	Modernize Finance, Human Resources, Payroll, Procurement, Budget, and related administrative functions.
	Improve access to consistent and reliable information.
Enterprise Risk & Sustainability	Replace SAP ECC prior to end-of-life support.
	Strengthen business continuity, cybersecurity readiness, and long-term sustainability.

ERP Modernization Industry Benchmarks

Enterprise Resource Planning

ERP Modernization Impact		Source
Operational Excellence	ERP implementations can reduce operational costs by up to **23%**	Panorama Consulting
	Cloud ERP enables **~20%** higher process efficiency compared to legacy systems	Gartner
Data & Decision Support	Real-time ERP data enables **~30%** faster decision-making	IDC
	77% of organizations report that modernizing ERP eliminates previously existing data silos	Oracle NetSuite
User Experience	Modernized ERP improves user productivity and efficiency by **~30%**	Forrester and SAP
	ERP modernization reduces data entry by **50–90%**, depending on process	Forrester and Microsoft
Enterprise Risk & Sustainability	Modernized ERP improves regulatory compliance by up to **~35%**	SAP
	Cloud ERP migration can reduce infrastructure costs by up to **70%**	Panorama Consulting

Next Steps

Enterprise Resource Planning

- ❑ Final evaluation activities
- ❑ Vendor recommendation
- ❑ Contract negotiations
- ❑ Board approval process
- ❑ Implementation planning
- ❑ ERP Transformation Team (ETT) mobilization
- ❑ January 2027 implementation readiness activities

Questions or Comments?

Enterprise Resource Planning (ERP) Information Hub (iHub): Ongoing project updates, milestones, timelines, and resources.

Projected ERP[1] Implementation Costs

Enterprise Resource Planning

Cost category	FY27	FY28	FY29	FY30	FY31	FY32	FY33
New ERP[1] implementation	$9,000,000	$18,000,000	$9,000,000	-	-	-	-
New ERP[1] licensing and maintenance	$2,625,000	$5,407,500	$5,677,875	$5,961,769	$6,259,857	$6,572,850	$6,901,493
Legacy SAP[1] maintenance	$4,056,715	$4,166,246	$4,278,735	-	-	-	-
ETT[2] Staff Salaries	$1,073,000	$1,105,190	$1,138,346	$879,372	$603,835	$310,975	$320,305
ERP[1] Backfill Staffing[3]	$235,000[4]	$660,000[4]	$215,000[4]	-	-	-	-
IV&V[5]/Third-Party Assurance	$585,000	$780,000	$780,000	-	-	-	-
Grand Total	**$19,014,715**	**$33,593,936**	**$22,074,955**	**$6,841,141**	**$6,863,693**	**$6,883,825**	**$7,221,797**

1. **ERP (Enterprise Resource Planning)** = The District's core business system. SAP = The District's current ERP system.
2. **ETT (ERP Transformation Team)** = The dedicated team responsible for implementing the new ERP system.
3. **Backfill staffing** = Temporary staff hired to maintain operations while employees support the ERP implementation.
4. **Funding**: ERP Backfill staffing premium contingency is funded by the General Fund; all other implementation costs are covered by Capital Fund.
5. **IV&V (Independent Verification & Validation)** = Independent ERP experts who provide objective oversight using industry best practices to help reduce implementation risk.

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TO: School Board Members
THROUGH: Dr. Howard Hepburn, Superintendent
FROM: Matt Bradford, Chief Information Officer, Task Assigned and ERP Project Executive Sponsor
DATE: July 21, 2026

SUBJECT: Enterprise Resource Planning (ERP) Transformation Project – Board Workshop Overview

PURPOSE

The purpose of this memorandum is to provide the School Board with background information regarding the District's Enterprise Resource Planning (ERP) Transformation Project, including the need for modernization, project status, anticipated benefits, investment considerations, governance structure, and next steps as Broward County Public Schools (BCPS) advances through the ERP procurement and modernization process.

EXECUTIVE SUMMARY

ERP systems serve as the central platform of large organizations, supporting critical functions such as Finance, Human Resources, Payroll, Procurement, Budgeting, Benefits Administration, Accounts Payable, Grants Management, Warehouse Operations, Timekeeping, and Reporting.

The District has completed extensive planning, requirements gathering, business process reviews, and procurement preparation activities. A competitive procurement process is currently underway to identify a future ERP solution capable of supporting BCPS's operational needs for the next generation.

The ERP Transformation Project is a business transformation effort designed to improve operational effectiveness, reduce risk, strengthen compliance, modernize business processes, improve reporting and analytics capabilities, and establish a sustainable foundation for future District operations. The project is a districtwide modernization initiative intended to replace the District's aging SAP ERP system before vendor support ends on December 31, 2027.

WHAT IS AN ERP SYSTEM?

An Enterprise Resource Planning (ERP) system is a single technology platform that brings together an organization's core business functions, improving efficiency, data accuracy, and decision-making.
The District's business ERP system can be compared to the Student Information System (SIS) that supports student-related functions.

The ERP system serves as the central platform supporting:

- Finance and Budget
- Human Resources
- Payroll
- Benefits Administration
- Talent Acquisition
- Procurement

- Accounts Payable
- Grants Management
- Warehouse and Inventory Management
- Timekeeping
- Reporting and Analytics

These functions support every school, department, employee, vendor, and operational process throughout the District.

ERP systems are often described as the “hub” of an organization’s business operations because the functions are interconnected. Information entered in one area often impacts multiple departments. As a result, ERP systems play a critical role in ensuring data accuracy, operational efficiency, compliance, financial accountability, and informed decision-making.

WHY SBBC ERP MODERNIZATION IS NECESSARY

The District currently utilizes SAP ERP Central Component (SAP ECC) as its enterprise business system. The current enterprise business system, SAP ERP Central Component (SAP ECC), is approaching end-of-life, with vendor support and future enhancements being discontinued, making replacement necessary.

SAP has announced the end of mainstream support for SAP ECC effective December 31, 2027.

As that date approaches, the risks associated with maintaining the current environment continue to increase. Modernization is therefore necessary to ensure continued operational stability, regulatory compliance, cybersecurity protection, vendor support, and long-term sustainability.

ERP modernization is not driven by a desire to replace functioning technology. Rather, it is driven by the need to address aging infrastructure, increasing operational complexity, evolving business requirements, and the approaching end-of-life of the District’s current ERP platform.

RISKS OF MAINTAINING THE CURRENT SYSTEM

- Operational Risk

  The District’s current ERP environment supports many of its most critical business functions. As systems age, maintaining integrations, customizations, and legacy processes becomes increasingly difficult and costly.

  Without modernization, operational disruptions become more likely and system reliability may decline over time.

- Cybersecurity Risk

  Technology vendors regularly release software updates, security patches, and vulnerability fixes to protect organizations against evolving threats.

  As systems approach end-of-life, access to these protections becomes increasingly limited, creating elevated cybersecurity risks and increasing the potential impact of security incidents.

- Compliance Risk

  The ERP system supports financial reporting, procurement activities, grants administration, payroll processing, auditing, budgeting, and numerous regulatory requirements.

  Failures within these processes can create compliance concerns, audit findings, reporting inaccuracies, and operational disruptions.

- Business Continuity Risk

  Every school and department relies upon processes supported by the ERP system.

  Disruptions affecting payroll, purchasing, vendor payments, budgeting, hiring, or financial operations can have widespread organizational impacts.

- Financial Risk

  Maintaining unsupported or end-of-life enterprise software often requires specialized support arrangements.

Current estimates indicate that continued support beyond vendor end-of-life could cost the District more than $50,000 per week while providing decreasing levels of support and increasing operational risk.

These costs would be incurred without delivering the operational improvements, modernization benefits, or long-term sustainability associated with a replacement system.

WHY DISTRICTS ARE INVESTING IN ERP MODERNIZATION

ERP modernization efforts are occurring throughout Florida and across the nation.

The Florida Department of Education (FL DOE) established the ERP System Migration Task Force to support information sharing and provide insight into ERP modernization efforts across Florida's colleges and universities. BCPS has initiated discussions with representatives associated with the Task Force to gain insight into lessons learned, emerging practices, and statewide ERP modernization efforts that may help inform the District's ERP Transformation Project.

Large school districts, colleges, universities, and public sector organizations are actively replacing aging enterprise business systems to address technology obsolescence, cybersecurity concerns, operational inefficiencies, reporting requirements, and evolving workforce expectations.

BCPS's ERP Transformation Project aligns with these broader statewide and national modernization efforts.

EXPECTED BENEFITS

While risk reduction is a primary driver of ERP modernization, substantial operational benefits are also expected.

- Operational Efficiency

  Modern ERP systems automate workflows, reduce manual processing, eliminate duplicate effort, and improve process consistency.

- Improved Data Integration

  A modern ERP platform creates a single source of truth for many business processes, reducing duplicate data entry and improving information accuracy.

- Enhanced Reporting and Analytics

  Modern reporting capabilities improve visibility into organizational performance, financial information, workforce data, procurement activities, and operational metrics.

- Improved User Experience

  Modern systems provide more intuitive interfaces, self-service capabilities, mobile accessibility, and improved support for employees performing daily business activities.

- Stronger Internal Controls

  ERP modernization provides opportunities to strengthen audit trails, approval workflows, segregation of duties, compliance monitoring, and financial controls.

- Long-Term Sustainability

  ERP modernization establishes a platform capable of supporting future operational needs, evolving regulations, changing workforce expectations, and emerging technologies.

PROJECT STATUS

The District has completed substantial preparation activities, including:

- Business process reviews
- Stakeholder engagement
- Requirements gathering
- Development of ERP requirements documentation
- Procurement planning
- Governance development
- Request for Proposal (RFP) preparation

On May 1, 2026, BCPS released RFP 26-122 for ERP Software and Implementation Services.

Proposal submissions were retrieved and the evaluation process began on June 11, 2026.

The procurement process is currently progressing in accordance with the published solicitation schedule, District procurement requirements, applicable Florida Statutes, and established evaluation procedures.

To preserve the integrity, fairness, and competitiveness of the solicitation process, vendor-specific proposal information, evaluation materials, scoring, rankings, deliberations, and negotiation activities are not disclosed in this memorandum and will follow the Cone of Silence procurement rule.

INVESTMENT STRATEGY AND COST OVERVIEW

ERP modernization is a multi-year investment.

Implementation costs are concentrated during the period when the District is designing, configuring, testing, training, deploying, and stabilizing the new ERP platform.

Several cost categories contribute to the overall project investment.

- ERP Software Implementation

  These costs include software configuration, implementation services, data conversion, testing, integrations, training, deployment support, and implementation partner services.

- ERP Licensing and Maintenance

  These costs represent the ongoing operation and support of the new ERP platform.

- Legacy SAP Maintenance

  The District must continue maintaining its current SAP environment until the new ERP system is fully implemented and operational.

  During implementation, both systems must operate simultaneously to ensure continuity of business operations.

- ERP Transformation Team (ETT)

  Dedicated District resources are required to support planning, requirements validation, testing, training, change management, data preparation, communications, business process alignment, and implementation oversight.

  Organizations that successfully implement ERP systems typically establish dedicated implementation teams because implementation activities cannot be effectively absorbed into normal day-to-day responsibilities.

- Temporary Backfill Support

  Successful ERP implementations require key District employees to devote substantial time to project planning, design, testing, training, data preparation, and implementation activities. To maintain continuity of daily operations, certain positions may require temporary backfill support while employees are assigned to ERP-related work.

  Although eligible ERP project labor costs may transition to Capital Funding during implementation, temporary backfill resources are generally funded through the General

Fund. As a result, the District may incur additional General Fund expenditures during implementation to ensure that critical operational functions continue uninterrupted.

The amount of backfill support required will vary based on project phase, staffing assignments, departmental capacity, labor market conditions, and operational needs. Some positions may not require backfill support, while others may require temporary resources for only a portion of the implementation period. In some cases, temporary staffing costs may exceed the salary and benefit costs associated with existing District positions due to agency fees, recruiting costs, administrative overhead, and market rates for specialized skills.

Depending on the number of positions requiring temporary backfill support and the timing of implementation activities, additional General Fund expenditures may be necessary to maintain business continuity during implementation.

Future Board items will provide detailed funding requests, staffing assumptions, and cost estimates as implementation staffing requirements are finalized. The purpose of this workshop is to provide transparency regarding the implementation and the potential need for temporary operational support during the ERP transformation effort.

- Independent Verification and Validation (IV&V)

  Independent oversight helps ensure that project progress, deliverables, timelines, risks, and vendor performance are evaluated objectively throughout the implementation.

  IV&V serves as an additional layer of accountability and helps identify potential issues early enough to allow corrective action.

PROJECT GOVERNANCE AND OVERSIGHT

Given the size and complexity of ERP implementations, strong governance is essential.

The District has established a governance structure that includes:

- Executive Steering Committee (ESC)
- ERP Project Team
- Cross-functional Business Process Owners (BPOs)
- Finance, Human Resources, Procurement, and Information Systems stakeholders
- Legal and Procurement support
- External advisory support
- Independent Verification and Validation oversight

This governance structure is intended to support transparency, accountability, risk management, and informed decision-making throughout the project lifecycle.

KEY SUCCESS FACTORS

Industry research consistently identifies several factors associated with successful ERP implementations:

- Strong executive sponsorship
- Dedicated project resources
- Effective organizational change management (OCM)
- Clear governance
- Business process alignment
- Employee engagement
- Comprehensive testing and training
- Independent oversight and risk management

The District's implementation strategy has been developed with these factors in mind and incorporates lessons learned from public sector organizations that have completed similar modernization efforts.

NEXT STEPS

Upcoming anticipated activities include:

- Completion of vendor evaluation and procurement activities in accordance with applicable requirements
- Contract negotiations, if applicable
- Board consideration of future ERP procurement recommendations, as applicable
- ERP Transformation Team (ETT) mobilization
- Implementation planning, organizational change management and readiness, and training activities.

Implementation activities are currently anticipated to begin in 2027 following completion of procurement, contracting, and approval processes.

CONCLUSION

The ERP Transformation Project represents one of the most important operational modernization initiatives undertaken by BCPS.

The project is driven by the approaching end-of-life of the District's current ERP platform, increasing operational and cybersecurity risks associated with aging technology, and the need to establish a modern, integrated enterprise system capable of supporting District operations for years to come.

Through extensive planning, stakeholder engagement, procurement preparation, and governance development, BCPS has established a strong foundation for successful ERP modernization.

The District remains committed to a disciplined, transparent, and well-governed approach that prioritizes operational continuity, risk reduction, accountability, and long-term organizational sustainability while maintaining the integrity of the ongoing procurement process.