NORTH CAROLINA
State Board of Education
Department of Public Instruction

Report to the North Carolina General Assembly

Improve Education Financial and Information Transparency:
Annual Progress Report

S.L. 2017-57, Section 7.16.(f)

Date Due: March 15, 2025
DPI Chronological Schedule, 2024-2025

STATE BOARD OF EDUCATION

STATE BOARD OF EDUCATION VISION

Every public school student in North Carolina will be empowered to accept academic challenges, prepared to pursue their chosen path after graduating high school, and encouraged to become lifelong learners with the capacity to engage in a globally-collaborative society.

STATE BOARD OF EDUCATION MISSION

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EXECUTIVE SUMMARY

In Session Law 2016-94, the General Assembly directed the North Carolina Department of Public Instruction (NCDPI) to begin the work to modernize business systems, with an initial focus on finance, payroll, and human resources. The scope was expanded by the General Assembly in 2017 to include other statewide strategic applications including Licensure and the Student Information System (SIS). The work to modernize the Student Information System, Online Licensure, Agency School Business, Grants Management and Consolidated Data Reporting, as well as PSU Enterprise Resource Planning (ERP) continues as we enter the second half of the decade plus of work that began in 2019. A PSU ERP system integrates Finance & Human Resource systems to streamline business processes and provide accurate information. Modernization efforts ensure systems are cloud-based applications and use interoperable design principles. The work to modernize agency and PSU systems is a collaborative approach involving staff from DPI, PSUs, vendors, and subject matter experts. This work is ongoing and is conducted with an iterative approach.

ACCOMPLISHMENTS THIS YEAR AND NEXT STEPS

Over the past year, the work completed includes PSU ERP modernization, ongoing agency financial systems modernization, the Student Information System, online licensure, Identity and Access Management, and consolidated data reporting.

PSU ERP Modernization: As of March 1, 2025, sixteen LEAs have migrated to cloud-based ERP systems. 2024-2025 ERP accomplishments include:

- Gaston ERP System stabilization including resolution of all payroll issues
- Swain and New Hanover experiencing success with MUNIS ERP
- Winston-Salem will migrate live on MUNIS Financials on July 1, 2025, and HR/Payroll on January 1, 2026
- Guilford completed an RFP for Oracle ERP and began implementation with go-live for Financials and HR/Payroll planned for the fourth quarter of 2025
- Charlotte-Mecklenburg completed an RFP for Oracle ERP and began implementation with go live for Financials planned on July 1, 2025 and HR/Payroll on January 1, 2027
- Three districts live on SylogistED Cloud ERP
- Eight districts live on LINQ Cloud ERP

Agency Financial Systems Modernization

Several accomplishments have been made in agency technical finance operations. The DPI financial reporting has been migrated from a mainframe system to cloud-based services. This includes the migration of PSU monthly reporting and cash management. We have developed interim applications to refine requirements for an eventual comprehensive solution as an iterative approach to developing while operating. Applications include:

- Creation of a new web-based cash management system which provides easier use and better real-time data to PSUs
- Ongoing enhancements to the technical submission of monthly PSU data that allows for more timely processing of files and reporting for districts
- Continuing development of interactive data dashboards of PSU financial data

- Engaging BerryDunn, a financial consultancy, to document and review the current state to guide transition to the ideal future state. This includes documenting all business processes to best design the technical solutions. A Roadmap will be completed by June 2025 with a contract award targeted for November 2025.

Student Information Systems

A contract for the new statewide Student Information System was awarded to Infinite Campus in November of 2023. The current SIS contract with PowerSchool ends on June 30, 2025. The new SIS on Infinite Campus implementation began July 1, 2024, in two phases. This work has focused on accuracy of data, ease of transition, and providing direct support.

- Phase 1 consists of a third of the state with 121 total PSUs, including 400,000 students, on Infinite Campus for the 2024-2025 academic year
- Phase 2 will begin July 1, 2025, with a full Statewide Implementation
- Nine professional learning trainers have been hired in a time-limited capacity
- Student transcripts were successfully available electronically and accessible locally and interfaced to be available via CFNC.org
- Required state and federal reports using SIS data are being redeveloped
- Third-party integrations have been re-integrated with a focus on ongoing interoperability

Licensure Modernization: The previous bid for the licensure system was cancelled due to the ongoing licensure reform work. The licensure RFP has been redeveloped with an anticipated release date of April 2025. The RFP includes the potential for improved reporting.

Identity and Access Management (IAM): An RFP for a new statewide identity and access management system was cancelled in September 2024 due to a lack of sustainable funding. DPI will rebid the IAM in 2025. This is a critical infrastructure system that providing secure access to applications and ensuring all students and teachers can reach needed resources.

Consolidated Data and Reporting: DPI was awarded a $4 million grant from the US Department of Education to support and enhance the DPI Statewide Longitudinal Data System. This provides an opportunity to modernize CEDARS. The technical architecture design is focused on consolidating systems, interoperability, streamlining operations, automating integrations with an end goal to ensure accessible, accurate, timely data. This project is aligned with and complements the SIS modernization project.

FUTURE NEEDS

To continue PSU ERP implementation, a $45 million expansion budget appropriation will be needed. This amount is based on PSU feedback indicating vendor selection and anticipated costs. Exhibit B in this report details this need. It should be noted that as systems are modernized, the ongoing subscription and maintenance costs have increased. This is not an abnormal outcome of modernizing software systems as software costs and inflationary factors have driven costs up. As the projects are completed and in operation, increased funding for ongoing subscription costs may be needed. DPI is potentially unable to proceed with the implementation of a new Licensure system and a new IAM system without increased appropriate funding.

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FOREWORD

School Business Systems Modernization (BSM) is specified in *Session Law 2017-57* as follows:

IMPROVE EDUCATION FINANCIAL AND INFORMATION TRANSPARENCY

SECTION 7.16.(a) The Department of Public Instruction shall implement the School Business System Modernization Plan, as proposed by the State Board of Education in the report required by Section 8.15(b) of S.L. 2016-94, using the funds appropriated by this act for that purpose. It is the intent of the General Assembly to fund a multiphase, multiyear project to (i) modernize State and local education financial, human capital, and school information systems, (ii) provide for a common reporting system and analytics system, (iii) integrate financial, payroll, human resources, and related human capital systems through the use of a new software as a service enterprise resource planning (ERP) solution, make enhancements to existing local systems, or both, and (iv) link the State licensure system with the upgraded local systems. The State Superintendent of Public Instruction (State Superintendent) shall review and improve business processes in the Department of Public Instruction, as appropriate, and modernize State systems at the Department.

The NC Office of the Superintendent of Public Instruction provides this report pursuant to Section 7.16.(f) that specifies:
The State Superintendent shall submit annual reports to the Committee and the Fiscal Research Division by March 15 of each year on the expenditure of funds for the project and progress of implementation until the completion of the project.

BACKGROUND

The 2016 NC General Assembly directed the development of a plan to modernize the systems used by the Department of Public Instruction (NCDPI), Financial and Business Services Division, to manage and deliver funds and technical support services to local school administrative units and charter schools (*S.L. 2016-94, Sec. 8.15*). The School Business Systems Modernization plan was presented to the General Assembly in 2017, and the 2017 General Assembly provided initial funding (S.L. 2017-57) and directed that the State Superintendent implement the plan. Key elements of the plan include modernized local systems that interact with NCDPI systems, modernized NCDPI systems that support and interact with local and other State agency systems, and modernized data integration, analytics and reporting for improved transparency and efficiency of operations and compliance monitoring.

Since the beginning, the program has made significant accomplishments including initial grants management consolidation, LEA AS/400 hardware moved off-premise, anonymous safety reporting, applicant tracking and hiring, statewide job board, LEA AS/400 hardware migrated to Mainframe as a Service in 2024, 22 LEA AS/400 systems terminated altogether in 2024, sixteen LEAs migrated to Cloud ERP systems, IT cloud consolidation efforts, expanded the PSU Chart of Accounts to provide additional segments for better reporting, implemented Grant Year tracking in the chart of accounts, and implementing a new Payroll Summary file

into UERS reporting requirements to confirm that certified employees are paid correctly at the PSUs. The average salary used for budgeting purposes and other federal and state legislative reporting is derived from this summary file. The Payroll Summary file has enhanced the existing auditing process in determining if the PSUs have overspent state funds based on months or position allotments. It is also used to determine if there are any salary-related overspent Federal funds.

In 2019, two vendors were awarded convenience contracts to provide modernized ERP systems to North Carolina Public School Units (PSUs). A series of pilots were selected to begin the development of a standard template that would identify business requirements consistent across Local Education Agencies (LEAs) and allow for more streamlined implementations for districts that implemented the systems in the future. Significant technical complexity in combination with a global pandemic that restricted travel and state budget delays slowed down or halted the progress of these pilot implementations. Additionally, significant differences between small and large district's needs, and differences between districts in general, emerged presenting both implementation and standardization challenges. Ongoing vendor reviews to ensure the PSU ERP needs are being met is conducted routinely by the Education Business Systems Advisory Committee (EBSAC).

The first two district implementations to go fully live, New Hanover County Schools on Tyler Munis ERP on July 1, 2021, and Gaston County Schools on Oracle Cloud ERP January 1, 2022, both struggled posts go-live. While New Hanover's struggles were significant and burdensome on financial and HR staff, they had minimal outward-facing impact. However, Gaston County's struggles were significant and public. Gaston County had numerous struggles with payroll errors for several months post conversion. While many errors were addressed quickly via paper checks or next 24-48 hour off-cycle payroll runs, some errors took deep analysis to correct. A significant post-implementation effort has been provided by the Gaston County finance team, the CherryRoad implementation team, and Oracle Advanced Client Services payroll subject matter experts to get issues resolved and the district is now in significantly better shape and the payroll issues have been resolved. The Gaston County Schools HR helpdesk that was set up post implementation is now down to below 30 tickets, which is typical for a district this size. All file submissions and interfaces have been stable for more than 18 months now for Gaston. Gaston remains under a direct contract with CherryRoad Technologies, Inc. The DPI MSA contract with CherryRoad Technologies, Inc. expired April 17, 2024.

NCDPI paused all new PSU ERP go-lives effective March 17, 2022, while work began to stabilize the districts and develop new governance. This included a new twelve-page Pre-Go-Live Checklist which requires sign-off from NCDPI School Business, School Business Systems Modernization, the PSU, and the Vendor prior to any new Go-Live. The new governance requires full pro forma parallel payroll testing and validation and new UERS and ORBIT testing and validation. Following two months of full pro forma parallel testing and validation sign-off

Swain County Schools had a successful HR/Payroll Go-Live on Tyler Munis ERP in January 2023.

Guilford County Schools experienced multiple issues with their Oracle Cloud ERP implementation well prior to moving to production. Combined with the challenges observed in Gaston County, Guilford County Schools and CherryRoad Technologies mutually agreed to terminate their contract. Guilford County Schools issued a comprehensive RFP for a new Software Integrator for Oracle Fusion Cloud ERP on September 19, 2022. Following a fair and open competitive bidding process an evaluation team (including representation from the NCDPI Office of Systems Modernization) determined a proposal from IBM Consulting, Inc. represented the best value. Guilford County Schools awarded a contract to IBM Consulting, Inc. on January 10, 2023. NCDPI subsequently issued a vendor approval letter acknowledging that IBM Consulting, Inc. is now an approved implementation provider for Oracle Cloud ERP software under School Business Systems Modernization. Initially, IBM Consulting and Guilford County Schools scheduled go-live for Q4 2025. Due to personnel turnover on both sides the go-live has been extended to July 2025. Guilford and IBM are committed to completing the testing required to ensure a successful go-live before cutting over.

CMS and CherryRoad Technologies similarly agreed to terminate their contract, and CMS issued a comprehensive RFP for a new Software Integrator for Oracle Cloud ERP in May of 2023. CMS issued an award do Advanced Software Technologies (AST) in early 2024 to complete their Oracle Cloud ERP implementation. CMS and AST have scheduled a bifurcated go-live with a planned January 2025 Financials go-live and July 2027 HR/Payroll go-live. Important to note is that IBM published a press release on January 16, 2025, announcing that they would be acquiring AST in Q1 2025.

Winston-Salem Forsyth chose to leverage the Tyler MUNIS Convenience Contract pricing and is planning a bifurcated go-live for Financials on July 1, 2025, and HR/Payroll on January 1, 2026. The good news is that Cloud ERP vendors are now applying lessons learned regarding the nuances of North Carolina Public School Business and public schools in general and using those lessons learned to create a set of K-12 tools and scripts to enhance the difficult implementation process. Tyler MUNIS is applying specific lessons learned in New Hanover and Swain to their Winston-Salem Forsyth implementation and AST is applying a K-12 specific toolkit they have developed through 9 large district implementations across the country. Both projects are on track. NCDPI personnel continue to work with districts on cleaning up their data prior to migrations, reviewing project plans and milestones, and assisting with completion of required testing. NCDPI is also working with Cloud ERP vendors to move to API based submission of HR reports such as the SS-200.

DEFINING "MODERN"

Before a modernization initiative can be successful, it is critical to identify the end goals of the modernization initiative and what it means to be "modern." In many circles, this simply means "shifting away from a mainframe system." While that is indeed a component of a modernization initiative, the success of a modernization initiative starts with clearly articulated design principles that every project can exemplify. The School Business Systems Modernization initiative defines a "modern system" as one that is:

- People first: Modern systems put people first. They are aware of the users of the system and provide an experience to allow users easy access to the functions they need at any given time.
- Cloud-Based: Moving IT infrastructure out of traditional server rooms and into the cloud enables systems to be scalable, redundant, secure, and available.
- Security and Privacy as a Mindset: Instead of applications where security and privacy are an afterthought, modern applications are built with security and privacy in mind from the ground up. Multiple technical and non-technical resources are in place to prevent data breaches and cyberattacks, and users have access only to the information they need and nothing else.
- Buy Services, Not Tools: For the State and PSUs, where IT personnel are at a premium, procuring software from vendors as a full-stack service instead of a tool that needs to be configured and maintained makes the most of limited resources.
- Robust, Extensible Services: The tools in a software-as-a-service offering have the capabilities to complete the business functions they are designed to complete, while also offering the ability to interoperate and integrate with other services to form a more complete, modular ecosystem.
- Improve Processes: Modern systems do not just provide a new interface for the same processes but allow operational processes to be modernized in conjunction with software tools.
- The Data You Need, When and How You Need It: Users of the system should be able to see detailed data, summary data, dashboards, and raw data based on what they need at any given time.
- Transparency: Modern systems are designed to promote transparency and accountability for all stakeholders.

COMPLETED PROJECTS

GRANTS MANAGEMENT CONSOLIDATION

Grants management is ongoing work to ensure the best system is employed. The groundwork has been completed by collapsing three separate agency grant systems into one single grant system across the agency. After reviewing the grants system that was on state contract through DIT and after conducting market research, the decision was made to expand the existing Comprehensive Continuous Improvement Platform (CCIP) for all agency grants. This system uses LINQ's E-Grants product (formerly owned by HMB). In 2021, the contract was restructured to ensure that it was easy for new divisions to onboard to using the system. Grant Award Notifications (GAN) are now exclusively through CCIP, and the agency is working

to also include monitoring and support plans in the system, starting with the bi-annual AIG plan.

A governance committee, led by the Modernization Division, meets regularly to collect feedback from various divisions and the PSU contacts, to manage the growth of the system, and communicate needs and enhancement requests back to the vendor. This governance committee also created efficiency in the agency by replacing a separate contract for each grant with a combined contract and streamlined protocols for getting new grants online in the system. The time before a grant can be implemented in the system has been cut from several months to under a week. While the grant system is functional for PSUs, there are efficiencies to be leveraged from more robust systems. As a part of the engagement with BerryDunn, described below, the current system is being reviewed to determine if a new system would be advantageous to the state.

ANONYMOUS REPORTING SYSTEM

The Say Something – Anonymous Reporting System (SS-ARS) statewide implementation for the Center for Safer Schools and the annual student training requirement has saved lives and proven vital to the health and safety of students and staff. From January 1, 2023, through December 31, 2023, the system received 13,414 tips. This contract now receives recurring funding, and work is in progress to transition this contract from DPI to SBI to continue to be owned by the Center for Safer Schools.

APPLICANT TRACKING SYSTEM AND STATEWIDE JOB BOARD

In 2019, NCDPI released an RFP for a convenience contract for an applicant tracking system and a statewide job board. This RFP was awarded to TeacherMatch for their IntelliGlance platform, and School Spring for their platform as the statewide job board. 283 PSUs opted to use the IntelliGlance platform at no cost to the PSU and all PSUs can send job postings from their applicant tracking system into the statewide job board. Both TeacherMatch and SchoolSpring have since been acquired by PowerSchool. The IntelliGlance platform was fully deprecated on October 31, 2022, with a completed transition to the PowerSchool's new Unified Talent Applicant Tracking platform (formerly Talent-ED) and Onboarding Module (formerly Talent-ED). These services have been available to PSUs at no cost to the PSU during the implementation and transition phases. However, without ongoing operations funding for this project from the General Assembly, the costs associated with Applicant Tracking Services (ATS) and Onboarding ($1/student) will have to be passed to the PSUs beginning July 1, 2025. Access to the deprecated TeacherMatch servers ended on January 27, 2023.

AS/400 MAINFRAME AS A SERVICE MIGRATION

Districts using the statewide HRMS system used to be required to have a legacy AS/400 system on premises. This requirement created significant technical complexity for the district, as most districts lacked experience with these systems to maintain and administer them properly. This presented significant risk to the district's data and their continuity of operations. As a result, NCDPI executed a contract in 2012 under Race to the Top to move these systems

to the cloud at SAS, where they would be administered centrally. This saved each district the significant expense and risk of managing these systems on site. This work was completed in 2020, with only Guilford County Schools still using an AS/400 on premise due to specific customizations.

In 2024, all district AS/400 instances were migrated to DIT's new Mainframe as a Service (MFaaS) vendor Ensono, Inc. as SAS wished to exit the AS/400 hosting market. Of the 112 district instances previously hosted at SAS Institute 95 were migrated to Ensono and 20 were permanently terminated. The amendment to the master NCDIT Mainframe-as-a-service contract with Ensono covers five years, a three-year initial term plus two optional one-year extensions. NCDPI is collecting costs associated with the contract. The cost is $15,000 annually for districts actively using HRMS (DPI's in-house legacy HR management system) or the SunPac financial package. Districts using the AS/400 to access historical data access only will pay $7,500 annually. This agreement will end in 2028 and districts who have not migrated their production and historical data to another solution by that time will need to negotiate with Ensono directly or procure their own hosting service.

ONGOING WORK

SIS IMPLEMENTATION

After five years of planning, data analyzation and requirements development, an RFP for a modernized Student Information System (SIS) was re-issued in 2022. On November 2, 2023, the State Board of Education awarded a new five-year contract to Infinite Campus to serve as the NCSIS. Implementation is occurring in two phases. Phase one began July 2024 with approximately 400,000 students enrolled across 120 PSUs going live on the new NCSIS, powered by Infinite Campus. Phase 1 consisted of approximately 60% Charter Schools and 40% LEAs. All the Phase 1 PSUs volunteered, and we had more PSUs requesting to be a part of Wave 1 than available capacity to implement. While there were conversion challenges, as there will be with an implementation of this magnitude, we note that quality of the conversion was directly related to the quality of the data within the PSU PowerSchool instance and the cleanup that occurred to get ready for the Infinite Campus migration. At this point, we are producing student transcripts and state reports (including the Principal's Monthly Report), and statewide third-party integrations are functioning as expected. We are completing work in CTE concentrators and diploma pathways.

Five Regional Support trainers were provided to assist Phase 1 PSUs through the transition and that number is being expanded to 10 to Support Phase 2 transition and Phase 1 second year. All 228 remaining PSUs will go live on the Infinite Campus NCSIS effective June 30, 2025, and the PowerSchool SIS contract will end completing a major milestone in the School Business Systems Modernization timeline. The new NCSIS, powered by Infinite Campus, positions staff and students, parents, NCDPI, and other stakeholders to benefit from a modern SIS for decades to come. See Exhibit A (List of NCSIS Phase 1 and Phase 2 PSUs).

PSU APPLICANT TRACKING AND STATEWIDE JOB BOARD

In February 2023 NCDPI signed an Amendment to the PowerSchool Applicant Tracking Service contract to implement a new Interactive Consortium Job Board and new Statewide Reporting (e.g., job vacancy by job category) along with 150 additional PSU training hours for Applicant Tracking and Onboarding. Currently 94 districts and 91 charter schools are live on PowerSchool Unified Talent Applicant Tracking with the remaining districts using a tool that may be more suited to their unique needs.

The current contract expires July 1, 2026. These services have been available to PSUs at no cost to the PSU in both this system and in the previous system. However, due to a lack of available funding, costs associated with Applicant Tracking Services (ATS) and Onboarding ($1/student) will have to be passed to the PSUs beginning July 1, 2025.

PSU FINANCIAL AND HR/PAYROLL ERP SYSTEMS MIGRATION

In 2018, after an RFP process, two vendors were selected to provide modernized ERP systems to North Carolina PSUs. Two vendors were selected with input from multiple stakeholders, including NCDPI staff and PSU finance and HR officers: Tyler Technologies, for their Munis platform, and CherryRoad Technologies as an integrator for Oracle Cloud ERP. The implementation costs for these systems were higher than expected relative to the systems currently in use in PSUs due to the expanded configuration and automation capabilities, but operational costs were relatively consistent.

Because of the size and scope of these projects, many PSUs were hesitant to be the first to move to a new system, especially while managing COVID-19 and staffing shortages.

Fourteen districts signed up for the original pilots for the Tyler MUNIS and CherryRoad Oracle Cloud and ERP solutions. Several dropped out of the program for several reasons – mostly around complexity or personnel changes due to COVID (Cabarrus, Cleveland, Chapel–Hill Carrboro, Harnett, Stanly, Craven, Northampton, and Macon). Six PSUs did not wait for funding or pilot completion and chose to self-fund their programs with the hope of getting funding later (Cumberland, Forsyth, Lexington City, Rowan-Salisbury, The Math and Science Academy of Apex [TMSA]). Of those six, Lexington City and TMSA have dropped out.

Gaston, along with New Hanover and Swain are fully live with both Financial and HR components of the original software package. Swain successfully went live on Tyler Munis HR/Payroll in January 2023. Union went live on Tyler MUNIS with financials only in August 2021 but paused their implementation of HR/Payroll due to a variety of factors including COVID deciding in December 2024 to officially terminate their implementation and move to SylogistED Cloud ERP instead. For a variety of reasons ranging from staffing turnover

experienced by both the vendors and PSUs to unexpected complexities in implementation, most of the 14 original implementations were delayed at least twice and many were canceled.

Approximately 77 districts currently use the server-based LINQ (v6), with 49 of those now hosted by LINQ and 28 of those still hosted on-premises. Eight districts and 229 charters now use LINQ's cloud-based ERP solution. Twenty-five districts still use SunPac hosted on virtual AS/400 systems hosted by Ensono. Serenic (now Sylogist, owners of SunPac) recently purchased WenGAGE, which is the Oklahoma Statewide K-12 cloud-based ERP system and rebranded the product to SylogistEd. SylogistED is being piloted in Durham County Schools and Asheboro City Schools. Durham County Schools went live on ERP in July 2023 and plan to go-live on HR/Payroll in summer 2025. Asheboro City Schools went live on SylogistED Financials and HR/Payroll in July 2024. SylogistED announced to their SunPac customers on November 10, 2023, that all 31 SunPAC users had to move to SylogistED or another ERP solution by July 1, 2026. Appendix B lists each PSU's current ERP and Payroll provider. Note that most charter schools use LINQ Cloud for UERS reporting but may use another provider for payroll, typically tied to their Educational Management Organization.

The level of complexity associated with upgrading legacy, and often customized, on-premise K-12 HR and Financial systems to modern cloud-based ERP systems while maintaining continuity of operations has been significant and there have been numerous lessons learned by all parties that will help inform future migrations. DPI is now ensuring that PSUs have a much better understanding of the time availability necessary for key roles, level of effort, level of complexity, and the total cost of ownership involved in a migration to a new ERP system. Staff augmentation for key roles is a critical component of successful implementation and differs depending on the solution chosen. Key personnel may need to spend 50% of their time during the implementation phase focusing training on the new application, identifying new workflows and processes, testing scenarios, and change management.

After Ransomware attacks in several PSUs that impacted financial functions, the General Assembly included a provision in S.L. 2021-180, Section 7.79, to require migration to a cloud-based ERP system for all PSUs and Charter Schools. S.L. 2022-74 Section 7.1.(a) revised Section 7.79 to articulate the requirement for PSUs to store backup copy of their HR and financial data that meets the following criteria by June 30, 2023:

- Immutable (unable to be deleted)
- Recent enough to allow for recovery from a ransomware attack
- Off-site

All PSUs meet the backup requirements as of January 1, 2025. It also requires PSUs to move to cloud-based HR and Financial systems, providing a mechanism for NCDPI to establish a funding program for PSUs choosing to select solutions other than Tyler MUNIS or Oracle Cloud ERP from an approved provider. NCDPI performed an analysis fit-gap study of all LEA ERP systems currently in use in North Carolina late 2023 (Oracle, MUNIS, SylogistED, and LINQ). All four vendors have some deficiencies.

The funding provided in the last biennium budget allowed new projects to start in Winston-Salem Forsyth using Tyler MUNIS and in Guilford and Charlotte-Mecklenburg using Oracle Cloud ERP. The first MOU since the program pause was issued to Guilford County Schools in February 2023 covering a portion of the implementation costs for IBM Consulting, Inc. to implement Oracle Cloud ERP. The Guilford MOU includes a repayment requirement of up to 100% should the district fail to complete their implementation within 3.5 years.

The MOU that was issued between Guilford County Schools and NCDPI and CMS and NCDPI has been updated based on lessons learned during pilots to delineate expectations more clearly for both the Agency and the PSUs, and to ensure that funds are best utilized to ensure successful implementations. All new MOUs will include a clause requiring return of funds if the PSU terminates their project prior to Go-Live. This is an important lesson learned from early implementations as PSUs in the first wave were able to withdraw with only a financial burden to DPI. New MOUs also require the PSU to provide a plan to ensure internal resources are available to allow adequate time to implement ERP. Based on our projections for the remaining (approximately 99) districts, DPI expects at least $45 million in additional funding from the General Assembly will be necessary to complete implementation in all remaining districts. This considers the fact that PSUs will be required to contribute a larger share of their own funds to the project. This was implemented based on experiences in the initial implementations

PSU FINANCIAL AND HR SYSTEMS DECISION ANALYSIS

The decision on which ERP solution to select varies greatly from PSU to PSU based on their specific needs. For the largest districts, they need an Enterprise-level ERP system such as Oracle Cloud ERP. Oracle has the most power and flexibility of the ERP systems in use in the state, bringing a level of complexity that is required for a large district to operate but that would be overwhelming and untenable for most small and mid-sized districts. Conversely, the products that are a best-fit for the smallest PSUs are not nearly configurable enough for the largest PSUs to support their more complex operations.

In Fall 2023, NCDPI engaged with the four largest North Carolina district finance and HR/Payroll vendors to perform a Fit-Gap Analysis of their cloud-based ERP software applications to develop a tool to support PSUs in selecting an ERP vendor. Each vendor assisted with the completion and participated in interviews and demonstrations. The LEA ERP Fit-Gap Study Report is comprehensive and is available to PSU Finance and HR personnel.

The fit-gap analysis provides a comprehensive source of information for public school units and other stakeholders to make the best decision based on their specific needs. This will

include estimates of the total cost of ownership of each solution, the staffing and resources required to migrate, and the resources and timelines required of any migrations.

In addition to helping PSUs evaluate the technical capabilities of each platform, this tool will help districts in determining if they have the resources to migrate to the ERP platform of their choice. Many ERP implementations fail and the most common reasons for this failure are (1) not being prepared for the size and scope of the project, (2) not having appropriate project management capacity internally, (3) not augmenting staff or making critical resources available for a migration of this complexity.

PSU must insure their best functional leads are available for the project and relieve them of some of their operational burdens. Leading industry experts have said that projects with less than 50% commitment of these resources experience a high degree of failure. Some corporate advisory firms (Gartner) have indicated key district resources in Finance and HR/Payroll need to dedicate up to 80% of their time to the implementation during key phases to be successful. NCDPI recommends backfilling these key positions for at least 50% of the time. NCDPI meets with PSU HR and Finance Officers to interpret the analysis and offer best practices and lessons learned to help inform the decision-making and process.

Based on our analysis and projections of the districts that will adopt Cloud ERP solutions in the next five years, we anticipate the state will need to fund an additional $45 million to cover a portion of the implementation costs for PSUs (50%-80%). See Exhibit B – PSU ERP Cost Projection for a breakdown of these costs. The following products are subject to change based on PSU need.

PSU ENTERPRISE RESOURCE PLANNING (ERP) IMPLEMENTATION SCHEDULES

LEA Name	Status	Product	Finance Go Live	HR Go Live
Anson County Schools	In Progress	LinqCloud	2/1/2025	2/1/2025
Person County Schools	In Progress	LinqCloud	3/1/2025	3/1/2025
Charlotte-Mecklenburg Schools	In Progress	Oracle	7/1/2025	1/1/2027
Guilford County Schools	In Progress	Oracle	Qtr 4 -2025	Qtr 4 -2025
Asheboro City Schools	In Progress	SylogistEd	7/1/2024	7/1/2024
Haywood County Schools	In Progress	SylogistEd	7/1/2025	7/1/2025
Macon County Schools	In Progress	SylogistEd	1/1/2025	1/1/2025
Pitt County Schools	In Progress	SylogistEd	7/1/2025	7/1/2025
Randolph County School System	In Progress	SylogistEd	3/1/2025	3/1/2025
Rowan-Salisbury Schools	In Progress	SylogistEd	4/1/2025	4/1/2025
Sampson County Schools	In Progress	SylogistEd	1/1/2025	1/1/2025
Stanly County Schools	In Progress	SylogistEd	7/1/2025	7/1/2025
Union County Public Schools	In Progress	SylogistEd	7/1/2025	7/1/2025

Winston Salem/Forsyth County Schools	In Progress	Tyler Munis	7/1/2025	1/1/2026
Carteret County Public Schools	Scheduled	LinqCloud	TBD	TBD
Catawba County Schools	Scheduled	LinqCloud	TBD	TBD
Chatham County Schools	Scheduled	LinqCloud	TBD	TBD
Craven County Schools	Scheduled	LinqCloud	TBD	TBD
Weldon City	Scheduled	LinqCloud	TBD	TBD
Brunswick County Schools	Scheduled	SylogistEd	TBD	TBD
Columbus County Schools	Scheduled	SylogistEd	TBD	TBD
Durham Public Schools	Scheduled	SylogistEd	2025	2025
Weldon City Schools	Scheduled	SylogistEd	TBD	TBD
Yancey County Schools	Scheduled	SylogistEd	TBD	TBD
Currituck County Schools	Live	LinqCloud	5/1/2024	4/1/2024
Edenton-Chowan Schools	Live	LinqCloud	7/1/2024	7/1/2024
Hyde County Schools	Live	LinqCloud	1/1/2023	1/1/2023
Elizabeth City-Pasquotank Public Schools	Live	LinqCloud	10/1/2024	10/1/2024
Washington County Schools	Live	LinqCloud	7/1/2024	7/1/2024
Elkin City Schools	Live	LinqCloud	2/1/2023	2/1/2023
Clay County Schools	Live	LinqCloud	3/1/2023	3/1/2023
Elizabeth City	Live	LinqCloud	10/1/2024	10/1/2024
Asheboro City Schools	Live	SylogistEd	7/1/2024	7/1/2024
Macon County Schools	Live	SylogistEd	1/1/2025	1/1/2025
Sampson County Schools	Live	SylogistEd	1/1/2025	1/1/2025
Gaston County Schools	Live	Oracle	7/1/2021	1/1/2022
New Hanover County Schools	Live	Tyler MUNIS	10/1/2021	10/1/2021

Note:
There is an ERP Go-Live blackout month in June to allow PSU / DPI Year End Financial Closeout.

LICENSURE SYSTEM UPDATE

An RFP for a new Licensure System was released in July 2021. The RFP was terminated in late 2022 and rebid in 2024, with the goal of incorporating recommendations advanced by the State Board of Education, the PEPSC commission, and the General Assembly. It is anticipated that implementation work will begin in 2025. A go-live in or around October 2026 is expected with termination of current Online Licensure System Contract June 30, 2027. We expect that any new licensure system will result in a subscription price increase. – This may require an additional UERS appropriation and/or possible increase in licensure fees.

OPERATIONAL DATA STORE FRAMEWORK AND DATA ANALYTICS

An updated DPI Statewide Data Integration and Consolidated Reporting plan is being implemented focusing on increasing interoperability utilizing modern standards such as Ed-Fi and OneRoster for data and application integration and an advanced analytical layer for federal and state reporting including UERS reporting.

DPI applied for a 2023 State Longitudinal Data System (SLDS) grant in June 2023 and was awarded $3.75M from the Department of Education in late September 2023. This is a four-year grant award that helps fund a multi-year effort to modernize the K-13 data system that feeds NC SchoolWorks and the DPI's operational and longitudinal data stores.

This effort will allow on-demand data visualizations starting with new School Administrator Portals as early as 2025/2026 and support the effort to collect and track new data related to essential durable skills. These secure K-12 education enclaves would be different than researcher or publicly available de-identified data accessed via NCLDS or other portals.

Implementation will begin in earnest pending the implementation of the new SIS and the mainframe modernization (described below) as these are dependencies for this project.

NEW WORK

AGENCY FINANCIAL MAINFRAME MODERNIZATION

As part of the statewide initiative, NCDPI went live on the North Carolina Financial System (NCFS), which replaced the North Carolina Accounting System (NCAS), on October 5-10, 2023. The work to integrate DPI workflows and downstream systems with NCFS is still ongoing.

For decades, NCDPI ran a separate copy of the old North Carolina Accounting System (NCAS), where accounting ledgers from each PSU were recreated monthly, aggregated, and then transferred to NCAS at the Office of the State Controller. The mainframe system provided the Cash Management/Cash Request system for PSUs and non-Units. The data exchange process from PSUs to NCDPI using Region F was old and cumbersome, with limited analytics capability and limited flexibility. This legacy system became end-of-life June 30, 2024.

This is a high-risk project, as it involves cash requests and allotments from PSUs and non-Units, a new PSU chart of accounts, a new Grants Management application, and accounting for Federal grants that includes reporting of the grant year. For this reason, the project was divided into three phases of work.

The goals of this project are to:

- Provide a modern environment for NCDPI to adopt a standards-based approach to receive data from PSUs
- Receive data in near real-time to allow more accurate reporting and decision-making, to reduce the reporting burden on PSUs
- Enable DPI ensure data quality from the PSU
- Implement a streamlined process to aggregate PSU budget data for transfer to OSC.
- Automate data analysis

Phase I – Requirements Gathering and Prototyping. With the age of this system, many requirements were not fully documented or well understood by all stakeholders. It became difficult to develop and quantify a complete set of requirements to provide to a vendor to develop a new solution. In Phase I, DPI IT and School Business services have engaged in the development of a set up prototype applications, developed in-house, to replace functionality originally on the mainframe and to be able to quickly adapt and evolve the system as requirements and needs are better understood.

As part this phase, a new web-based Cash Request system was launched in July/August 2024 for Federal Cash Requests. This application was well received by PSU CFOs and staff and the ability to request State Cash was added in October 2024. The mainframe cash application has been deprecated and is no longer being used by PSUs. Additional development must occur to address needed enhancements.

Secondly, a new mechanism to receive and report on accounting ledgers (UERS files) from PSUs has been developed using the Snowflake database engine and Tableau Server. Additional development work and data visualizations are ongoing. This went live in July 2024 for validating and processing monthly UERS files. This work was complicated by significant data quality issues for PSU ERP vendors related to the new Payroll Summary file and the new Chart of Accounts, but these issues are improving each month.

Finally, a set of Tableau data visualization dashboards was developed using the data from these systems. This is ongoing work to provide continuous improvement in functionality and streamline interfaces. The dashboards are hosted on a website called DART (School Business Data Analytics and Reporting Tool) and provide PSUs with just-in-time access to their financial data from DPI.

Phase II: Planning. With the requirements and needs for a new system being better understood. NCDPI partnered with BerryDunn, a financial consulting firm, to perform a needs and market analysis based on the current state of operations. The result will inform either a solicitation for a product or a development plan for an in-house application.

Phase III: Implementation. In consultation with the BerryDunn report, DPI will implement the plan recommended.

PSU NCEDCLOUD IAM SYSTEM MODERNIZATION

The current PSU Staff and Student Identity and Access Management System (NCEDCLOUD) solution provided by Identity Automation implemented in 2012/2013 providing Single Sign On (SSO) and an Application Portal. This project was rebid in 2023 to capture evolving needs such as application rostering and service provisioning. However, ongoing available funding was insufficient to award the contract, and the RFP was cancelled in September of 2024.

MODERNIZATION TIMELINE

Licensure
- RFP development 2024
- Bidding phase Spring 2025

Student Information System
- RFP development 2022
- Bidding phase Spring 2023
- Implementation phase Spring 2024 and Spring 2025

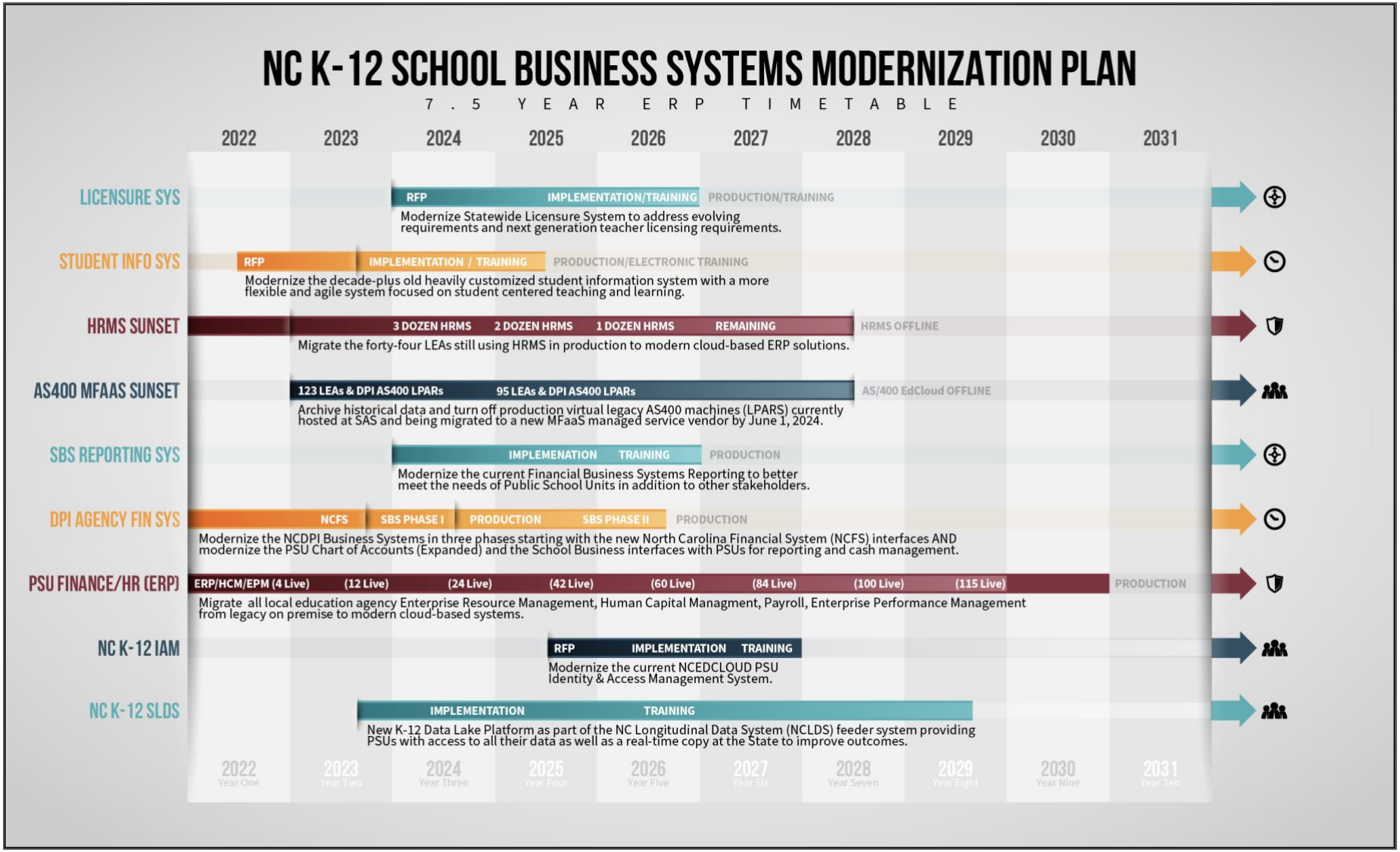
AS/400 Mainframe as a Service and HRMS Sunset
- End of Life Spring 2028

DPI Agency Finance and School Business Reporting
- NCFS Integrations Summer 2024
- NCFS Financial System Conversion Fall 2024
- Migrated UERS audit processing to Snowflake and Tableau Server 2024
- Agency Finance School Business Modernization RFP 2025
- Implementation phase 2025/2026

PSU Finance/HR ERP Modernization
- Sixteen districts migrated as of March 1, 2025
- Ninety-nine districts must migrate in next six years

PSU Identity and Access Management (IAM) Modernization
- RFP developed 2024
- Bigging phase 2025/2026
- Implementation phase 2027

K-12 Consolidated Data and Reporting Enhancements (SLDS)
- Awarded SLDS Grant from USED in late 2023 to modernize infrastructure and interoperability
- SLDS Grant is a four-year Grant


NC K-12 SCHOOL BUSINESS SYSTEMS MODERNIZATION PLAN
7.5 YEAR ERP TIMETABLE
2022
2023
2024
2025
2026
2027
2028
2029
2030
2031
LICENSURE SYS
RFP
IMPLEMENTATION/TRAINING
PRODUCTION/TRAINING
Modernize Statewide Licensure System to address evolving requirements and next generation teacher licensing requirements.
STUDENT INFO SYS
RFP
IMPLEMENTATION / TRAINING
PRODUCTION/ELECTRONIC TRAINING
Modernize the decade-plus old heavily customized student information system with a more flexible and agile system focused on student centered teaching and learning.
HRMS SUNSET
3 DOZEN HRMS
2 DOZEN HRMS
1 DOZEN HRMS
REMAINING
HRMS OFFLINE
Migrate the forty-four LEAs still using HRMS in production to modern cloud-based ERP solutions.
AS400 MFAAS SUNSET
123 LEAs & DPI AS400 LPARs
95 LEAs & DPI AS400 LPARs
AS/400 EdCloud OFFLINE
Archive historical data and turn off production virtual legacy AS400 machines (LPARS) currently hosted at SAS and being migrated to a new MFaaS managed service vendor by June 1, 2024.
SBS REPORTING SYS
IMPLEMENATION
TRAINING
PRODUCTION
Modernize the current Financial Business Systems Reporting to better meet the needs of Public School Units in addition to other stakeholders.
DPI AGENCY FIN SYS
NCFS
SBS PHASE I
PRODUCTION
SBS PHASE II
PRODUCTION
Modernize the NCDPI Business Systems in three phases starting with the new North Carolina Financial System (NCFS) interfaces AND modernize the PSU Chart of Accounts (Expanded) and the School Business interfaces with PSUs for reporting and cash management.
PSU FINANCE/HR (ERP)
ERP/HCM/EPM (4 Live)
(12 Live)
(24 Live)
(42 Live)
(60 Live)
(84 Live)
(100 Live)
(115 Live)
PRODUCTION
Migrate all local education agency Enterprise Resource Management, Human Capital Managment, Payroll, Enterprise Performance Management from legacy on premise to modern cloud-based systems.
NC K-12 IAM
RFP
IMPLEMENTATION
TRAINING
Modernize the current NCEDCLOUD PSU Identity & Access Management System.
NC K-12 SLDS
IMPLEMENTATION
TRAINING
New K-12 Data Lake Platform as part of the NC Longitudinal Data System (NCLDS) feeder system providing PSUs with access to all their data as well as a real-time copy at the State to improve outcomes.
2022 Year One
2023 Year Two
2024 Year Three
2025 Year Four
2026 Year Five
2027 Year Six
2028 Year Seven
2029 Year Eight
2030 Year Nine
2031 Year Ten

BUDGET

The current funding from S.L. 2021-180 is budgeted, as required by OSBM, to cover current PSU implementations, one-time SIS implementation costs, Agency Finance ("Region F") Modernization, Online Licensure Modernization, K-12 Data System Modernization, merging the Financial Transparency Dashboard & School Report Card, AS/400 Mainframe as a Service migration. The budget does not include projected PSU ERP implementations for districts not already under an active MOU.

NCDPI is projecting a need for, at minimum, an additional $45M to continue PSU ERP modernization. For example, the current funding available to SBSM is not projected to be sufficient to provide pro-rated one-time implementation cost funding for Wake County Schools Oracle Cloud ERP modernization project implementation which is projected to cost at least $25M and run from 2026/2027-2030/2031. Current funding will only support a small handful of additional MOUs.

Based on the current project state, we expect the project to continue longer than originally expected. Since the beginning, the program has expended approximately $29M towards LEA ERP Modernization with another $13.5M committed via current MOUs for a total of $42.5M towards this implementation. Another $36M has been expended on AS400 migrations and hosting, migrating from TeacherMatch to PowerSchool Applicant Tracking/Onboarding, Grants Management, Integrations, School Report Card/Financial Transparency (GDAC), Agency School Business "Region F", SIS Modernization, and Program Management. Out of the remaining approximately $58M only a small amount of funds is available for LEA ERP Modernization (less than $5M) due to remaining costs of SIS Implementation, Online Licensure, Agency School Business "Region F" Modernization, Consolidated Data and Reporting Modernization, and Identity and Access Management Modernization.

PRC 153 SBSM MOU Obligation of Funding as Of December 31, 2024

Date of signed MOU	Updated signed MOU	Vendor	LEA	LEA Name	MOU Total Allotment	FY20 Expenditures	FY21 Expenditures	FY22 Expenditures	FY23 Expenditures	FY24 Expenditures	FY20 & FY21 & FY22 & FY23 & FY 24 Total Expenditures	Remaining Balance from MOU	FY25 Expenditures	Total Remaining on Contract
9/26/19	3/18/24	CRT >AST	600	CMS	$ 17,024,925	4,887,214.07	3,097,758.21	3,707,403.66	332,549.00	-	12,024,924.94	$ 5,000,000.06	-	**$ 5,000,000.06**
3/20/20	5/7/20	CRT	360	Gaston	$ 4,625,002	788,427.25	1,399,858.46	1,926,844.98	329,977.00	-	4,445,107.69	$ 179,894.31	-	**$ 179,894.31**
8/8/19	5/7/20	Tyler	650	New Hanover	$ 1,364,380	391,756.29	201,223.00	248,381.68	383,126.00	-	1,224,486.97	$ 139,893.03	-	**$ 139,893.03**
8/13/19	5/7/20	Tyler	870	Swain	$ 199,316	-	46,816.00	1,734.14	75,000.00	15,000.00	138,550.14	$ 60,765.86	-	**$ 60,765.86**
3/10/20	5/7/20	Tyler	900	Union	$ 2,309,204	441,388.11	344,611.95	10,982.10	-	789,187.80	1,586,169.96	$ 723,034.04	-	**$ 723,034.04**
5/2/23		Tyler	340	Forsyth	$ 2,292,038	-	-	-	-	503,203.87	503,203.87	$ 1,788,834.13	776,307.86	**$ 1,012,526.27**
3/28/23		IBM	410	Guilford	$ 8,691,835	-	-	-	520,000.20	2,826,319.43	3,346,319.63	$ 5,345,515.37	29,115.87	**$ 5,316,399.50**
YTD				**TOTAL**	**$ 36,506,700**	**6,508,785.72**	**5,090,267.62**	**5,895,346.56**	**1,640,652.20**	**4,133,711.10**	**23,268,763.20**	**$ 13,237,936.80**	**805,423.73**	**$ 12,432,513.07**

Original 5 Year Preliminary Budget Planning Table from 2019-2020 (Pre-COVID):

	19-20 All Pilots	20-21	21-22	22-23	23-24	24-25	Total
Program Administration	$2,096,598	$1,872,000	$1,872,000	$1,872,000	$1,872,000	$1,457,000	$11,041,598
LEA Modernization	$19,804,411	$18,821,756	$19,791,431	$18,791,431	$17,146,756	$13,857,405	$108,213,190
Agency Modernization	$503,078	$712,921	$18,697,008	$16,697,008	$0	$0	$36,610,015
Stabilization	$1,759,050	$2,441,000	$1,000,000	$750,000	$500,000	$250,000	$6,700,050
Data Transparency	$2,649,700	$1,050,000	$1,050,000	$1,050,000	$450,000	$450,000	$6,699,700
Total	**$26,812,837**	**$24,897,677**	**$42,410,439**	**$39,160,439**	**$19,968,756**	**$16,014,405**	**$169,264,553**

FUTURE NEEDS

The completion of ERP modernization remains a critical need for PSUs. DPI continues to maintain HRMS, a 30-plus-year-old system Supporting HR functions in thirty-six LEAs along with the Division of Child Development and Early Education at the Department of Health Human Services. Most LEAs continue to rely on decades-old systems for basic financial and HR functionality and the migration to a modern cloud-based ERP system is cost and resource prohibitive for many districts. DPI plans to deprecate the HRMS at the end of the 2027-2028 school year by supporting schools as they transition to fully integrated Human Capital Management and Finance systems.

To continue PSU ERP implementation, a $45 million expansion budget appropriation will be needed. This amount is based on PSU feedback indicating vendor selection and anticipated costs. Exhibit B in this report details this need. It should be noted that as systems are modernized, the ongoing subscription and maintenance costs have increased. This is not an abnormal outcome of modernizing software systems as software costs and inflationary factors have driven costs up. As the projects are completed and in operation, increased funding for ongoing subscription costs may be needed. DPI is potentially unable to proceed with the implementation of a new Licensure system and a new IAM system without increased appropriate funding.

Exhibit A

SIS Wave I PSUs (120)	SIS Wave II PSUs (228)
Anson County Schools	Achievement Charter Academy
Ashe County Schools	Aggie Academy
Avery County Schools	Alamance Community School
Beaufort County Schools	Alamance-Burlington Schools
Washington Montessori	Alexander County Schools
Bladen County Schools	Alleghany County Schools
ArtSpace Charter	Apprentice Academy HS of NC
Invest Collegiate - Imagine	Ascend Leadership Academy: Lee County
The Franklin School of Innovation	Asheville City Schools
Burke County Schools	Asheville PEAK Academy
Carolina International School	Aspire Trade High School
Valor Preparatory Academy	Bertie County Schools
A.C.E. Academy	Brevard Academy
Caldwell County Schools	Brunswick County Schools
Oak Hill Charter School	Buncombe County Schools
Camden County Schools	Cabarrus County Schools
Carteret County Public Schools	Camp Lejeune
Catawba County Schools	Cape Fear Center for Inquiry
Hickory City Schools	Cardinal Charter Acad at Wendell Falls
Chatham Charter	Cardinal Charter
Woods Charter School	Carolina Charter Academy: CFA
Willow Oak Montessori	Carter G Woodson School
Cherokee County Schools	Caswell County Schools
Pinnacle Classical Academy	Central Park School For Children
Whiteville City Schools	Central Wake Charter High School
Craven County Board of Education	Chapel Hill-Carrboro City Schools
Riverside Leadership Academy	Charlotte Lab School
Cumberland County Schools	Charlotte Secondary School
Alpha Academy	Charlotte-Mecklenburg Schools
The Capitol Encore Academy	Chatham County Schools
Currituck County Schools	Classical Charter Schools of Leland
Dare County Schools	Classical Charter Schools of Southport
Thomasville City Schools	Classical Charter Schools of Whiteville
Eastern NC School for the Deaf	Classical Charter Schools of Wilmington
NC School for the Deaf	Clay County Schools
Governor Morehead School for the Blind	Cleveland County Schools

North Carolina Virtual Public School	Clover Garden
Davidson Charter Academy	Columbus County Schools
Davie County Schools	Commonwealth High School
KIPP Durham College Preparatory	Community Public Charter
Edgecombe County Public Schools	Community School of Digital and Visual A
NC Leadership Charter Academy	Concord Lake STEAM Academy
Appalachian State U Academy Middle Fork	Cornerstone Charter Academy
Wake Preparatory Academy	Corvian Community School
Gates County Schools	Crosscreek Charter School
Graham County Schools	DAC Education Services (fka Div Prisons)
Granville County Schools	Davidson County Schools
Triad Math and Science Academy	D.C. Virgo Preparatory Academy
The College Preparatory and Leadership A	Dillard Academy
Weldon City Schools	Discovery Charter School
KIPP Halifax College Preparatory	Dogwood Classical Academy
Harnett County Schools	Doral Academy North Carolina
Anderson Creek Academy	Duplin County Schools
Haywood County Schools	Durham Charter School
Shining Rock Classical Academy	Durham Public Schools
Hyde County Schools	East Voyager Academy
American Renaissance School	East Wake Academy
Jackson County Public Schools	East Carolina Community School
Catamount School	Edenton-Chowan Schools
Johnston County Public Schools	Elizabeth City-Pasquotank Public Schools
American Leadership Academy - Johnston	Elkin City Schools
Lee County Schools	Emereau: Bladen
Central Carolina Academy	Endeavor Charter
Lincoln Charter School	Eno River Academy
Macon County Schools	Envision Science Academy
Martin County Schools	Evergreen Community Charter
Bear Grass Charter School	Excelsior Classical Academy
Lake Norman Charter	Falls Lake Academy
Metrolina Regional Scholars Academy	FernLeaf Community Charter School
Community School of Davidson	Forsyth Academy
KIPP: Charlotte	Fort Bragg
ALA Charlotte	Francine Delany New School
Bradford Preparatory School	Franklin Academy
The Math and Science Academy of Charlott	Franklin County Schools
Mallard Creek STEM Academy	Gaston County Schools
Bonnie Cone Classical Academy	Gate City Charter Academy

Tillery Charter Academy	Girls Leadership Academy of Wilmington
Southwest Charlotte STEM Academy	Global Scholars Academy
Bonnie Cone Leadership Academy	GO BIG Great Opportunities & Boundless I
Moore County Schools	Greene County Schools
Nash County Public Schools	Greensboro Academy
Island Montessori Charter	Guilford Preparatory Academy
American Leadership Academy-Coastal	Guilford County Schools
Wilmington School of the Arts	Halifax County Schools
KIPP Gaston College Preparatory	Haliwa-Saponi Tribal School
Orange County Schools	Henderson Collegiate
Pamlico County Schools	Henderson County Schools
Arapahoe Charter School	Hertford County Schools
Pender County Schools	Hobgood Charter School
Person County Schools	Hoke County Schools
Bethel Hill Charter	Honor Prep
Roxboro Community School	Iredell Charter Academy of Arts & Science
Carolina Community Academy	Iredell-Statesville Schools
Polk County Schools	Jackson Day School
Asheboro City Schools	Johnston Charter Academy
Richmond County Schools	Jones County Schools
CIS Academy	Kannapolis City Schools
Rockingham County Schools	Kestrel Heights School
Bethany Community School	Lake Lure Classical Academy
Rowan-Salisbury Schools	Lakeside Charter Academy
Faith Academy	Langtree Charter Academy
Rutherford County Schools	Legacy Classical Academy
Sampson County Schools	Lenoir County Public Schools
Clinton City Schools	Lexington City Schools
Gray Stone Day School	Lincoln County Schools
Swain County Schools	Madison County Schools
Union Day School	Marjorie Williams Academy
ALA Monroe	Matthews Charter Academy
Vance County Schools	Maureen Joy Charter
Magellan Charter	McDowell County Schools
Casa Esperanza Montessori	Millennium Charter Academy
Triangle Math and Science Academy	Rising Leaders Academy
Longleaf School of the Arts	Mitchell County Schools
Warren County Schools	Monroe Charter Academy
Pine Springs Preparatory Academy	Montgomery County Schools
The Math and Science Academy of Apex	Moore Montessori Community School

NERSBA Early College	Mooresville Graded School District
Watauga County Schools	Mount Airy City Schools
Wayne County Public Schools	Mountain City Public Montessori
Yadkin County Schools	Mountain Discovery Charter School
	Mountain Island Charter
	Movement Freedom
	Movement School Eastland
	Movement School Northwest
	Movement School Southwest
	Nalanda Charter School
	North Carolina Cyber Academy
	NC Health and Human Services
	NC Virtual Academy
	NCDPS Juvenile Education Services
	Neuse Charter School
	The New Dimensions School
	New Hanover County Schools
	Newton Conover City Schools
	Next Generation Academy
	Niner University Elementary School
	North East Carolina Preparatory School
	North Oak Academy
	Northampton County Schools
	Northeast Academy of Aerospace & AdvTech
	Old Main Stream
	Onslow County Schools
	Oxford Preparatory School
	Paul R Brown Leadership Academy
	Peak Charter Academy
	Perquimans County Schools
	Phoenix Academy Inc
	Piedmont Classical High School
	Piedmont Community Charter
	Pine Lake Preparatory
	Pioneer Springs Community School
	Pitt County Schools
	Pocosin Innovative Charter
	PreEminent Charter School
	Quality Education Academy
	Queen's Grant Community School

	Quest Academy
	Raleigh Charter High School
	Raleigh Oak Charter School
	Randolph County School System
	Reaching All Minds Academy
	Research Triangle Charter
	Research Triangle High School
	Revolution Academy
	RISE Southeast Raleigh Charter School
	River Mill Academy
	Roanoke Rapids City Schools
	Public Schools of Robeson County
	Rocky Mount Preparatory
	Rolesville Charter Academy
	Sallie B Howard School
	Sandhills Theatre Arts Renaiss
	Scotland County Schools
	Socrates Academy
	Southeastern Academy
	Southern Wake Academy
	Stanly County Schools
	Steele Creek Preparatory Academy
	Sterling Montessori Academy
	Stewart Creek High School
	Stokes County Schools
	Success Institute Charter School
	Sugar Creek Charter
	Summerfield Charter Academy
	Summit Charter
	Summit Creek Academy
	Surry County Schools
	Telra Institute
	The Academy of Moore County
	The Arts Based School
	The Expedition School
	The Experiential School of Greensboro
	The Exploris School
	The Hawbridge School
	The Institute for the Development of You
	The Mountain Community Sch

	Thomas Academy
	Thomas Jefferson Classical Academy
	Tiller School
	Transylvania County Schools
	Two Rivers Community School
	Tyrrell County Schools
	Union Academy Charter School
	Union Preparatory Academy at Indian Trai
	Union County Public Schools
	United Community School
	Unity Classical Charter School
	Uwharrie Charter Academy
	Vance Charter School
	Voyager Academy
	Wake Forest Charter Academy
	Wake County Schools
	Washington County Schools
	Water's Edge Village School
	Wayne Preparatory
	Wayne STEM Academy
	West Lake Preparatory Academy
	West Triangle High School
	Wilkes County Schools
	Wilmington Preparatory Academy
	Wilson Preparatory Academy
	Wilson County Schools
	Winston Salem / Forsyth County Schools
	Winterville Charter Academy
	Yancey County Schools
	Youngsville Academy
	Z.E.C.A. School of Arts and Technology
	Agape Achievement Academy

Exhibit B

6yr Cost Projections – Future PSU ERP Implementations

LEA	LEA Name	Current HR System	Current Finance System	ADM	FTE	Cloud Subscription First Year Costs	One Time Implementation Cost	Managed Services First Year Costs If Not Included In Cloud Subscription	Onsite Implementation Expenses	3rd Party & Consulting Fees (Only Including Wake, but Majority likely have some costs here)	Total
010	Alamance-Burlington Schools	LINQ HR	LINQ	23,266	2494	$162,862	$628,182		$125,636		$916,680
040	Anson County Schools	HRMS	SunPac	3,371	434	$23,597	$14,995		$2,999		$41,591
060	Avery County Schools	LINQ HR	LINQ	2,074	368	$14,518	$14,995		$2,999		$32,512
070	Beaufort County Schools	LINQ HR	LINQ	6,796	836	$47,572	$16,990		$3,398		$67,960
080	Bertie County Schools	HRMS	LINQ	2,316	318	$16,212	$14,995		$2,999		$34,206
090	Bladen County Schools	HRMS	LINQ	4,522	601	$31,654	$14,995		$2,999		$49,648
110	Buncombe County Schools	HRMS	LINQ	24,842	2907	$173,894	$62,105		$12,421		$248,420
111	Asheville City Schools	LINQ HR	LINQ	4,576	652	$32,032	$14,995		$2,999		$50,026
120	Burke County Schools	LINQ HR	LINQ	12,636	1445	$88,452	$31,590		$6,318		$126,360
130	Cabarrus County Schools	HRMS	LINQ	33,232	3410	$232,624	$83,080		$16,616		$332,320
132	Kannapolis City Schools	LINQ HR	LINQ	5,695	667	$39,865	$14,995		$2,999		$57,859
140	Caldwell County Schools	LINQ HR	LINQ	11,967	1445	$83,769	$29,918		$5,984		$119,670
150	Camden County Schools	LINQ HR	LINQ	1,668	236	$11,676	$14,995		$2,999		$29,670
160	Carteret County Schools	LINQ HR	LINQ	9,006	1010	$63,042	$22,515		$4,503		$90,060
170	Caswell County Schools	LINQ HR	LINQ	2,703	351	$18,921	$14,995		$2,999		$36,915
180	Catawba County Schools	LINQ HR	LINQ	16,503	1805	$115,521	$41,258		$8,252		$165,030
181	Hickory City Schools	HRMS	LINQ	4,282	481	$29,974	$14,995		$2,999		$47,968
182	Newton Conover City Schools	LINQ HR	LINQ	3,115	386	$21,805	$14,995		$2,999		$39,799
190	Chatham County Schools	HRMS	LINQ	9,102	1190	$63,714	$22,755		$4,551		$91,020
200	Cherokee County Schools	LINQ HR	LINQ	3,432	498	$24,024	$14,995		$2,999		$42,018
210	Edenton-Chowan Schools	HRMS	SunPac	2,043	289	$14,301	$14,995		$2,999		$32,295
230	Cleveland County Schools	HRMS	LINQ	15,198	2007	$106,386	$37,995		$7,599		$151,980

240	Columbus County Schools	HRMS	SunPac	6,175	771	$40,138	$50,000		$10,000		$100,138
241	Whiteville City Schools	LINQ HR	LINQ	2,326	268	$16,282	$14,995		$2,999		$34,276
250	Craven County Schools	HRMS	SunPac	13,764	1426	$96,348	$34,410		$6,882		$137,640
260	Cumberland County Schools	HRMS	SunPac	52,933	5984	$195,867	$855,729		$171,146		$1,222,742
270	Currituck County Schools	HRMS	SunPac	4,082	459	$26,533	$50,000		$10,000		$86,533
280	Dare County Schools	LINQ HR	LINQ	5,351	706	$37,457	$14,995		$2,999		$55,451
290	Davidson County Schools	LINQ HR	LINQ	19,455	2204	$136,185	$48,638		$9,728		$194,550
291	Lexington City Schools	HRMS	SunPac	3,216	404	$20,904	$50,000		$10,000		$80,904
292	Thomasville City Schools	LINQ HR	LINQ	2,386	302	$16,702	$14,995		$2,999		$34,696
300	Davie County Schools	LINQ HR	LINQ	6,544	681	$45,808	$16,360		$3,272		$65,440
310	Duplin County Schools	LINQ HR	LINQ	10,472	1180	$73,304	$26,180		$5,236		$104,720
330	Edgecombe County Public Schools	HRMS	LINQ	6,306	768	$44,142	$15,765		$3,153		$63,060
350	Franklin County Schools	LINQ HR	LINQ	8,310	1035	$58,170	$20,775		$4,155		$83,100
370	Gates County Schools	LINQ HR	LINQ	1,715	250	$12,005	$14,995		$2,999		$29,999
380	Graham County Schools	LINQ HR	LINQ	1,206	206	$8,442	$14,995		$2,999		$26,436
390	Granville County Schools	LINQ HR	LINQ	7,690	926	$53,830	$19,225		$3,845		$76,900
400	Greene County Schools	LINQ HR	LINQ	3,578	393	$25,046	$14,995		$2,999		$43,040
420	Halifax County Schools	LINQ HR	LINQ	2,776	368	$19,432	$14,995		$2,999		$37,426
421	Roanoke Rapids City Schools	LINQ HR	LINQ	3,022	366	$21,154	$14,995		$2,999		$39,148
422	Weldon City Schools	HRMS	SunPac	941	153	$6,117	$50,000		$10,000		$66,117
430	Harnett County Schools	HRMS	SunPac	20,894	2310	$146,258	$52,235		$10,447		$208,940
440	Haywood County Schools	HRMS	SunPac	7,329	915	$47,639	$50,000		$10,000		$107,639
450	Henderson County Schools	HRMS	LINQ	13,684	1520	$95,788	$34,210		$6,842		$136,840
460	Hertford County Schools	HRMS	SunPac	2,939	477	$19,104	$50,000		$10,000		$79,104
470	Hoke County Schools	LINQ HR	LINQ	9,357	939	$65,499	$23,393		$4,679		$93,570
490	Iredell-Statesville Schools	LINQ HR	LINQ	20,753	2247	$145,271	$51,883		$10,377		$207,530
491	Mooresville Graded School District	LINQ HR	LINQ	6,128	694	$42,896	$15,320		$3,064		$61,280
500	Jackson County Public Schools	LINQ HR	LINQ	3,834	476	$26,838	$14,995		$2,999		$44,832
510	Johnston County Schools	LINQ HR	LINQ	36,635	3880	$1,154,003	$264,138		$230,801		$1,648,942
520	Jones County Schools	LINQ HR	LINQ	1,146	188	$8,022	$14,995		$2,999		$26,016
530	Lee County Schools	HRMS	SunPac	10,240	1234	$66,560	$50,000		$10,000		$126,560

540	Lenoir County Public Schools	HRMS	SunPac	9,863	1030	$64,110	$50,000		$10,000		$124,110
550	Lincoln County Schools	LINQ HR	LINQ	11,537	1342	$80,759	$28,843		$5,769		$115,370
570	Madison County Schools	LINQ HR	LINQ	2,288	357	$16,016	$14,995		$2,999		$34,010
580	Martin County Schools	HRMS	SunPac	3,438	465	$22,347	$50,000		$10,000		$82,347
590	McDowell County Schools	LINQ HR	LINQ	6,665	801	$46,655	$16,663		$3,333		$66,650
610	Mitchell County Schools	HRMS	SunPac	1,868	311	$12,142	$50,000		$10,000		$72,142
620	Montgomery County Schools	HRMS	SunPac	4,110	515	$26,715	$50,000		$10,000		$86,715
630	Moore County Schools	LINQ HR	LINQ	12,852	1577	$89,964	$32,130		$6,426		$128,520
640	Nash-Rocky Mount Schools	HRMS	SunPac	15,489	1788	$100,679	$50,000		$10,000		$160,679
660	Northampton County Schools	HRMS	SunPac	1,755	265	$12,285	$14,995		$2,999		$30,279
670	Onslow County Schools	HRMS	SunPac	27,166	2961	$264,138	$1,154,003		$230,801		$1,648,942
680	Orange County Schools	LINQ HR	LINQ	7,576	993	$53,032	$18,940		$3,788		$75,760
681	Chapel Hill-Carrboro City Schools	LINQ HR	LINQ	12,573	1807	$88,011	$320,612		$64,122		$472,745
690	Pamlico County Schools	HRMS	LINQ	1,348	229	$9,436	$14,995		$2,999		$27,430
700	Elizabeth City-Pasquotank Schools	HRMS	SunPac	5,734	705	$37,271	$50,000		$10,000		$97,271
710	Pender County Schools	LINQ HR	LINQ	9,682	975	$67,774	$24,205		$4,841		$96,820
720	Perquimans County Schools	LINQ HR	LINQ	1,770	216	$12,390	$14,995		$2,999		$30,384
730	Person County Schools	HRMS	LINQ	4,712	621	$32,984	$14,995		$2,999		$50,978
740	Pitt County Schools	HRMS	SunPac	24,361	2744	$158,347	$50,000		$10,000		$218,347
750	Polk County Schools	LINQ HR	LINQ	2,264	322	$15,848	$14,995		$2,999		$33,842
770	Richmond County Schools	HRMS	SunPac	7,627	946	$49,576	$50,000		$10,000		$109,576
780	Robeson County	HRMS	LINQ	24,260	2932	$169,820	$655,020		$131,004		$955,844
790	Rockingham County Schools	HRMS	SunPac	12,914	1291	$83,941	$50,000		$10,000		$143,941
810	Rutherford County Schools	LINQ HR	LINQ	8,497	1182	$59,479	$21,243		$4,249		$84,970
821	Clinton City Schools	HRMS	LINQ	3,094	374	$21,658	$14,995		$2,999		$39,652
830	Scotland County Schools	LINQ HR	LINQ	5,920	804	$41,440	$14,800		$2,960		$59,200
850	Stokes County Schools	LINQ HR	LINQ	6,228	850	$43,596	$15,570		$3,114		$62,280
860	Surry County Schools	HRMS	LINQ	8,346	1011	$58,422	$20,865		$4,173		$83,460
862	Mount Airy City Schools	LINQ HR	LINQ	1,665	214	$11,655	$14,995		$2,999		$29,649
880	Transylvania County Schools	LINQ HR	LINQ	3,449	490	$24,143	$14,995		$2,999		$42,137
890	Tyrrell County Schools	LINQ HR	LINQ	692	105	$4,844	$14,995		$2,999		$22,838

910	Vance County Schools	LINQ HR	LINQ	6,301	956	$44,107	$15,753		$3,151		$63,010
920	Wake County Schools	Oracle On Prem	Oracle On Prem	160,700	18423	$950,000	$21,000,000	$1,700,000	$750,000	$5,500,000	$29,900,000
930	Warren County Schools	LINQ HR	LINQ	2,506	322	$17,542	$14,995		$2,999		$35,536
950	Watauga County Schools	HRMS	LINQ	4,691	597	$32,837	$14,995		$2,999		$50,831
960	Wayne County Public Schools	LINQ HR	LINQ	19,005	2353	$133,035	$47,513		$9,503		$190,050
970	Wilkes County Schools	LINQ HR	LINQ	9,922	1196	$69,454	$24,805		$4,961		$99,220
980	Wilson County Schools	LINQ HR	LINQ	11,924	1244	$83,468	$29,810		$5,962		$119,240
990	Yadkin County Schools	LINQ HR	LINQ	5,606	715	$39,242	$14,995		$2,999		$57,236
995	Yancey County Schools	HRMS	SunPac	2,255	347	$14,658	$50,000		$10,000		$74,658
	Totals					**$7,351,979**	**$27,270,249**	**$1,700,000**	**$2,182,027**	**$5,500,000**	**$44,004,245**