

## Case #2: Finance, Human Resource, and Payroll System Clarksville-Montgomery County School System

Clarksville-Montgomery County School System (CMCSS) is the seventh largest district in the State of



Tennessee, with enrollment of approximately 27,000 students. The district is located between Fort Campbell, KY and Nashville,

TN serving a community of more than 130,000 people. CMCSS operates 30 school buildings

“Davidson Services engaged all of our key users in the evaluation and selection of our new system. The result is that our people are very supportive of the change, and excited about the additional capabilities the new system will provide.”

including 18 elementary schools, 6 middle schools, and 6 high schools, and has approximately 3,400 employees.

In 2004, CMCSS hired Davidson

Services to conduct a review of the district's current finance, human resources, and payroll systems. At the time, CMCSS was operating with an internally developed finance and payroll system which had very limited human resources functionality.

Davidson Services helped CMCSS to develop an improvement strategy for its finance, human resource, and payroll system by:

- Conducting business process review meetings with district administrative staff to understand current processes, identify opportunities for improvement, and identify functional gaps in the current systems,
- Identifying and documenting the district's requirements for enhancing or replacing their business and human resources system, and
- Preparing a Request for Proposals (RFP) to collect detailed information about the costs and capabilities of commercially available business and human resource system software.

Davidson Services also:

- Helped the district establish proposal evaluation criteria, and aggregated proposal evaluation scores provided by district reviewers for presentation to the CMCSS Evaluation Committee,
- Drafted vendor demonstration instructions and a demo script for the district to provide to vendor finalists,
- Attended vendor demonstrations and compiled software demonstration evaluations from each district attendee for review by the CMCSS Evaluation Committee,
- Assisted with preparing of an estimated timeline and budget for internal development of enhancements to the existing system as an alternative to procuring a commercially available product,
- Facilitated CMCSS' final decision to procure a commercially available product, and the selection of the successful bidder, and
- Reviewed the vendor's standard contract documents, prepared a list of recommended changes, including comments from the district's attorney, and supported CMCSS' negotiation of a final contract.

The new system will enable CMCSS to

- Streamline and reengineer existing administrative processes to improve efficiency and focus more money on classroom needs;
- Provide increased software functionality and employee self-service capabilities, enabling administrative staff to better serve district stakeholders
- Give users better access to data to make more informed decisions and support continuous improvement, and
- Enable the district to postpone administrative staff growth.

Davidson Services is currently providing project management and functional expertise for CMCSS' implementation of the new financial, human resources, and payroll system.