

# Monthly Update and Change Request - Phase II Presentation to ITAC



## **ADE Vision**

Equity for all students to achieve their full potential

## **Mission**

The Arizona Department of Education advances equity and excellence for all students by serving school leaders, educators and staff, collaborating with communities, and leading with data-driven best practices

**Arizona Superintendent of Public Instruction**

Kathy Hoffman

## **Project Name**

ED19002 - AELAS School Finance Payment Systems

October 20, 2021

Monthly Update and Accelerated Plan Phase II Change Request

# Introductions

Kate Wright - Chief of Staff

Lyle Friesen – Associate Superintendent, School Finance

Chris Richardson – Chief Information Officer

Steve Troxel – Chief Technology Officer

Nan Nesvig – Director of Program Management

# Monthly Update (Phase II)

# Project Health Card – September 2021

\* Overall Project Health is **Green**

## Schedule



- ADE IT is currently in Requirements for Data Inputs, Budget/AFR.

## Milestones



- State Aid Payments (ADOC/ADOJC) is in UAT.
- 11/11 ADOC/ADOJC Development/QA milestones have been completed.
- Budget/AFR requirements are in progress.
- School Finance Business Team completed internal/external trainings for Phase I APOR/CHAR system

## Budget



- Total Spend to Date as of September 30, 2021 for Phase II: \$309,451

## Risks



- There are eight current risks in the project. Several of these risks are being addressed by the Change Request under consideration.

## Issues



- There are no issues in this project.

# Change Request (Phase II)

# Current Accelerated Plan

In January 2020, ITAC reviewed and approved Phase I of a three-year project scheduled to begin in February 2020 and complete in June 2023. An Accelerated Plan was approved by ITAC on August 19, 2020 which provided for the following approach:

- Phase I - Parts 1 & 2 (August 19, 2020 – June 30, 2021) Development of payments MVP for CHAR, Common and APOR.
- Phase II (July 16, 2021 – June 30, 2022) Development and requirements gathering for State Aid Payments (ADOC/ADOJC) and Budget/AFR MVP.
- Phase III (July 1, 2022 – June 30, 2023) Development and requirements gathering for should-haves CHAR, APOR and Budget/AFR.

Phase I \$3,000,000 approved; Phase II \$3,000,000 approved; Phase III \$3,000,000 appropriated but pending JLBC review and ITAC approval.

Entire plan \$9,000,000

# Change Request

To continue development and implementation of a customized school finance payment and budget system, ADE is requesting:

- *Approval of updated Phase II to add scope, budget, and extend the timeline in order to complete requirements gathering, design and development of the Budget system (Budget/AFR) minimum viable product.*

The new Budget system will provide:

- *An auditable budget tool to capture, analyze, and report on school district and charter school budgets and spending.*
- *Will ensure compliance with applicable laws and constitutional expenditure limits.*
- *Will enhance ADE's ability to implement changes enacted by policymakers as they relate to financial transparency and reporting.*

# Risks With Existing Phase II Plan

## Timeline Risks

- **Incomplete scope:** When the original Phase II timeline was written, the key Stakeholder was not present at the table, resulting in an incomplete scope of work.
- **Compromised quality:** The compressed timeline with key missing MVP scope would result in a final product which is “quality compromised” and does not meet the needs of the Stakeholder. It will also result in a much higher number of enhancements and rework to fix or add items that were omitted in the original scope of the project.
- **Stakeholder UAT schedule:** The original Budget/AFR compressed UAT timeline did not provide adequate time for the Stakeholder and his team to complete their project related testing as well as their own day to day job responsibilities.

## Key Personnel Risks

- **Key team members retired:** Two key Stakeholder team members, who have requisite knowledge of Budget/AFR, have retired within weeks of each other and therefore the amount of Business users available to work with IT on the project is severely limited.
- **New staff knowledge transfer:** The Team is mitigating risks by augmenting knowledge and skills of new staff members and will, as necessary, garner additional support.



# Summary of Changes – Proposed Updated Phase II

The IT Team conducted Discovery to right-size scope, timeline, and budget as follows:

- Increased validation of Data Input to provide LEA's opportunities to correct errors earlier
  - Added Submission Reporting features to attain greater data accuracy
  - Added User Authentication & Role Management to validate data input sources
  - Added Data Mapping to clarify data direction and end points
  - Increased scope for Calculations, Integrations, and Management UI for greater efficiencies\*
- ✓ Moved Epics Data Inputs API and Compare Versions out of Phase II and into Phase III\*\* as they were not MVP.
- ✓ Increased to eight UAT sessions to afford the Business more time to test each Epic.

\* Note: Additional details available on Slide 20

\*\*Phase III will also include new requirements and development features not yet listed

# Updated Phase II Benefits

## **Greater Team and Stakeholder Efficiencies**

- New plan accounts for all Phase II MVP (but only MVP)
- Organized to run parallel lines of requirements, development, and quality assurance throughout the project lifecycle

## **Clearer, More Comprehensive Project Management**

- Establishment of daily Stakeholder involvement ensures ADE IT's focus on fulfillment of Stakeholder needs
- Partnering with ADOA consulting/oversight and engaging them in more project activities provides the Team with additional project guidance and support.

## **Better Quality End Product for our Agency, LEAs and Other External Users**

- Now-included critical MVP features will contribute to a greater process flow and a more comprehensive build
- Effective process focus and control will help yield a timely as-promised product for use by the Agency and LEA community

## **SF Stakeholder & Team Satisfaction**

- Overall inclusion of the Stakeholder in the planning and execution processes provides assurances of correctness in all facets of the build
- The inclusion of eight UAT periods with dates chosen by the Stakeholder ensures SF Team availability and focus at critical testing junctures

# Original Phase II Timeline – ITAC Approved 6/23



# Updated Phase II Timeline

Task Name	Duration	Start	Finish
▲ APOR/CHAR Training	50 days	Tue 7/6/21	Mon 9/13/21
▶ APOR/CHAR Internal Training	1 day	Tue 7/6/21	Tue 7/6/21
▶ APOR/CHAR External Training	30 days	Tue 8/3/21	Mon 9/13/21
▲ State Agency Payments	83 days	Fri 7/16/21	Tue 11/9/21
▶ ADOC & ADJC State Aid Payment	83 days	Fri 7/16/21	Tue 11/9/21
▲ Budget/AFR - Phase II	322 days	Fri 7/16/21	Mon 10/24/22
▶ Data Input	183 days	Fri 7/16/21	Tue 4/12/22
▶ Reporting Part 1	123 days	Fri 10/15/21	Tue 4/19/22
▶ Management UI	175 days	Mon 11/1/21	Fri 7/15/22
▶ Configuration	126 days	Tue 12/21/21	Fri 6/24/22
▶ Data Processing - Calculations	201 days	Tue 12/21/21	Fri 10/7/22
▶ Reporting Part 2	152 days	Thu 3/24/22	Fri 10/21/22
▶ Payment System Integration	104 days	Tue 5/24/22	Fri 10/14/22
▲ Budget/AFR - Phase III**	55 days	Tue 10/25/22	Mon 1/9/23
SF UAT- Payment System Integration	20 days	Tue 10/25/22	Mon 11/21/22
SF UAT - Reporting Part 2	50 days	Tue 11/1/22	Mon 1/9/23

\*Detailed breakdown see slides 22 and 23

\*\* Phase III will also include new requirements and development features not yet listed

# Budget Projection – Phase II

## Original ITAC Approved Phase II Budget

Professional Services	\$ 1,502,147
Addnl. ADE Personal Services	\$ 445,770
Addnl. ADE Personal ERE	\$ 148,028
IV&V	\$ 96,000
Technical Advisors – Documentation Review	\$ 27,000
Hardware – Development Workstations	\$ 12,100
Software	\$ 87,120
License & Maintenance Fees	\$ 60,537
Contingency	\$ 150,000
<b>Total Development Cost for FY2022</b>	<b>\$ 2,528,702</b>

## Newly Proposed Phase II Budget

Professional Services	\$ 1,892,485
Addnl. ADE Personal Services	\$ 385,035
Addnl. ADE Personal ERE	\$ 122,803
IV&V	\$ 144,000
Technical Advisors – Documentation Review	\$ 0
Hardware – Development Workstations	\$ 12,100
Software	\$ 75,790
AZURE Costs	\$ 94,174
Contingency	\$ 150,000
<b>Total Development Cost for FY2022</b>	<b>\$ 2,876,387</b>

# Budget Updated Phase II – Changes/Additions

- Original Phase II ITAC Approved Budget: \$2,528,702
- New Phase II Projected Budget \$2,876,387
- **Difference Between ITAC Approved Phase II Budget and Updated Phase II Budget \$ 347,685\*\***

- *Total Appropriated Budget \$6,000,000 for Phases II and III*
- *\$3,000,000 favorably reviewed by JLBC for Phase II July 15, 2021*

*\*\*addition of four months to the original timeline*

# ADE Request for ITAC

Based on Phase I success and current progress in Phase II, adherence to the ITAC conditions, and maintaining both budget and variance throughout the project to date, ADE is requesting approval of an updated Phase II plan and additional budget allocation to complete Budget/AFR and the State Aid Payments development during FY22 and part of FY23 (a period of 16 months).

# Q & A Session



# APPENDIX

# Project Financials to Date - ITAC Approved Phase II

## ADE Phase II

ITAC Approval Date: 10/20/2021

Orig Phase II End Date: 06/30/2022

ITAC Approved Phase II Budget:	\$2,528,702														
		<b>School Finance Payment Systems Phase II</b>													
		21-Jul	21-Aug	21-Sep	21-Oct	21-Nov	21-Dec	22-Jan	22-Feb	22-Mar	22-Apr	22-May	22-Jun	Admin Adjust	FY22
Baseline Projection (\$)		\$129,716	\$211,365	\$135,400	\$189,835	\$183,681	\$182,179	\$201,505	\$171,690	\$172,283	\$203,289	\$211,748	\$536,011	\$275,198	\$2,528,702
Actual (\$)		\$0	\$52,962	\$256,490	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$309,451
Variance (\$)		\$129,716	\$158,404	(\$121,090)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$275,198	\$167,030
Variance (%)		100%	75%	-89%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	7%

The September variance is higher due to :

1. Late booking of Professional Services from August
2. Late booking of IV&V payment of \$24,000 from August

# Goal of the Proposed Accelerated Plan

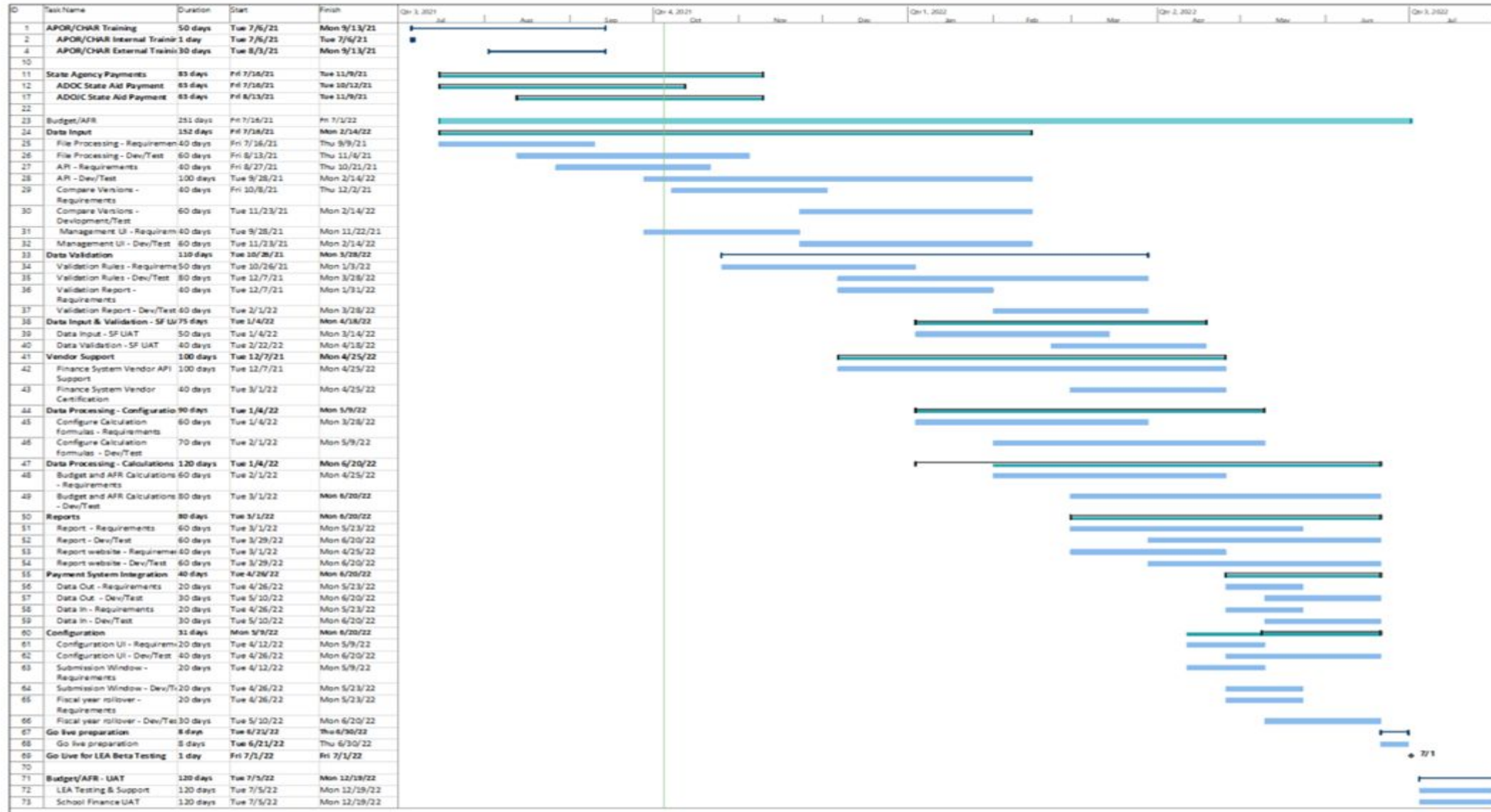
## Eliminate Legacy System & Manual Processes

- Phase I - Parts 1 & 2 (August 2020 – June 2021) Development of payments MVP for CHAR, Common and APOR. At the end of Phase I, APOR/CHAR legacy system will not be utilized for generating payments enabling retirement of that portion of the legacy system.
- Phase II (July 2021 – October 2022) Development and requirements gathering for State Aid Payments (ADOC/ADOJC) and Budget/AFR MVP. At the end of Phase II, the Budget/AFR and the State Aid Payments development will be completed (except for some UAT for Budget/AFR).
- Phase III (November 2022 – June 2023) Development and requirements gathering for should-haves for CHAR, APOR & Budget/AFR, User Acceptance Testing and deployment of miscellaneous payments and federal reporting processes.

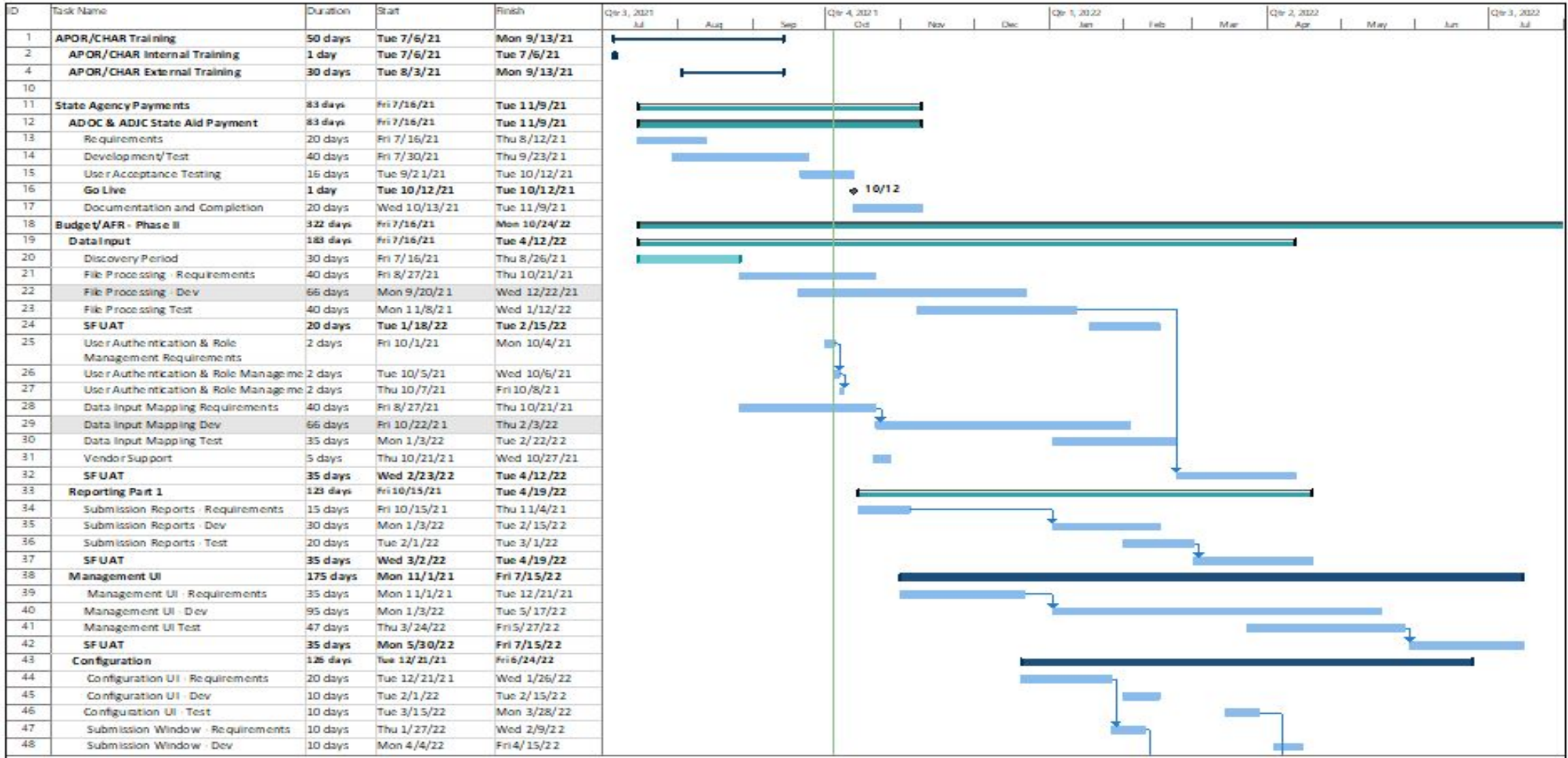
# Scope/Timeline Changes

New Phase II Changes by Epic				
Original Epic	Original Phase	Status	New Phase/Epic	Explanation of Changes
Data Inputs	II	Added Days	II - Data Input	Added new MVP scope, features not in the original plan as follows: Discovery; User Authentication & Role Mgmt; Data Input Mapping plus 5 days of Vendor Support; Also moved some non-MVP items to Phase 3 (see below)
Data Validations	II	Deleted/Merged	Phase III	Merged some features into File Processing (part of Phase II Data Input Epic); Remaining features not necessary for Phase 2 moved to Compare Versions (Phase III)
Vendor Support	II	Deleted/Merged	NA	Deleted most unnecessary functionality and reworked to use just five days and added to Data Input Epic (Phase II)
Data Processing - Configuration	II	Deleted/Merged	NA	Deleted most unnecessary functionality and merged some into Epic: Data Processing - Calculations(Phase II)
Data Processing - Calculations	II	Added Days	II - Data Processing - Calculation	Required broader scope and additional development time
Reports	II	Added Days	II - Reporting Part 1; Reports	Reporting Part 1 122 days; Reporting Part 2 152 days (excluding UAT); Added new MVP scope for Reports Submissions plus internal/external reports [Note: UAT part of Phase 3]
Management UI	Not Included	New	II - Management UI	New MVP Epic
Payment Systems Integration	II	Added Days	II - Payment System Integration	Separated into two parts: Data In and Data Out; defined additional scope [Note: UAT part of Phase 3]
Configuration	II	Deleted Days	II - Configuration	Added new MVP scope not in original plan and reworked schedule
SF UAT - Data input and Validation only; Remainder in Phase 3	II	Added Days	No longer a separate phase; placed as part of the EPICs	Separated UAT into seven releases and added days at Stakeholder request; added UAT to 5 of 7 Epics above; UAT for 2 Epics will be done in Phase 3
Go-Live Preparation & Support		Deleted/Merged	NA	Since UAT will not be complete until Phase 3 and system will not launch until beginning of next fiscal year, this has been eliminated.

# Original Phase II Timeline – ITAC Approved 6/23



# Updated Phase II Timeline by Epics and Features (1 of 2)



# Updated Phase II Timeline by Epics and Features (2 of 2)

ID	Task Name	Duration	Start	Finish	Qtr 3, 2021			Qtr 4, 2021			Qtr 1, 2022			Qtr 2, 2022			Qtr 3, 2022
					Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
49	Submission Window - Test	10 days	Thu 4/7/22	Wed 4/20/22													
50	Fiscal year rollover - Requirements	10 days	Thu 2/10/22	Thu 2/24/22													
51	Fiscal year rollover - Dev	10 days	Mon 4/25/22	Fri 5/6/22													
52	Fiscal Year Rollover - Test	10 days	Mon 5/9/22	Fri 5/20/22													
53	<b>SFUAT</b>	<b>25 days</b>	<b>Mon 5/23/22</b>	<b>Fri 6/24/22</b>													
54	<b>Data Processing - Calculations</b>	<b>201 days</b>	<b>Tue 12/21/21</b>	<b>Fri 10/7/22</b>													
55	Budget and AFR Calculations - Requirements	60 days	Tue 12/21/21	Thu 3/24/22													
56	Budget and AFR Calculations - Dev	80 days	Mon 4/4/22	Fri 7/22/22													
57	Budget and AFR Calculations - Test	40 days	Mon 7/18/22	Fri 9/9/22													
58	<b>SFUAT</b>	<b>20 days</b>	<b>Mon 9/12/22</b>	<b>Fri 10/7/22</b>													
59	<b>Reporting Part 2</b>	<b>152 days</b>	<b>Thu 3/24/22</b>	<b>Fri 10/21/22</b>													
60	Report - Requirements	50 days	Thu 3/24/22	Wed 6/1/22													
61	Report - Dev	80 days	Tue 5/24/22	Mon 9/12/22													
62	Report - Test	60 days	Mon 8/1/22	Fri 10/21/22													
63	Report website - Requirements	7 days	Fri 5/13/22	Mon 5/23/22													
64	Report website - Dev	14 days	Wed 6/1/22	Mon 6/20/22													
65	Report Website - Test	7 days	Tue 6/14/22	Wed 6/22/22													
66	<b>Payment System Integration</b>	<b>104 days</b>	<b>Tue 5/24/22</b>	<b>Fri 10/14/22</b>													
67	Data Out - Requirements	20 days	Tue 5/24/22	Mon 6/20/22													
68	Data Out - Dev	30 days	Mon 7/18/22	Fri 8/26/22													
69	Data Out - Test	15 days	Mon 8/1/22	Fri 8/19/22													
70	Data In - Requirements	20 days	Thu 6/2/22	Wed 6/29/22													
71	Data In - Dev	30 days	Thu 9/1/22	Wed 10/12/22													
72	Data In - Test	15 days	Mon 9/26/22	Fri 10/14/22													
73																	
74	<b>Budget/AFR - Phase III**</b>	<b>55 days</b>	<b>Tue 10/25/22</b>	<b>Mon 1/9/23</b>													
75	SF UAT- Payment System Integration	20 days	Tue 10/25/22	Mon 11/21/22													
76	SF UAT - Reporting Part 2	50 days	Tue 11/1/22	Mon 1/9/23													

# Post Phase I Go-Live Support & Maintenance

- Currently, the Team is providing Support & Maintenance to the School Finance Team for Phase I CHAR/APOR system. This is an ongoing process.

As of 9/29/2021					Severity				Priority		
	Opened	Resolved	In Progress	Scheduled/Backlog	Critical	High	Medium	Low	1	2	3
Bugs	5	5	0	0		0	4	1		4	1
Enhancements	57	33	17	7					2	51	4
<i>* Enhancements include those that have been brought over from UAT and Production Support post go live</i>											