Informational Update 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

Accelerated Plan Update
School Finance Payment Systems

State of Arizona Department of Education

July 21, 2021

Project Health Card

Overall Project Health is **Green**

Schedule	→	• Part of the IT Team is currently in the dev and requirements analysis stage for Phase II. • The remainder of the IT Team is working on continued enhancements development and testing. • We continue to monitor the new system's performance and support the School Finance Team as payments are run post launch.
Milestones	→	• **The new CHAR-APOR payment system launched on June 30, 2021.** • All milestones for Phase I, Parts 1 and 2 have been completed. • Per ITAC conditions, the new Phase I system has been demoed and approved by ADOA, rendering it "done".
Budget	→	
Risks	→	• All risks have been closed for Phase I. See Appendix for Risk Logs.
Issues	→	• There are no issues in this project.

June 2021 Financials			
Phase I - Part 1 Budget Forecast	$1,952,342	Phase I - Part 2 Budget Forecast	$1,227,007
Phase I - Part 1 Actuals through December 2020	$1,758,448	Phase I - Part 2 Actuals through June 2021	$1,095,343
Remaining Budget Carried Forward to Part 2	$193,894	Phase I - Part 2 Projection	$79,016
* December actuals partially supported Part 2 estimate at $70,698			
Total Spend to Date plus Projection:			$2,932,807
Total Budget Phase I/Part1 & 2			$2,985,455

Project Updates

Document Review:

- The four sets of CHAR-APOR User Manuals were approved by the DRC on June 22, 2021.

Milestone Updates, Completions & Approvals:

- All Phase I, Parts 1 and 2 milestones were completed within the scope, timeline and budget and were approved by ADOA.
- The IT Team is currently in the development and requirements analysis stage for Phase II.

Risks & Issues:

- Due to the departure of the IT Department CIO and CTO as well as the retirement of the Director of Program Management on June 30, 2021, we have opened several risks in Phase II. These positions have been filled in the interim as part of the mitigation plan.

Meetings/Communications:

- ITAC approved the Phase II Change Request on June 23, 2021
- The IT Leadership Team and ADOA are pending presentation of the Phase II JLBC Ask Report on July 15, 2021.
- The next DRC meeting is scheduled for August 27, 2021.

Big Wins!

The new Phase I CHAR/APOR system launched on June 30, 2021.

User Acceptance Testing

- ✔ **All UAT Releases were completed and approved by the Business.**
- ✔ **Two bugs are in the IT Team queue and are medium priority – no functional impact.**
- ✔ **One additional bugs is in the SF Team queue and needs to be tested in the production environment.**

SFPS APOR UAT Stats - Release #4

As of 7/8/2021

					Severity				Priority		
	Opened	Resolved	In Progress	Scheduled/Backlog	Critical	High	Medium	Low	1	2	3
Bugs	48	45	2	1	15	0	33		15	33	
Enhancements	16	8	3	5					5	9	2

Total Features Released: 22

Total Features being Tested:0

Total Features Completed Testing: 22

Total Test Cases Executed: 42

Total Number of Test cases created across all Features : 42

Q & A Session

ITAC REQUIRED REPORTING

Project Financials

ADE Phase I - Part 2

ITAC Approval Date: 12/16/2020
Phase I - Part 2 Est. End Date: 6/30/2021

ITAC Approved Phase I - Part 2 Budget:							$1,227,007									Phase I - Part 1 Actual:	$1,758,448	
ITAC Approval Date:							12/16/2020									Phase I - Part 2 Actual:	$1,095,344	
Phase 1 - Part 2 Est. End Date:							6/30/2021									Projected Spend Part 2:	$79,016	
																Unassigned Dollars:	$14,545	
																	$2,947,353	

		School Finance Payment Systems																
	February - June 2020	20-Jul	20-Aug	20-Sep	20-Oct	20-Nov	20-Dec	21-Jan	21-Feb	21-Mar	21-Apr	21-May	21-Jun	21-Jul	21-Aug	FY20	FY21	Cumulative
Baseline Projection ($)	$904,891	$331,933	$353,912	$175,548	$232,935	$179,775	$112,953	$166,566	$182,617	$195,170	$180,945	$202,261	$138,920	$55,016	$24,000	$904,891	$2,532,551	$2,903,942
Actual ($)	$608,038	$160,749	$302,351	$127,942	$226,561	$103,788	$229,019	$167,026	$169,729	$178,967	$176,653	$174,312	$228,655	N/A	N/A	$608,038	$2,245,752	$2,853,790
Variance ($)	$296,853	$171,184	$51,561	$47,606	$6,374	$75,988	($116,066)	($460)	$12,888	$16,203	$4,292	$27,949	($89,735)	N/A	N/A	$296,853	$286,799	$50,152
Variance (%)	33%	106%	17%	37%	3%	73%	-51%	0%	8%	9%	2%	16%	-39%	N/A	N/A	33%	11%	2%

APOR Project Milestones

Milestones	Start	Finish	% Complete
APOR Phase I – Part 2 Requirements	01/5/21	04/12/21	100%
Data Input	12/8/2020	02/1/2021	100%
Equalization Base Calculation APOR	12/8/2020	03/1/2021	100%
Adjustments - APOR	02/2/2021	04/26/2021	100%
Workflow - APOR	01/19/2021	03/29/2021	100%
Monthly Payment Calculation - APOR	03/2/2021	04/12/2021	100%
Reports - APOR	02/2/2021	04/12/2021	100%
Hardening & Integration Testing 1	04/13/2021	04/26/2021	100%
Cash Advance	04/13/2021	05/24/2021	100%
Rollover	04/13/2021	05/24/2021	100%
Configuration	04/27/2021	05/24/2021	100%
Hardening & Integration Testing 2	05/25/2021	06/7/2021	100%
User Acceptance Testing	02/16/2021	06/21/2021	100%
Phase II Analysis & Preparation	03/30/2021	05/24/2021	100%
LEA Communication & Training	03/30/2021	06/21/2021	100%
Go-Live Preparation	06/22/2021	06/30/2021	100%
Go Live	07/01/2021	07/01/2021	100%

Phase II Project Milestones

Milestones	Start	Finish	% Complete
APOR/CHAR Training	07/06/2021	09/13/2021	0%
State Agency Payments - ADOC State Aid Payments	07/06/2021	10/12/2021	0%
State Agency Payments - ADOJC State Aid Payment	08/03/2021	11/09/2021	0%
Budget/AFR - Data Validation	10/26/2021	03/28/2022	0%
Budget/AFR - Data Input & Validation UAT	01/04/2022	04/18/2022	0%
Budget /AFR - Vendor Support	12/07/2021	04/25/2022	0%
Budget/AFR Data Processing Configuration	01/04/2022	05/09/2022	0%
Budget/AFR Data Processing Calculations	01/04/2022	06/20/2022	0%
Budget/AFR Reports	03/01/2022	06/20/2022	0%
Budget/AFR - Payment System Integration	04/26/2022	06/20/2022	0%
Budget/AFR - Configuration	05/09/2022	06/20/2022	0%
Budget/AFR - Go Live Prep	06/21/2022	06/30/2022	0%
Budget/AFR - Go Live for LEA Beta Testing	07/01/2022	07/01/2022	0%
Budget/AFR - UAT	07/05/2022	12/19/2022	0%

APPENDIX

Project Team & Background

Project Team

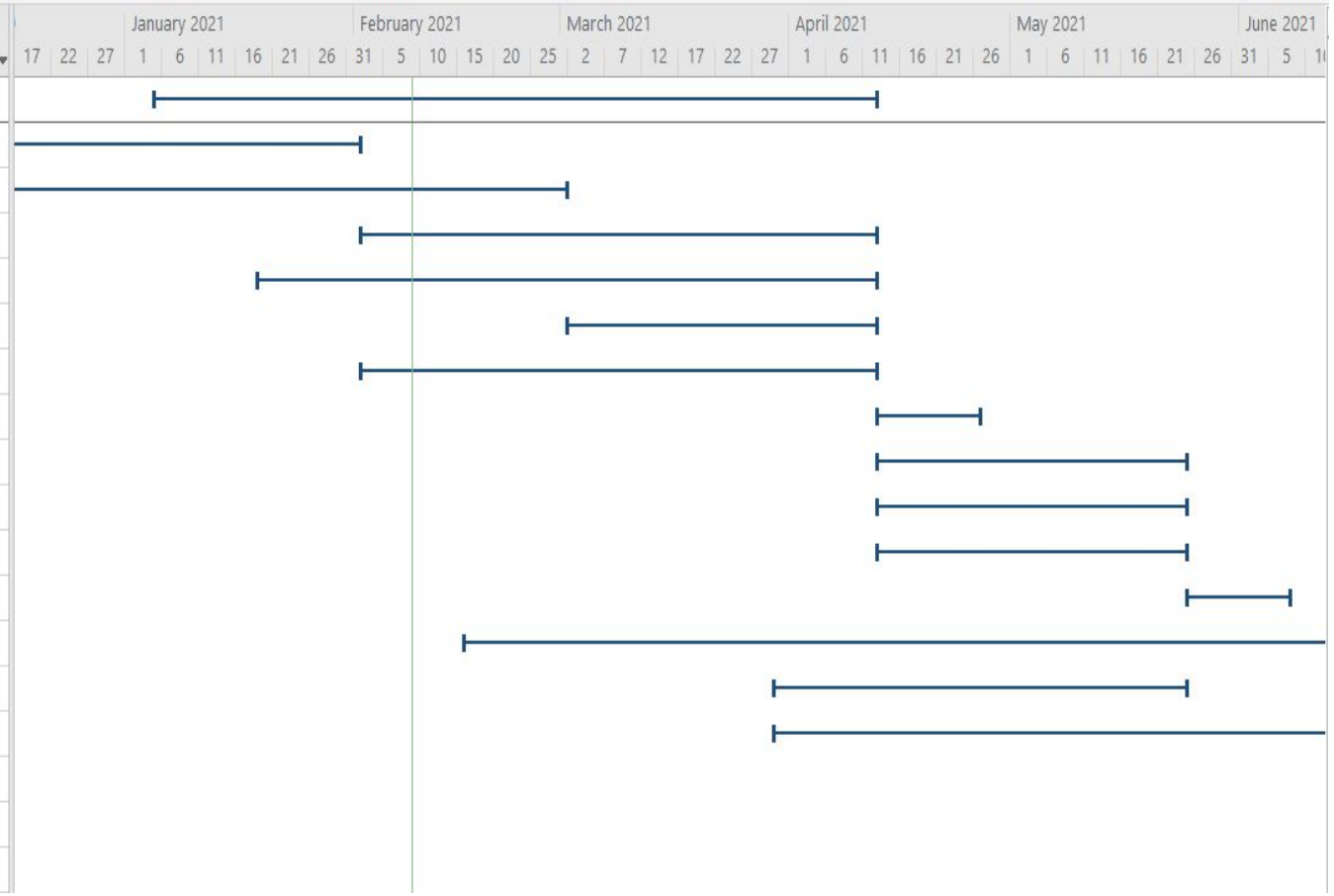
- Whitney Marsh - Deputy Chief of Staff
- Lyle Friesen – Associate Superintendent, School Finance
- Chris Richardson– Interim Chief Information Officer
- Steve Troxel– Interim Chief Technology Officer
- Nan Nesvig – Interim Dir of Program Management & Senior IT Project Manager

Background

- ADE School Finance is responsible for processing student data and calculating approximately $6 billion per year in state aid funding to school districts and charter schools in Arizona.
- The current business process is built around an unsupported legacy technology platform that is a collection of web and desktop applications, Excel spreadsheets and manual calculations, which are processing the payment streams.
- The goal of the School Finance Payment System project is to streamline the various payment processes under a unified system that is automated, accurate, auditable, transparent and maintainable.

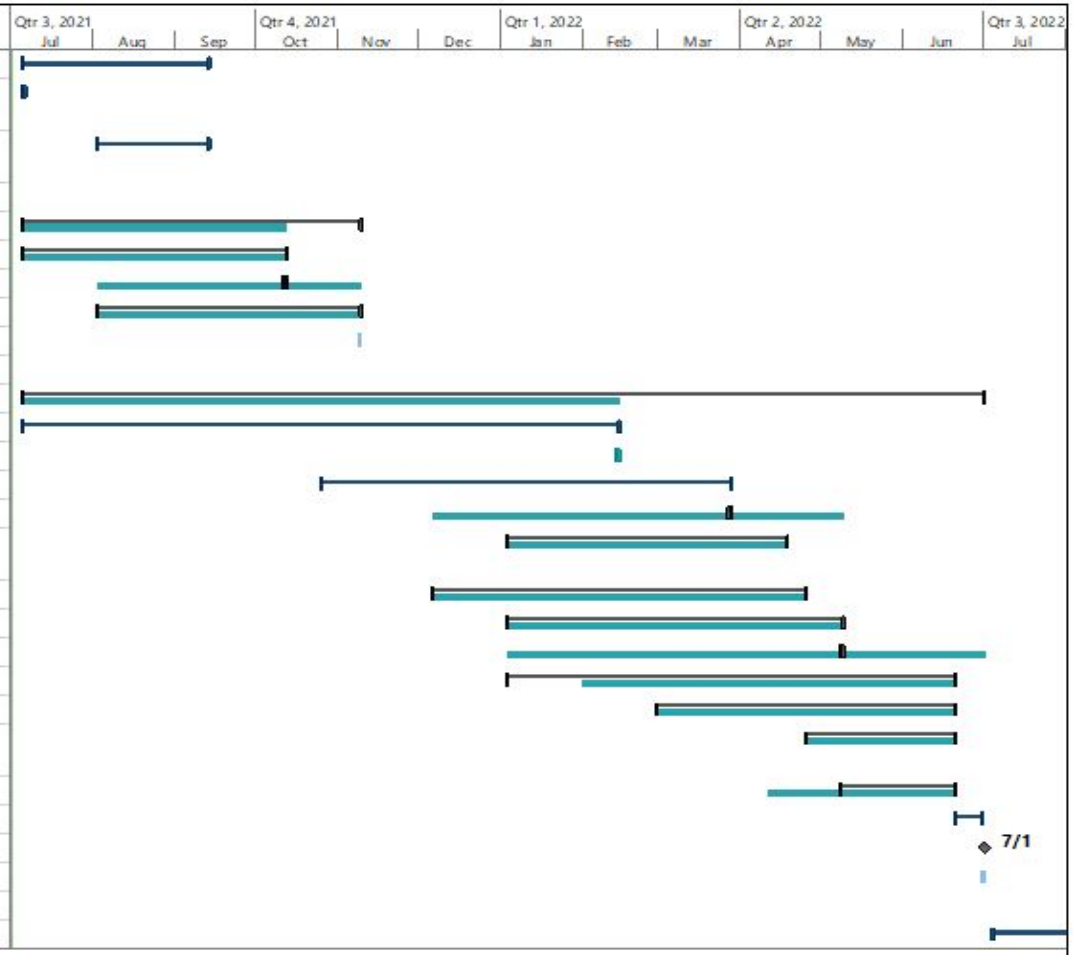
Project Schedule & Task Status Phase I – Part 2

Task Name	Duration	Start	Finish
APOR Part 2 Requirements	70 days	Tue 1/5/21	Mon 4/12/21
Data Input	40 days	Tue 12/8/20	Mon 2/1/21
APOR Equalization Base Calculation	60 days	Tue 12/8/20	Mon 3/1/21
Adjustments	50 days	Tue 2/2/21	Mon 4/12/21
Workflow	60 days	Tue 1/19/21	Mon 4/12/21
APOR Monthly Payment Calculations	30 days	Tue 3/2/21	Mon 4/12/21
Reports	50 days	Tue 2/2/21	Mon 4/12/21
Hardening & Integration Testing 1	10 days	Tue 4/13/21	Mon 4/26/21
Cash Advance	30 days	Tue 4/13/21	Mon 5/24/21
Rollover	30 days	Tue 4/13/21	Mon 5/24/21
Configuration	30 days	Tue 4/13/21	Mon 5/24/21
Hardening & Integration Testing 2	10 days	Tue 5/25/21	Mon 6/7/21
User Acceptance Testing	90 days	Tue 2/16/21	Mon 6/21/21
Phase II analysis and preparation	40 days	Tue 3/30/21	Mon 5/24/21
LEA Communication and Training	60 days	Tue 3/30/21	Mon 6/21/21
Go-live preparation	7 days	Tue 6/22/21	Wed 6/30/21
Go Live	1 day	Thu 7/1/21	Thu 7/1/21



Project Schedule & Task Status Phase II

ID	Task Name	Duration	Start	Finish
1	APOR/CHAR Training	50 days	Tue 7/6/21	Mon 9/13/21
2	APOR/CHAR Internal Training	1 day	Tue 7/6/21	Tue 7/6/21
4	APOR/CHAR External Training	30 days	Tue 8/3/21	Mon 9/13/21
10				
11	State Agency Payments	91 days	Tue 7/6/21	Tue 11/9/21
12	ADOC State Aid Payment	71 days	Tue 7/6/21	Tue 10/12/21
17	Critical Deliverable #1	1 day	Tue 10/12/21	Tue 10/12/21
18	ADOJC State Aid Payment	71 days	Tue 8/3/21	Tue 11/9/21
23	Critical Deliverable #2	1 day	Tue 11/9/21	Tue 11/9/21
24				
25	Budget/AFR	259 days	Tue 7/6/21	Fri 7/1/22
26	Data Input	160 days	Tue 7/6/21	Mon 2/14/22
35	Critical Deliverable #3	1 day	Mon 2/14/22	Mon 2/14/22
36	Data Validation	110 days	Tue 10/26/21	Mon 3/28/22
41	Critical Deliverable #4	1 day	Mon 3/28/22	Mon 3/28/22
42	Data Input & Validation - SF UAT	75 days	Tue 1/4/22	Mon 4/18/22
45	Vendor Support	100 days	Tue 12/7/21	Mon 4/25/22
48	Data Processing - Configurati	90 days	Tue 1/4/22	Mon 5/9/22
51	Critical Deliverable #5	1 day	Mon 5/9/22	Mon 5/9/22
52	Data Processing - Calculation	120 days	Tue 1/4/22	Mon 6/20/22
55	Reports	80 days	Tue 3/1/22	Mon 6/20/22
60	Payment System Integration	40 days	Tue 4/26/22	Mon 6/20/22
65	Configuration	31 days	Mon 5/9/22	Mon 6/20/22
72	Go live preparation	8 days	Tue 6/21/22	Thu 6/30/22
74	Go Live for LEA Beta Testing	1 day	Fri 7/1/22	Fri 7/1/22
75	Critical Deliverable #6	1 day	Fri 7/1/22	Fri 7/1/22
76				
77	Budget/AFR - UAT	120 days	Tue 7/5/22	Mon 12/19/22



Risk Log – Phase I

Risk ID	Opened	Description	Justification	Mitigation Plan	Status	Status Date
R001	3/20/2020	CHAR Design Delay	Approvers not available	Completed when approvers returned from vacation	Closed	3/26/2020
R002	3/20/2020	COVID-19 Delay	Interim delay due to COVID	Once Teams were estabished, telecommuting due to COVID no longer a threat	Closed	5/28/2020
R003	5/8/2020	ADOA RFP			Moved	6/5/2020
R004	5/15/2020	Req Deadline Extended	APOR requirements added to plan which were not in the PIJ; delayed requirements were not crucial to or delayed beginning dev activities	Completed CHAR Requirements	Closed	7/31/2020
R005	6/11/2020	Multiple Doc Revisions and approval lag time causing delays	Ongoing and repetitive document reviews/revisions by Technical Advisors have delayed timely provision of docs to other reviewers and Doc R&A Committee	Re-establish a new schedule and protocol for review of documents by the Technical Advisors so that timely provision to other parties can be maintained	Closed	10/9/2020
R006	9/25/2020	Non-approval of funding for Phase I-Part 2 APOR Development	Funding for Phase I-Part 2 APOR Development needs to be approved by ITAC before the development can begin, which poses certain threat of delay in development completion activities and subsequent release of both CHAR and APOR components by July 1, 2021	Request for approval to allocate funds for completion of Phase I-Part 2 APOR Development	Closed	12/16/2020
R007	10/30/2020	Rework of APOR development milestones associated with requirements which have not been previously approved by the DRC	In an effort to continue meeting the parameters of the AP timeline, APOR development milestones will begin before all requirements are approved by the DRC. Should the DRC disapprove any of these requirements, ADE IT assumes the risk of rework to comply with DRC changes.	Attempt to develop milestones which have already been approved by DRC; in the event that is not possible, plan ahead for resource and time allocation for any potential rework.	Closed	6/1/2021
R008	12/14/2020	Immediate QA Lead Resource Replacement	Because the current QA Lead is unable to continue working on the SFPS project after 12/24/2020, and in order to conduct knowledge transfer, and maintain timely consistent performance and leadership in the QA project team, there is an urgent need to replace the QA Lead position on an immediate basis.	Mitigation Plan #1: Assign a current ADE IT FTE QA with a School Finance background who can transition to the QA Lead position immediately and ahead of the departure date of the original QA Lead. Mitigation Plan #2: Open the position to the public, accept resumes, and conduct interviews for a new QA Lead , a process which could take 6-8 weeks.	Closed	2/2/2021
R009	1/11/2021	School Finance Business Team may not be able to timely conclude and complete all aspects of CHAR UAT before the Milestone expiration date	Due to a significantly compressed and accelerated timeline for CHAR UAT and the Business' workload outside of the project, the School Finance Business Team may not be able to meet the February 12, 2021 deadline to conclude and complete all aspects, including retesting of rework, of CHAR UAT.	1. Conduct weekly meetings to determine how the Business Team is doing in UAT; 2. Monitor the Business Team's availability and workload outside of the project; 3. If the Business Team is unable to complete all testing and return findings to the IT Team by January 29, 2021, escalate the risk to an issue.	Closed	2/16/2021

Issues Log – Phase I

Issue ID	Opened	Description	Justification	Mitigation Plan	Status	Status Date
I001	2/24/2020	Delay ADOA-ASET Review & Approval Committee Docs	Milestone delayed for review by ADOA-ASET	ADOA-ASET final approval closed this Issue	Closed	3/26/2020
I002	3/26/2020	Delay ADOA-ASET added 3rd Party oversight/Tech Advisors	Secondary assignment of 3rd party oversight by ADOA-ASET	ADOA-ASET final approval closed this Issue	Closed	4/3/2020
I003	3/26/2020	Delay by ADOA-ASET in Comm plan approval	Nonapproval of Communication Plan and revisions by ADOA-ASET delayed completion	Communication Plan was approved in original version format and three milestones added for future revisions	Closed	4/3/2020
I004/R003	5/8/2020	ADOA-ASET RFP	ADOA-ASET RFP plan put project at significant risk of completion; closed due to submission of AP by ADE IT	RFP plan by ADOA-ASET was set aside in the interest of completing the ADE AP and presenting that Plan to ITAC for approval	Closed	6/5/2020