ADE Mission

The mission of the Arizona Department of Education is to serve Arizona's education community, ensuring every child has access to an excellent education.

**Arizona Superintendent of Public Instruction
Kathy Hoffman**

Project Name:

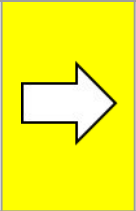ED19002 - AELAS School Finance Payment Systems

Accelerated Plan Update
School Finance Payment Systems

State of Arizona Department of Education

January 20, 2021

* Overall Project Health is Green

Schedule	→	• The Development and Business Analysts Teams have completed development objectives and requirements for Phase I – Part 1.
Milestones	→	• A total of 35 of 36 Milestones have been completed to date for Phase I – Part 1. • Overall CHAR Development Milestones are 100% completed. • Overall Phase I – Part 1 APOR Requirements Milestones are 100% completed. • CHAR UAT is 60% completed and will run through February 12, 2021. • The Communication Plan Revision #3 Milestone was completed and closed.
Budget	⇒	Phase I - Part 1 Budget: $1,952,342 Actuals through November 2020: $1,529,429 Budget Remaining – Carry Forward: $ 241,564
Risks	→	• One risk was mitigated (closed) and two new risks were added to the log this past month. A total of three risks are currently open. See Appendix for Risk Log.
Issues	→	• There are no current issues in this project.

Project Updates

Document Review:

- The APOR Data Inputs FRD Version 6.1, Mock-Ups, Traceability Matrix and Acronyms and Glossary documents, the Agile Roadmap, Roles & Permissions, System Architecture and Data Flow Diagram have been approved by the DRC.

- The Test Strategy & Plan, FRD Version 8.0 and Acronyms and Glossary for Phase I – Part 2 are in the final stages of review by the Technical Advisors. The Agile Roadmap and Traceability Matrix have been approved. All documents are being prepared for the upcoming DRC meeting.

Milestone Completion/Approvals:

- All CHAR Development Milestones and APOR Requirements Milestones for Phase I – Part 1 have been completed. The only remaining Milestone is CHAR UAT.

- All five UAT Releases have been provided to the Business. The CHAR UAT Milestone is at 60% and due to be timely completed by 2/12/2021.

- The ADE IT Team has begun APOR development.

Meetings/Communications:

- At the December ITAC meeting, the Phase I – Part 2 Change Request was presented and approved.

- The next DRC meeting is scheduled for January 29, 2021.

- One risk has been closed due to approval of Change Request by ITAC for Phase I – Part 2.

Q & A
Session

ITAC REQUIRED REPORTING

ADE Phase I - Part 1

ITAC Approval Date: 8/19/2020
Phase I - Part 1 Est. End Date: 12/22/2020

ITAC Approved Phase I - Part 1 Spend:	$1,952,342					Spend to Date:	$1,529,429
ITAC Approval Date:	8/19/2020					Projected Spend:	$241,564
Phase 1 - Part 1 Est. End Date:	12/22/2020						$1,770,993

	February - June 2020	School Finance Payment Systems							
		July	August	September	October	November	December	FY20	FY21	Cumulative
Baseline Projection ($)	$904,891	$331,933	$353,912	$175,548	$232,935	$179,775	$179,775	$904,891	$1,453,878	$2,358,769
Unspent Prior Projection ($)	N/A	N/A	N/A	$56,519	$81,338	$68,874	$130,611	N/A	N/A	N/A
ADE Adjusted Projection ($)	N/A	N/A	N/A	$232,067	$314,273	$248,649	N/A	N/A	N/A	N/A
Actual ($)	$608,038	$160,749	$302,351	$127,942	$226,561	$103,788	N/A	$608,038	$921,390	$1,529,428
* Encumbrance ($)	N/A	N/A	N/A	$70,478	$22,639	$107,893	N/A	N/A	$201,010	$201,010
** Obligated ($)	N/A	$147,100	$56,519	$10,860	$46,235	$22,718	N/A	N/A	$283,432	$283,432
**** Variance ($) to Adjustment	$296,853	$24,084	($4,958)	$22,787	$18,838	$14,251	N/A	$296,853	$48,046	$344,899
**** Variance (%) to Adjustment	33%	7%	-1%	10%	6%	6%	N/A	33%	3%	15%

* Encumbrance - Represents Professional Services and IV&V	
** Obligated - Represents Personal Services, ERE, AZURE, InfoTech Documentation Review and Software	
*** Variance - Red #'s represents over spent and black #'s represents under spent	
**** Variance to Adjusted Budget	

November Outstanding Encumbrances and Obligations	
Guidesoft outstanding invoices; weekending 11/8,11/15,11/22 & 11/29	$94,024
Outstanding invoice Resharper Software .NET Tools and 2 laptops	$8,860
Outstanding AZURE chargebacks Aug - Nov	$4,289
Outstanding Info-Tech Documentation Review invoices	$720
Last Pay Period of Professional Services/ERE posted to November	$22,718
Total	$130,611

Char & Common Project Milestones

Milestones	Start	Finish	% Complete
CHAR & Common Requirements	**Mon 2/3/20**	**Fri 7/31/20**	**100%**
Data Input - CHAR/Common	**Mon 5/25/20**	**Mon 8/24/20**	**100%**
Equalization Base Calculation CHAR/Common	**Mon 6/22/20**	**Mon 8/31/20**	**100%**
Adjustments - CHAR/Common	Mon 8/3/20	Fri 11/27/20	100%
Workflow - Common	Mon 8/17/20	Wed 11/11/20	100%
Reports - CHAR/Common	**Tue 9/1/20**	**Mon 11/2/20**	**100%**
Monthly Payment Calculation - CHAR/Common	Mon 10/5/20	Fri 12/4/20	100%
Review & Approval - Common	Mon 10/5/20	Mon 12/7/20	100%
Transfer - Common	**Wed 10/14/20**	**Fri 11/6/20**	**100%**
Report & Memo Publishing - Common	**Tue 11/3/20**	**Thu 11/19/20**	**100%**
External Agency Output - Common	Mon 11/23/20	Wed 12/16/20	100%
Integration Testing	Tue 12/1/20	Fri 12/18/20	100%
User Acceptance Testing	Mon 11/2/20	Fri 2/12/21	60%

APOR Project Milestones

Milestones	Start	Finish	% Complete
Data Input - APOR	Mon 8/17/20	Tue 9/22/20	100%
APOR Calculations - APOR	Wed 9/23/20	Tue 11/24/20	100%
Adjustments - APOR	Wed 11/25/20	Tue 12/22/20	100%

APPENDIX

Project Team & Background

Project Team

- Whitney Marsh - Deputy Chief of Staff
- Lyle Friesen – Associate Superintendent, School Finance
- Satish Pattisapu – Chief Information Officer
- Britto Augustine – Chief Technology Officer
- Cathy Beck – IT Program Manager
- Nan Nesvig – 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.

Task Name	Duration	Start	Finish	% Complete	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
▷ Common & CHAR Requirements & Design	130 days	Mon 2/3/20	Fri 7/31/20	100%									
▷ Payment System .Net Core Upgrade	45 days	Mon 3/30/20	Fri 5/29/20	100%									
◢ CHAR & Common Development	150 days	Mon 5/25/20	Fri 12/18/20	100%									
▷ Data Input	65.75 days	Mon 5/25/20	Mon 8/24/20	100%									
▷ Equalization Base Calculation	50.25 days	Mon 6/22/20	Mon 8/31/20	100%									
▷ Adjustments	85 days	Mon 8/3/20	Fri 11/27/20	100%									
▷ Workflow	62.5 days	Mon 8/17/20	Wed 11/11/20	100%									
▷ Monthly Payment Calculation	45 days	Mon 10/5/20	Fri 12/4/20	100%									
▷ Review & Approval	45.5 days	Mon 10/5/20	Mon 12/7/20	100%									
▷ Transfer	17.5 days	Wed 10/14/20	Fri 11/6/20	100%									
▷ Report & Memo Publishing	12.25 days	Tue 11/3/20	Thu 11/19/20	100%									
▷ Reports	44.5 days	Tue 9/1/20	Mon 11/2/20	100%									
▷ External Agency Output	17.5 days	Mon 11/23/20	Wed 12/16/20	100%									
▷ Integration Testing	14 days	Tue 12/1/20	Fri 12/18/20	100%									
▷ User Acceptance Testing	75 days	Mon 11/2/20	Fri 2/12/21	60%									
◢ APOR Requirements	92 days	Mon 8/17/20	Tue 12/22/20	100%									
▷ Data Input	27 days	Mon 8/17/20	Tue 9/22/20	100%									
▷ APOR Calculations	212 days	Mon 2/3/20	Tue 11/24/20	100%									
▷ Adjustments	20 days	Wed 11/25/20	Tue 12/22/20	100%									

Project Schedule & Task Status Phase I – Part 2

Task Name	Duration	Start	Finish	% Complete
Data Input	40 days	Tue 12/8/20	Mon 2/1/21	0%
APOR Equalization Base Calculation	60 days	Tue 12/8/20	Mon 3/1/21	0%
Adjustments	60 days	Tue 2/2/21	Mon 4/26/21	0%
Workflow	50 days	Tue 1/19/21	Mon 3/29/21	0%
APOR Monthly Payment Calculations	30 days	Tue 3/2/21	Mon 4/12/21	0%
Reports	50 days	Tue 2/2/21	Mon 4/12/21	0%
Hardening & Integration Testing 1	10 days	Tue 4/13/21	Mon 4/26/21	0%
Cash Advance	30 days	Tue 4/13/21	Mon 5/24/21	0%
Rollover	30 days	Tue 4/13/21	Mon 5/24/21	0%
Configuration	20 days	Tue 4/27/21	Mon 5/24/21	0%
Hardening & Integration Testing 2	10 days	Tue 5/25/21	Mon 6/7/21	0%
User Acceptance Testing	90 days	Tue 2/16/21	Mon 6/21/21	0%
Phase II analysis and preparation	40 days	Tue 3/30/21	Mon 5/24/21	0%
LEA Communication and Training	60 days	Tue 3/30/21	Mon 6/21/21	0%
Go-live preparation	7 days	Tue 6/22/21	Wed 6/30/21	0%
Go Live	1 day	Thu 7/1/21	Thu 7/1/21	0%

Risk Log

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.	Open	N/A
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.	Open	N/A
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.	Open	N/A

Issues Log

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