

# Monthly Update - 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

September 15, 2021

Monthly Update Phase II – August, 2021

# Project Health Card – August 2021

\* Overall Project Health is **Green**

<b>Schedule</b>		<ul style="list-style-type: none"><li>• ADE IT is currently in QA for State Aid Payments, ADOC/ADOJC.</li><li>• Internal/External School Finance Business training will timely complete on September 13, 2021.</li></ul>
<b>Milestones</b>		<ul style="list-style-type: none"><li>• State Aid Payments requirements milestone has been completed.</li><li>• 10/11 ADOC/ADOJC Development/QA milestones are in progress.</li><li>• Budget/AFR requirements are in progress.</li></ul>
<b>Budget</b>		<ul style="list-style-type: none"><li>• See slide 3 for Phase II Budget information</li></ul>
<b>Risks</b>		<ul style="list-style-type: none"><li>• There are nine current risks in the project.</li></ul>
<b>Issues</b>		<ul style="list-style-type: none"><li>• There are no issues in this project.</li></ul>

# Budget Actuals & Projection – Phase II

ITAC Approved Phase II Budget:	\$2,528,702													
		<b>School Finance Payment Systems Phase II</b>												
		<b>21-Jul</b>	<b>21-Aug</b>	<b>21-Sep</b>	<b>21-Oct</b>	<b>21-Nov</b>	<b>21-Dec</b>	<b>22-Jan</b>	<b>22-Feb</b>	<b>22-Mar</b>	<b>22-Apr</b>	<b>22-May</b>	<b>22-Jun</b>	<b>FY22</b>
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	\$2,528,702
Actual (\$)		\$0	\$52,962	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,962
Variance (\$)		\$129,716	\$158,404	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$288,120
Variance (%)		100%	75%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11%

## Variance Explanations:

- July contractor invoices from the vendor were submitted late and will book in September.
- Process change to book the IV&V invoice will be reflected in September.
- Technology charges for SW/Azure did not occur in August as forecasted and will book in September.

# Phase II Progress

## **Current Focus of the Program**

To modernize “Charter School Payments” or “CHAR” and "School District Payments" or "APOR", including CHAR and APOR for Phase I - Parts 1 & 2 and School Finance Business Team Trainings, State Aid Payment and Budget/AFR for Phase II of a three-phased project that supports \$6 billion in state aid payments.

## **Snapshot of Work to Date: Requirements & Development Phase II**

- State Aid Payments requirements milestone has been completed.
- 10/11 ADOC/ADJC Development/QA milestones are in progress.
- Budget/AFR requirements are in progress.
- School Finance Business Team internal/external trainings are due to timely complete by their deadline of September 9, 2021.
- Currently in the process of completing the new Phase II timeline and budget in preparation of the Change Request for the October ITAC meeting.

# New Phase II Change Request Update

**In partnership with ADOA, ADE IT has begun the process of reworking the Phase II timeline, scope, and budget to more accurately reflect work to be accomplished during this phase of the project**

- ADE IT Team and key Stakeholders engaged in two months of discovery to determine missing components of the original scope.
- Multiple key aspects of the MVP were missing, causing ADE IT to re-evaluate the entire scope.
- The ADE IT Team, ADOA and our Stakeholder joined together to rework scope, timeline and budget for a new Phase II plan.
- We anticipate the new Phase II to add four months to the timeline and increase the budget by more than \$500K.
- Details will be provided to ADOA oversight for evaluation prior to the October 20, 2021 ITAC Change Request meeting.

# Q & A Session

# APPENDIX

# Original Phase II Timeline – ITAC Approved 6/21

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



# Risks- Phase II

	A	B	C	D	E	F	G
	Risk ID	Opened	Description	Justification	Mitigation Plan	Status	Status Date
1	R001	7/1/2021	CIO is leaving ADE IT department and a successor has not yet been appointed	The CIO is an active member of the SFPS team, leader and decision maker and his absence will raise a risk until he is replaced and his predecessor comes up to speed on the project	1) Appoint an interim CIO; 2) Hire a permanent CIO; 3) CIO to come up to speed on the project	Closed	8/10/2021
2	R002	7/1/2021	CTO is leaving ADE IT department and a successor has not yet been appointed	The CTO is an active member of the SFPS team, leader and decision maker and possesses significant technical knowledge about the project; his absence will raise a risk until he is replaced and his predecessor comes up to speed on the project	1) Appoint an interim CTO; 2) Hire a permanent CTO; 3) CTO to come up to speed on the project	Closed	8/10/2021
3	R003	7/1/2021	Director of PMO is leaving ADE IT department and a successor has not yet been appointed	The Dir. of PMO is an active member of the SFPS team, leader and decision maker, creates, updates and manages the project budgets and forecasts and manages resource allocation and her absence will raise a risk until she is replaced and her predecessor comes up to speed on the project	1) Appoint an interim PMO Director; 2) Hire a permanent PMO Director; 3) PMO Director to come up to speed on the project	Closed	8/10/2021
4	R004	7/1/2021	Removing a month from the ADOC and ADDOC timelines will require additional resources and potential budget increase	ADDA is requesting that ADE IT remove a month from the ADOC and ADDOC schedule in order to complete these epics faster; however, doing so will result in our need for an additional developer and QA to escalate both requirements and development of these items.	1) Rewrite the timeline to remove one month's time from requirements, development, QA and UAT at the request of ADDA; 2) Add one 100% additional developer to the team; 3) add 100% additional QA to the team to gather requirements; 4) Add both new resources to the Budget	Open	
5	R005	7/1/2021	Removing a month from the ADOC and ADDOC timelines will result in a final product which could be "quality compromised" because it has undergone less than adequate development, QA test and UAT time during development.	The original timelines were established with a successful build in mind, providing for ample development, QA test and UAT time. ADDA is requesting a compressed timeline. In order to make a shortened timeline deadline, more comprehensive and time consuming test protocol may not be available to the QA team (due to abbreviated timeline) and a final product with higher level testing will be released to the Business. This, then, could result in more bugs, and rework time (time away from regular development and QA testing) should errors in functionality arise.	1) Team review of requirements to assure understanding before development begins; 2) Curious Dev testing at select intervals during development; 3) Advance test analysis and criteria documentation with reviews by dev to assure the most expedient test timeframe; 4) Identification of critical issues and attempt to resolve before moving to UAT; 5) Once moved to UAT, communication of any outstanding issues to the Business team and assignment of those issues/bugs to an IT team member for resolution.	Open	
6	R006	7/10/2021	ADOC and ADDOC abbreviated UAT schedule requested by ADDA may not be sustainable by the Stakeholder and Business team. The Stakeholder and Business team have limited resources and time to conduct UAT. Escalating their timeline will cut into their regular job responsibilities which could have a detrimental effect on their regular job performance.	ADDA is requesting a compressed UAT period for this project. The Stakeholder and Business team can only allocate so much time to UAT and customarily, it is in addition to time allocated to their regular job. If the timeline is compressed, it will cause them to focus solely on UAT and forego their regular job responsibilities which could negatively influence their jobs and cause undue stress to the team.	1) The Business team may need to add additional resources to the project which could result in an increase in the Budget; 2) The Business team may need to work overtime to complete their own job responsibilities and UAT on a compressed timeline resulting in an increase to the Budget; 3) There may need to be a knowledge transfer if the Business team adds a resource to the project.	Open	
7	R007	7/10/2021	ADDA requested Critical Deadline sign off dates for ADOC and ADDOC and they may not be attainable. ADDA has requested that we complete both ADOC and ADDOC before October 1, 2021 which is 2+ months ahead of our original timeline and prepare to demo a functional product according to their Critical Deadline date.	The ADDA requested deadline to complete the ADOC and ADDOC pieces of Phase II may be unattainable for all the risks as listed in R004, R005, and R004. The IT Team may not be able to complete a fully functional product by the date requested by ADDA.	1) Demo whatever has been completed to date on the ADDA requested Critical Deadline date; 2) Forego the date and document all reasons why the date is unattainable, then 3) file a Corrective Action notice explaining why IT could not meet the date.	Open	
8	R008	7/10/2021	ADDA requested abbreviated timeline for ADOC and ADDOC potential deployment will result in an interruption in payment streams to the entities. ADDA has requested a deployable product on or around October 2021 for ADOC and ADDOC; ADE IT and SF planned to complete the items by 12/7/2021 and deploy them on or around 7/1/2022.	The ADOC and ADDOC payments are made in nine intervals throughout the fiscal year; deploying the application before 7/1/2022 will result in an interruption in payment streams and sequence and cause the Business team to engage in manual corrections and possible distribution of funds to these entities. The new system payments need to begin being made after FY22 ends.	1) Effectuate payments manually if ADDA demands that the system be deployed before 7/1/2022.	Open	
9	R009	7/10/2021	ADDA requested Critical Deadline sign off dates for AFR/Budget may be unattainable. ADDA has requested that we complete AFR/Budget in deployable format on or before April 1, 2022 which is 2+ months ahead of our original timeline and prepare to demo a functional product according to their Critical Deadline date.	Deploying the application before 7/1/2022 will cause an issue with the LEA reporting and SF documentation, thus causing an issue with payments.	1) Wait to deploy AFR / Budget until it is fully tested and after the close of FY22 to maximize efficiencies and accuracy of payments; 2) set a new critical deadline date after 7/1/2022.	Open	
10	R010	8/10/2021	Rework of Phase II 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, Phase II 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	
11		8/24/2021			1) Leverage Stakeholder's knowledge in smaller information gathering sessions and over a longer period of time in order to gain as much knowledge transfer as possible; 2) Possibly bring back one of the retired employees on a consulting basis to assist with information gathering until the Stakeholder is satisfied that all relevant data is transferred; 3) Exact information gathering sessions with Stakeholder and other Budget/AFR knowledge-rich employees currently at ADE in the event others recall additional information	Open	
12	R011	8/27/2021	Critical employees with Budget/AFR background have retired leaving gap in knowledge transfer	The Stakeholder raised a risk that his two key employees with more than 90% Budget/AFR background have retired from ADE, leaving a gap in knowledge of this part of Phase II. The Stakeholder is the only other person who knows Budget/AFR to this extent, and he may be unable to recall all information or have the time/capacity to provide all of the information.	1) Jointly reconcile the project budget (ADDA Budget office and ADE Finance/Program team) to minimize errors and contribute to a timely disbursement schedule; 2) Communicate timing and amount by and between parties to open discussions and understand rationale behind disbursements; 3) Determine any changes to the payment amounts and communicate them prior to the calendar date for distribution of funds by ADDA Budget office; 4) Continue to work in partnership to improve communication and minimize errors or misunderstandings in order to maintain adequate project funding.	Open	
13	R012		Coordinate timing and expectations of payment for project budget with ADDA Budget office and ADE Finance/Program team	Looking to create a common understanding of how the budget will be disseminated and timing of the budget allocations by and between ADDA Budget office and the ADE Finance/Program team			

# Phase I CHAR-APOR Post 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.

APOR/CHAR Post Go Live Stats											
As of 8/25/2021					Severity				Priority		
	Opened	Resolved	In Progress	Scheduled/Backlog	Critical	High	Medium	Low	1	2	3
Bugs	5	4	1	0		0	4	1		4	1
Enhancements	53	10	21	22					1	48	4
<i>* Enhancements include those that have been brought over from UAT and Production Support post go live</i>											