

Project Name

ED19002 - AELAS School Finance Payment Systems

State of Arizona – Department of Education

Overview of Phase II Success

August 16, 2023

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Agency Mission

The Arizona Department of Education is a service organization committed to raising academic outcomes and empower parents.



# Team Introduction

## Roles Present at ITAC

- Art Harding – Chief Operating Officer/Project Sponsor
- Beth Neeley – Chief Information Officer
- Joe Carrillo – Chief Technology Officer
- Qur'an Nero – Director of IT Program Management
- Tim McCain – Deputy Associate Superintendent, School Finance (Product Owner)
- Sudha Mantripragada – Project Manager
- Venkesh Ethiraj – Project Management Office Manager

# IT Team Introduction

## Current Team Members

- Sudha Mantripragada – Project Manager
- Klyde Nieb - Architect
- Kumar Bysani – Lead Developer
- Jyothi Vaddhireddy – Sr. Developer
- Sachin Kale – Sr. Developer
- Sailaja Kolukuluri – Developer
- Mukesh Kumar – Developer
- Pramod Dharma - Developer
- Sindhu Gopisetty – Lead Quality Analyst
- Krishna Devarakonda – Quality Analyst
- Lakshmi Kulkarni – Quality Analyst
- Bhargavi Nallamothe – Business Analyst
- Usha Vagasena – Business Analyst
- Radhika Bukka – Business Analyst



## Former Team Members:

- Nan Nesvig – Project Manager
- Jagan Gajjala – Lead Developer
- Himu Mandava – BA
- Priyanka Chandan – BA
- Sri Kolli – QA
- Latha Kothapalli – QA
- Anand Arora – QA
- Jeff Lewis – Tech Writer
- Saritha Pulimamidi - Developer



# School Finance Team Introduction

## Current Team Members

- Tim McCain – Deputy Associate Superintendent (Product Owner)
- Xin Liu – Director of Fiscal Operations
- Ryan Young – Budget Analyst (UAT Lead)
- Brandon Sullivan – Budget Analyst
- Rashmi Chandra – Budget Analyst
- Katie Kenny – Sr. Business Analyst



## Former Team Members:

- Lyle Friesen- Associate Superintendent (Product Owner)
- Charlie Martin – Deputy Associate Superintendent (Product Owner)
- Chelsea Jamison – Payment Analyst
- Kristen Ramsay – Budget Analyst



## Description of Project

- ❖ Phase I – Replace School Finance Payment systems, enabling payments to school districts (APOR) and charter districts (CHAR) **COMPLETE**
- ❖ Phase II – Replace the Budget and Annual Financial Report (AFR) legacy systems and automate manual payments for AZ Dept of Corrections and AZ Dept of Juvenile Corrections **COMPLETE**
- ❖ Phase III – Produce the Superintendent Annual Financial Report (SAFR), complete data sharing configurations, automate the remaining manual miscellaneous payments, conduct Budget and AFR Pilot Program, as well as other miscellaneous enhancements deferred from Phase I and II **IN PROGRESS**

## Updates

- ❖ Phase III
  - The new School Finance Budget/AFR System GO-LIVE Successfully **COMPLETE**
  - More than 661 LEAs have successfully submitted files for FY 2024.
    - 2,371 files have been successfully submitted to the system.
    - 196 files have been rejected for the LEA to correct and resubmit.
  - Budg AGD, Budget 25, and Budg 75 reports migration to production Successfully **COMPLETE**
  - Team is currently working on SAFR QA and UAT
  - Team is currently working on County Small school payments, CEC payments, County Juvenile payments, and County jail payments

# Success Highlights

## School Finance Business Team

- The direct communication between IT and School Finance has fostered a strong relationship, resulting in significant positive implications for the system's implementation and ongoing maintenance.
- At every roadblock we encountered, we successfully offered solutions, often with backup options readily available. Collaborating in small groups, both IT and School Finance actively engaged in recommending and brainstorming solutions. For instance, Sachin put forward the idea of implementing an aggregated calculation for the Budget AGD report.
- We were able to overcome intense turnover from both School Finance and IT.

## Architecture

- Coordination with Auditor General's Office on the new data share functionality.
- Great teamwork between IT and School Finance team to devise design solutions.
- Exceptional effort from the IT team to develop this complex system.

# Success Highlights

## Business Analyst Team

- Extensive contribution in gathering requirements and designing mockups for the intricate details in the Data Input mapping and Document Template Management workflows.
- Excellent teamwork and coordination to work on multiple requirements parallelly and meet the deadlines.

## Development Team

- Exceptional teamwork to handle stringent deadlines and complex workflows.
- Extensive analysis of the gathered requirements to create the end product.

## QA Team

- Timely coordination with Dev and Business team during requirements phase. Avoiding any delays during testing phase.
- UAT Deployments were done within the project timelines with very minimal defects.
- Performed regression testing, to ensure application works as intended, with newly introduced code changes.



# Lessons Learned

## School Finance Business Team

- Enhance the documentation of our procedures, particularly when involving calculations, to establish a clear pathway for tracking the interdependencies and their impacts.
- We need to exercise greater caution when backing up data to avoid repetitions and redundant actions.
- Our direction and priorities may change day-to-day, so we need to be flexible.

## Business Analyst Team

- Lack of Process flow diagrams in early period of phase II caused gaps between requirements and School Finance team expectations. Team then built process flow diagrams and reviewed with the Business team to fill any gaps prior to requirements grooming sessions.

## Development Team

- Underestimated the time needed for calculations.
- Report generation process should have been tested in the Dev environment with a larger number of calculations and LEAs.

## QA Team

- Need QA metrics to compare QA vs UAT vs Prod issues periodically to create a process improvement plan.








# Lessons Learned

## PMO Team

- Empowered project teams by establishing a formal Project Management Log, encouraging proactive escalation of Risks and Issues to Leadership team, and collaborating on mitigation strategies.
- Lack of transparency in earlier phases of the project caused communication gaps between ADE IT and oversight teams. Building a strong partnership with oversight partners, ADOA-ASET and Info Tech was crucial for project success.
- Implemented a change management request form, which includes alternative and impact analysis.

# Project Health Card

## Overall Project Health is Green

Phase III Schedule		<table border="1" data-bbox="693 161 1731 412"> <thead> <tr> <th>Epic</th> <th>Stage</th> <th>Team</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>County small school service payment processing</td> <td>UAT</td> <td>SF Business</td> <td>Completed</td> </tr> <tr> <td>SAFR-Superintendent Annual Financial Report (SAFR) (Budget AFR)</td> <td>UAT</td> <td>SF Business</td> <td>In Progress</td> </tr> <tr> <td>Unorganized territory payment processing</td> <td>QA</td> <td>QA Team</td> <td>In Progress</td> </tr> <tr> <td>CSF and Charters mid year closure</td> <td>Development</td> <td>Dev Team</td> <td>Completed</td> </tr> <tr> <td>Certificate of Education convenience payment &amp; processing (Payment System)</td> <td>Development</td> <td>Dev Team</td> <td>Completed</td> </tr> <tr> <td>County jail payment processing</td> <td>Requirements</td> <td>BA Team</td> <td>Completed</td> </tr> <tr> <td>County juvenile detention center payment processing</td> <td>Development</td> <td>Dev Team</td> <td>In Progress</td> </tr> <tr> <td>Crosswalk Maintenance Page Requirements</td> <td>Requirements</td> <td>BA Team</td> <td>In Progress</td> </tr> </tbody> </table>	Epic	Stage	Team	Status	County small school service payment processing	UAT	SF Business	Completed	SAFR-Superintendent Annual Financial Report (SAFR) (Budget AFR)	UAT	SF Business	In Progress	Unorganized territory payment processing	QA	QA Team	In Progress	CSF and Charters mid year closure	Development	Dev Team	Completed	Certificate of Education convenience payment & processing (Payment System)	Development	Dev Team	Completed	County jail payment processing	Requirements	BA Team	Completed	County juvenile detention center payment processing	Development	Dev Team	In Progress	Crosswalk Maintenance Page Requirements	Requirements	BA Team	In Progress
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Milestones		<ul style="list-style-type: none"> <li>• New Budget/AFR system was moved to production successfully.</li> <li>• Finance System Go Live demo was successfully completed on June 22, 2023</li> <li>• CD 11 functionality deliverables for June 9, 2023, demo have been completed successfully.</li> <li>• QA team has completed County Small School Payment Testing</li> <li>• Dev team had completed SAFR Development and CSF &amp; Charter mid-year closure enhancement.</li> <li>• BA team has completed County Jail and County Juvenile Requirements</li> </ul>																																				
Budget		<ul style="list-style-type: none"> <li>• Phase I Budget Spend: \$2,942,280</li> <li>• Phase II Budget Spend: \$2,495,147</li> <li>• Phase III Budget Spend through June 2023: \$1,444,015</li> </ul>																																				
Issues		<ul style="list-style-type: none"> <li>• N/A</li> </ul>																																				
Risks		<p>There are 4 active risks</p> <ul style="list-style-type: none"> <li>• Revision of development milestones linked with requirements that have not been previously approved by the DRG.</li> <li>• Business Analyst Bhargavi Nallamothe emergency leave to travel to India in Jul/Aug 2023.</li> <li>• <i>Project Manager Sudha Mantripragada vacation (to India) in July 2023.</i></li> <li>• <i>SAFR Development schedule of 7/15 is at risk due to resource availability related to R031 and Production support and maintenance efforts.</i></li> </ul>																																				

# Financial Burndown Chart

## Current Burndown for Solution

Phase III Project Budget: **\$3,412,209**  
**\$1,440,015**  
 Budget Remaining: **\$1,972,194**

Project Start Date: **8/22/2022**  
 Est. End Date: **4/05/2024**

Expenditure to date:

Fiscal Year 23	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	22-JUL	22-AUG	22-SEP	22-OCT	22-NOV	22-DEC	23-JAN	23-FEB	23-MAR	23-APR	23-MAY	23-JUN
Baseline Projection (\$)	\$0	\$9,544	\$38,265	\$81,967	\$149,571	\$179,421	\$248,884	\$190,224	\$175,511	\$188,117	\$166,477	\$248,990
Actual (\$)	\$0	\$9,787	\$30,956	\$23,212	\$127,343	\$175,508	\$41,156	\$95,578	\$173,828	\$186,590	\$347,553	\$232,503
Variance (\$)	\$0	(243)	\$7,309	\$58,755	\$23,787	\$3,913	\$207,727	\$94,646	\$1,683	\$1,527	(\$181,076)	\$16,487
Variance (%)	\$0	-3%	19%	72%	16%	2%	83%	50%	1%	1%	-109%	7%

Fiscal Year 24	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	23-JUL	23-AUG	23-SEP	23-OCT	23-NOV	23-DEC	24-JAN	24-FEB	24-MAR	24-APR	24-MAY	24-JUN
Baseline Projection (\$)	\$181,103	\$162,978	\$171,085	\$132,556	\$162,978	\$117,904	\$102,805	\$112,856	\$103,233	\$68,016		
Actual (\$)												
Variance (\$)												
Variance (%)												

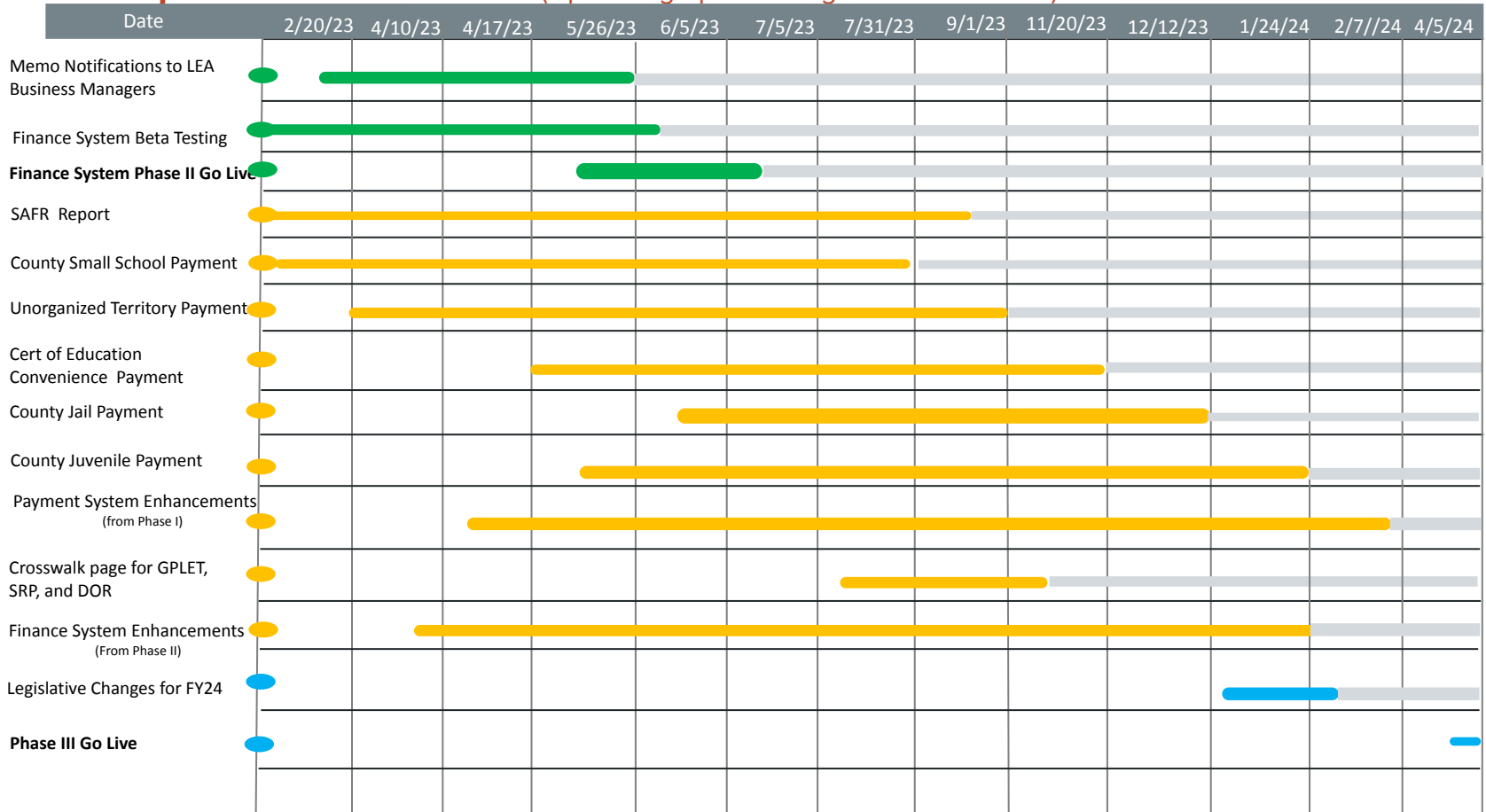
\* Due to Acro implementation challenges, invoices for Jan through April were paid in May due to which, there was a high variance in projections vs actuals for the month of May.

# What's Next ?

- Continue Phase III work to complete payment streams like County Jail, County Juvenile, and Certificate of Educational Convenience payments, as well as SAFR Reporting functionalities.
- Assess Phase III timeline and budget surplus to submit a Change Request (early Q2 for ITAC approval) to complete additional enhancements requested by the School Finance team and Beta Test participants.
- Schedule a rollover retrospective and seek opportunities to refine, enhance, and/or automate annual support and maintenance tasks.
- Use project documentation produced with the assistance of ADOA's Technical Advisors and the Document Review Committee to create templates and procedures for other ADE teams.

# Project Timeline (Upcoming epics through End of Phase III)

- COMPLETED
- IN PROGRESS
- NOT STARTED



# Q & A Session