Project Team Introduction

Project Team

- Colette Chapman - Associate Superintendent
- Melissa Conner – Senior Deputy Associate Superintendent
- Cara Alexander- Deputy Associate Superintendent
- Beth Neely - Chief Information Officer
- Joe Carrillo - Chief Technology Officer, Deputy CIO
- Qur'an Nero - Director of IT Program Management
- Venkesh Ethiraj - Project Management Office Manager
- Deepika Kushwaha - IT Project Manager

Project Status

Description of Project

This project is to build a customized Child Nutrition Program (CNP) information and claiming system that:

- Functions as a web-based tool to assist the customer in maximizing exceptional USDA program operations by providing ADE enhanced tools to access detailed program data, review local agency participation data, monitor entities for program growth opportunities and for compliance measures
- Meets Federal program requirements for application and renewal processes by reducing data entry redundancies
- Meets Federal program requirements for local agency claim submission and accounts payable/receivable tracking including reconciliation with ADE accounting systems
- Processes Review and Tracking Deficiencies
- Creates Reports and Data Extracts
- Processes Reimbursement Claims, Payments, and Advancements

Updates

- Arizona Department of Education (ADE) issued a demand for assurance letter to EMS LINQ (LINQ) on July 18, 2024 to complete minimum viable product (MVP) deliverables by September 1, 2024.
- LINQ failed to resolve the outstanding findings, bugs, and issues (Showstoppers) by the imposed deadline.
- On September 9, 2024, ADE issued notice to LINQ of the decision to end the contract for the continuance of the CNP Web Replacement project.
- The five-year contract period with LINQ expired on September 18, 2024.
- It is no longer in the best interest of ADE to pursue a new contract term with LINQ for the original solicitation associated with the replacement of CNP Web.

Project Status Continued

Reason for Decision

The ADE Executive Leadership decision to end the contract with LINQ was based on the following factors:

- LINQ did not provide satisfactory responses to the demand for assurance, which requested:
  - Revised timeline that clearly defined start and end dates for each module, milestone, and critical deliverable.
  - Detailed plan to address all outstanding work and complete the project.
  - Quality improvement plan with clearly defined and measurable metrics.

- LINQ did not resolve the MVP Showstoppers by demand for assurance deadline.

- ADE faced a partial deployment in October 2024 for Child and Adult Care Food Program (CACFP) Operators, which represented a limited user base, not included in Pilot testing.

- A partial deployment with CACFP Operators presented too many risks to be deemed feasible.

- Extending go-live past October 2024 would have delayed product launch until June 2025.

- The project timeline was previously extended three times; twice through the Information Technology Authorization Committee (ITAC) change request process and once with the issuance of the demand for assurance.

- ADE has already added almost 4 years to the original project schedule and expended $1.3M over the original contract amount in vendor costs.

Project Status Continued

Next Steps

Reflect and Analyze:
- Identify key factors that led to the project's failure.
- Evaluate risks to the current system and plan mitigation strategies.

Lessons Learned:
- Complete Lessons Learned survey.
- Analyze survey results and categorize open-ended responses.
- Log descriptions of events, the impact on the project, and recommendations for improvements.
- Facilitate lesson-learned sessions with stakeholders to review and discuss key takeaways/recommendations.

Implement Action Plan for Process Improvements:
- Identify improvements to our internal processes, vendor management, and project management methods.
- Share the analysis with impacted stakeholders.

Plan for the Future:
- Use the insights gained from the risk evaluation and lessons learned to plan the next steps.
- Considerations include:
  - New Request for Proposal for custom solution.
  - Procure LINQs core off-the-shelf system.
  - Build in-house using the model for the successful build of the School Finance Payment System Project.
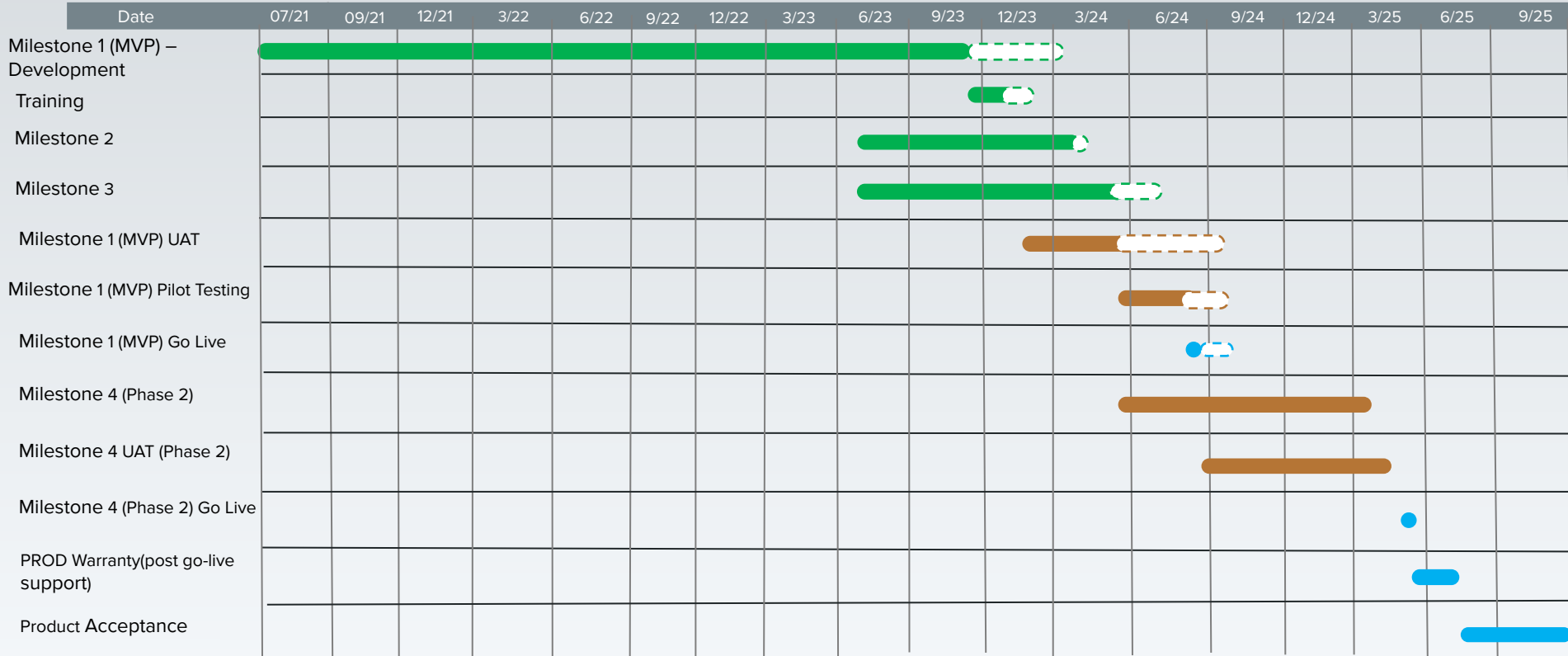
Decision Timeline

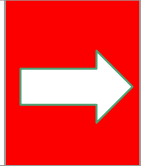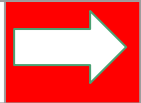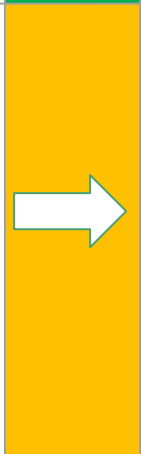| Activity	Due Date	Status
ADE Project Team to Prepare Project Risk Assessment	6/15/2024	Complete
ADE Project Team to Review Risk Assessment with Executive Leadership	6/24/2024	Complete
ADE Procurement Officer to Send Demand for Assurance letter to LINQ	7/18/2024	Complete
LINQ Deadline to Respond to Demand for Assurance	7/29/2024	Complete
ADE / LINQ Follow-up Meeting to Discuss Concerns	8/5/2024	Complete
LINQ Deadline to Re-Evaluate Story Points for Remaining Work (MVP and Milestone 4 Deliverables), Provide Proposed Project Plan Revisions, Address Outstanding ADE Concerns	8/16/2024	**Incomplete**
LINQ Deadline to Resolve All MVP Go-Live Showstoppers	8/30/2024	**Incomplete**
ADE Leadership Contract Decision	9/9/2024	Complete
ADE Postmortem Assessment	10/18/2024	In Progress
Develop Future Plan	11/15/2024	In Progress

Q & A
Session

Appendix

Project Health Card
Overall Project Health is Red

Schedule	■ →	• The go-live scheduled for July 1, 2024, has been postponed due to LINQs inability to resolve the list of showstopper bugs and issues • Beta testing could not be completed as there was a Sync issue between production and UAT environments • LINQ is now Targeting for 9/1 to resolve showstopper bugs
Milestones	■ →	• Milestone 3 was delivered to ADE for UAT testing with a large volume of bugs and issues • Milestone 4 development work is impacted by QA and UAT findings from Milestone 3
Budget	■ →	• Payments to LINQ have not yet resumed
Risks	■ →	• Milestone 4 Development Schedule: Deliverables from prior milestones were moved to Milestone 4 to allow more time for bug/issue resolution. Story Points must be re-evaluated to ensure schedule has enough bandwidth to complete all contract deliverables on time • Reduced Beta Test Scope: Production environment set up issues impacted the beta schedule, leading to a reduction in scope and limited user experience • Code Migration Issues: LINQ's migration between environments (UAT to PROD) missed some components, raising concerns about their migration, build, and integration practices • Inadequate Training: Insufficient training from LINQ, including unknowns regarding cleared payments processing and data flows for reports • Security Concerns: Issues with API authentication and end-user security through ADEConnect integration. Core API testing lacks dedicated authorized users • Provision Claiming Deferment: Potential deferment of provision claiming due to misunderstanding of requirements may impact usability

Overall Project Health is Red

Issues →

Below is the list of ACTIVE UAT Showstopper Bugs/Issues:

- Reports: FNS 10 should be pulling total meal counts for NSLP/SSO, SBP, ASCS, and SMP
- Claims: Unable to submit CACFP Claim
- Site Applications & Provider Applications: Request to have the ability to "Backdate Applications
- Area Eligibility: Unable to Find/Open the supplemental information previously attached
- SNP Site Applications + SNP Claim: Expect claims to show Applied At-Risk/ASCS and Approved
- Site Applications/Sponsor Dashboard: Sponsor should have access to SNP, SFSP, and CACFP - Private schools are eligible to apply for SNP along with everything else
- Dashboard: 'Some' Sponsor Entities, have the correct EOS Roles, attributes, and CNP relationships, yet they do NOT appear in the SFA Header
- State Dashboard: ADE can not see entity information - The dashboard is blank
- Site Applications: Anytime EOS adds a new CNP Relationship, myCNP should recognize the change nightly - The system is not syncing with EOS nightly

BETA/PROD Go-Live Showstopper Bugs/Issues
- Area Eligibility: Date Established and Expires do not populate
- Documents Module: Optional Documents that were uploaded are missing
- Area Eligibility: ASCSP Sponsor application couldn't be submitted, F/R% was blank and couldn't be manually edited
- Single Sign On: Ability to bypass ADEConnect and login directly to myCNP with spoof/fake account - Security Risk
- Provision: The system should have rolled over previous information (No data populated for the user)

Below is the list of RESOLVED UAT Showstopper Bugs/Issues
- Core API: /api/v1/Snp/SpecialistInfo Endpoint displaying higher level Accounts that are NOT specific to Specialists.
- Claims: After the application/packet is approved, an entity should be able to claim ASCS
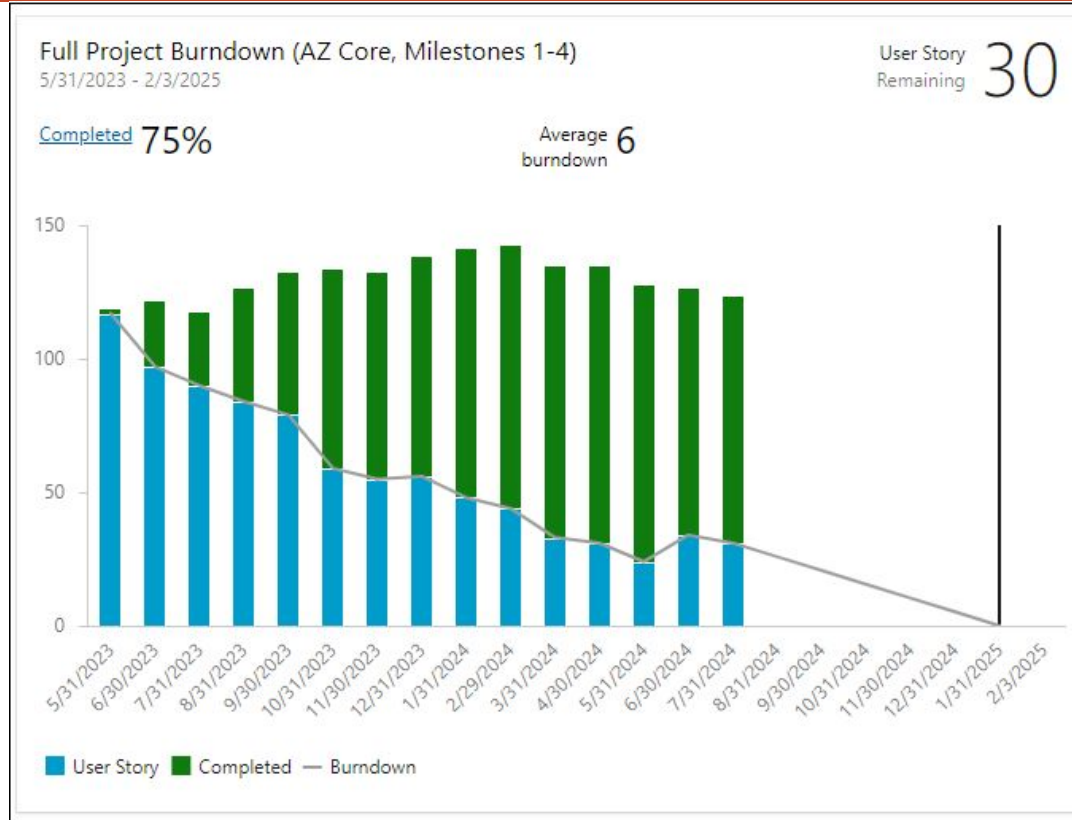- Dashboard: Contacts->Roles Directory shows red error indicator, SFA cannot trigger green checkmark

Financial Burndown Chart

Project Costs by Category	FY20*	FY21*	FY22*	FY23*	FY24*	FY25	Total
Professional & Outside Services (Contractors)	$449,677	$237,894	$995,298	$422,938	$67,500	$283,093	$2,456,400
Hardware	-	-	-	-	-	-	-
Software	-	-	-	-	-	-	-
License & Maintenance Fees	$68,000	$68,000	$70,000	$72,100	$74,300	$426,575 (Maintenance Only)	$778,975
Other Operational Expenditures (ADE MOA's)	$13,068	$117,606	$123,358	$152,788	$184,360		$591,450
Total Development	$462,745	$355,500	$1,118,656	$575,726	$251,860	$283,093	$3,047,580
Total Operational	$68,000	$68,000	$70,000	$72,100	$74,300	$426,575	$778,975

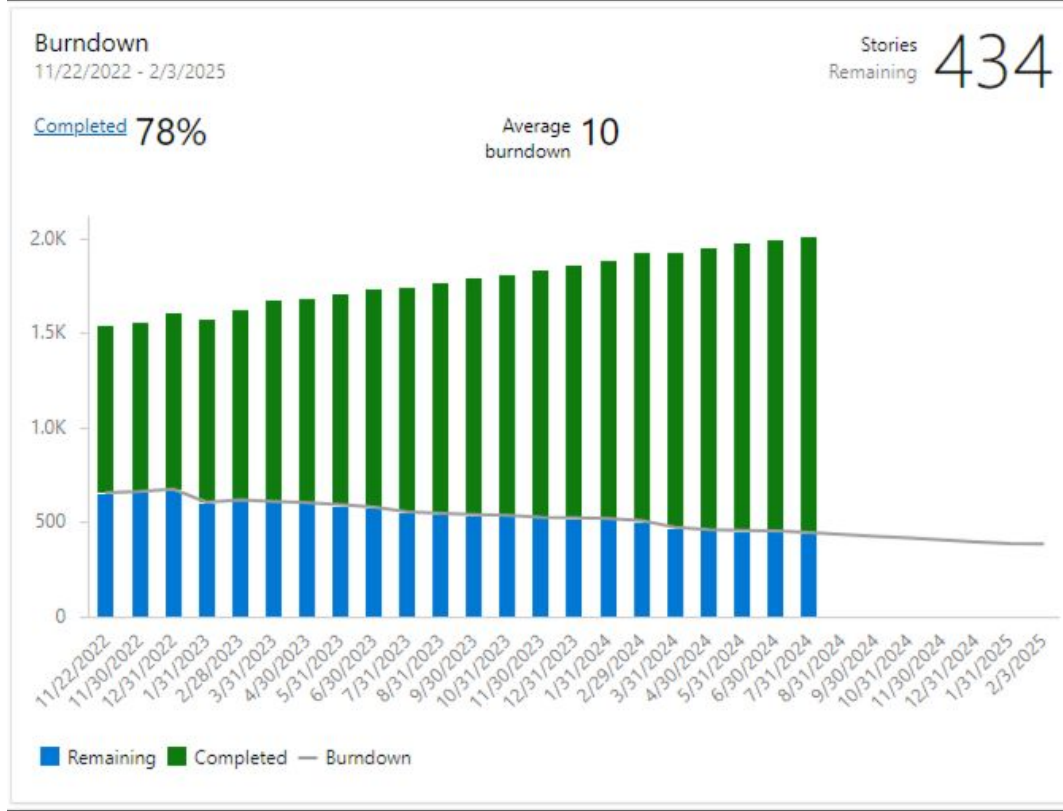*Actual project costs
Note: Payments to LINQ have not yet resumed

Project Burndown Chart

Project Burndown(AZ CORE, Milestone 1-4)

Project Burndown Chart

CORE 2 Burndown

Project Burndown Chart

ARIZONA
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TECHNOLOGY

Milestone 3 Burndown (AZ Core)

Milestone 3 Burndown (AZ Core)
3/1/2024 - 4/29/2024

Stories Remaining 2

Completed 88%

Average burndown 0.2

Legend: Bug, Spike, User Story, Burndown