



ADOA - ASET

Arizona Strategic Enterprise Technology

Project Investment Justification (PIJ)

*A Statewide Standard
Document for Information Technology Projects*

Project Title: Learning Management System (LMS)

**Agency Name: Arizona Department of Education (ADE),
Information Technology**

Date: September 19, 2013

Prepared By: Marina Stover and Jocelyn Kilen

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PROJECT INVESTMENT JUSTIFICATION (PIJ) TEMPLATE DECISION MATRIX

After determining the category of project, complete the sections of the PIJ or PIJ Lite document as indicated below. All projects with \$25,000 or more in development expense require that a PIJ or PIJ Lite be approved by GITA. All projects with \$1,000,000 or more in development expense require a PIJ to be approved by the Information Technology Authorization Committee (ITAC) as well.

GITA may request additional information or require completion of additional sections, if the project is deemed critical in nature.

Category	PIJ Lite	Pre PIJ *	PIJ	ITAC Review
Low Risk projects: Including Operational Infrastructure Upgrades (<i>i.e.</i> PC Replacement/Refresh, Network Upgrades)	●			
Medium Risk projects		Optional	●	
High Risk projects		Optional	●	
Very High Risk projects		Optional	●	
\$1.0M and Above projects		Optional	●	●

Section	Category	PIJ Lite	Pre PIJ *	PIJ	Add for ITAC \$1.0M+
I.	General Information				
I.a	General Information	●	●	●	
I.b	Special Funding Considerations		●	●	
II.	Project Overview				
II.a	Management Summary	●	●	●	
II.b	Existing Situation & Problem, "As Is"	●	●	●	
II.c	Proposed Changes & Objectives, "To Be"	●	●	●	
II.d	Proposed Technology Approach		●		
III.	Project Approach				
III.a	Proposed Technology	●		●	
III.b	Other Alternatives Considered			●	
III.c	Major Deliverables & Outcomes	●		●	
IV.	Policies, Standards & Procedures				
IV.a	Enterprise Architecture	●		●	
IV.b	Service Oriented Architecture Planning & Implementation			●	
IV.c	Disaster Recovery Plan & Business Continuity Plan			●	
IV.d	Project Operations			●	
IV.e	Web Development Initiative			●	
IV.f	IT State Goals	●		●	
V.	Roles and Responsibilities				
V.a	Roles and Responsibilities	●		●	
VI.	Project Benefits				
VI.a	Benefits to the State			●	
VI.b	Value to the Public			●	
VII.	Project Timeline				
VII.a	Project Schedule	●	●	●	
VIII.	Project Financials				
VIII.a	Pre-Assessment Project Financials		●		
VIII.b	Detailed Project Financials ● Projects \$25K - \$100K: development costs only.	●		●	

	• <i>Projects \$100K+: development & operating costs.</i>				
VIII.c	Funding Source	•	•	•	
VIII.d	Special Terms and Conditions (if required)	•	•	•	
VIII.e	Full Time Employee (FTE) Hours	•		•	
IX.	Project Classification & Risk Assessment				
IX.a	Project Classification & Risk Assessment Matrix	•		•	
X.	Project Approvals				
X.a	CIO Review	•	•	•	
X.b	Project Values	•	•	•	
X.c	Project Approvals	•	•	•	
Appendix					
A	Itemized List with Costs	•		•	
B	Connectivity Diagram				•
C	Gantt Chart, Project Management Summary				•
D	NOI (Web Projects Only)	•		•	

ASET Forms:

Project Investment Justification Documents - <http://aset.azdoa.gov/content/project-investment-justification>

Project Oversight Status Report and Change Request Form –
http://aset.azdoa.gov/sites/default/files/media/docs/StatusRpt%26ProjChangeForm_0.xls

Web Development Initiatives - Notice of Intent (NOI) form –
<http://aset.azdoa.gov/node/15>

I. General Information

I.a General Information

Agency CIO:	Mark Masterson	Contact Phone:	
Agency Contact Name:	Jolene Newton	Contact Phone:	
Agency Contact Email:		Prepared Date:	July 23, 2013

I.b Special Funding Considerations

Yes No - Does this project require funding approved for a Pre PIJ Assessment phase?

II. Project Overview

II.a Management Summary

I. Problem Description

In 2006, ADE partnered with Arizona State University (ASU) to create Integrated Data to Enhance Arizona Learning (IDEAL) to deliver and manage professional learning offered by ADE. IDEAL was built at ASU on a Drupal platform using numerous open source technologies. This system has been patched over and over again at ASU where support for the open source technologies was available.

ADE took over maintenance and support in 2012; however, ADE IT had long since adopted .NET technologies for its applications, making IDEAL difficult to support. No other ADE systems use the same open source technologies as IDEAL. Most importantly, IDEAL does not meet the data standards recently recommended by the Data Governance Commission as part of its mandate to improve data quality within ADE. In addition, IDEAL in its present form supports a maximum of 2,000 concurrent users which is well below the expected number of concurrent users ADE anticipates for the mandates listed in section III. IDEAL does not conform to the ADE long-term sustainability strategy (as listed in section IIb).

A single Request for Proposal (RFP) was released to secure all three instructional support tools (Content Management, Learning Management, and Professional Development Administration); however, the selected vendor was unable to meet ADE's terms and conditions for the instructional support tools bid after a thorough vetting and demonstration process.

II. Solution

ADE intends to submit a RFP to obtain competitive pricing and solutions for a Learning Management System (LMS). The preferred provider will offer software as a service solution (SaaS) that will meet ADE's requirements by using a commercial-off-the-shelf (COTS) software. The remaining instructional support tools will be met separately as listed below:

- A Content Management System (CMS) will be developed by repurposing Assessment Asset Tracker (AAT), an ADE application that is currently under development. The justification, phases and cost are outlined in a separate PIJ.
- Key general Professional Development Administration/Event Management requirements will be included in the LMS RFP for basic event setup, registration, and professional

development management for tracking and reporting. Upon evaluation of the LMS vendors, ADE will assess if a separate solution is required.

III. Quantified Justification

National and state mandates and educational initiatives drive the need to provide education stakeholders with a LMS that supports the transition from the current Arizona K-12 Academic Standards to the ACCS. Initially, the LMS will serve as the platform for professional development for teachers and administrators during the transition, and later the LMS will provide a platform for LEAs that opt in to provide online learning opportunities for their students. These mandates include:

- Arizona’s strategic plan for implementing Arizona’s Common Core Standards (ACCS) calls for providing extensive professional development support to education stakeholders – in particular the leveraging of robust online professional development options to better serve our education stakeholders.
- Arizona’s Race to the Top (RTTT) grant award requires the development and delivery of ACCS professional development, through the leveraging of online learning tools to provide ACCS aligned professional development to Arizona education stakeholders.
- Maricopa County Education Service Agency’s (MCESA) has partnered with ADE to assist in fulfilling the requirements of MCESA’s Rewarding Excellence in Instruction and Leadership (REIL) initiative. The REIL initiative is funded by a federal Teacher Incentive Fund (TIF) Grant from the U.S. Department of Education and requires implementation of an Instructional Improvement System (IIS) comprised of capabilities for Educator Evaluation, Student Assessment, and Instructional Planning, Delivery, and Management.

II.b Existing Situation and Problem, “As Is”

IDEAL, the current solution available at the state level,

- does not meet all of the current and future learning management services needed by ADE Business Units;
- is not user-friendly – creating and managing courses is a cumbersome process;
- will not scale to support the number of concurrent users ADE anticipates;
- does not conform to ADE’s long-term sustainability strategy:
 - is not connected to ADE’s authentication system;
 - has no connection to any ADE databases such as Enterprise, HQT, etc.;
 - has limited resources with the expertise in-house to support the technology that IDEAL is built on; and
 - would require substantial engineering effort to support K-12 classroom use.

ADE surveyed 180 Arizona LEAs of all sizes and geographic areas. The survey indicated that LEAs cannot afford to procure and implement an online system that manages delivery of professional development and student instruction. Today, most LEAs deliver professional learning content face to face, and manage registration and track professional learning through disparate systems or spreadsheets. Additionally, LEAs have limited collaboration capabilities between themselves, and most are currently unable to offer locally-facilitated online learning opportunities for K-12 students.

II.c Proposed Changes and Objectives, “To Be”

ADE will solicit vendors in order to procure a COTS LMS to replace the online learning delivery portion of IDEAL. This LMS will then be made available to ADE and education stakeholders (e.g., LEAs, county Educational Service Agencies (ESA), and Regional Centers) as a tool to offer local professional development and online instruction, and will be sustained through the collection of cost recovery course

fees. This approach offers a cost-effective option, for both ADE and education stakeholders that choose to utilize the LMS, to create and administer online learning for professional development and K-12 learners.

The vendor solution will be able to integrate with related systems and applications at ADE such as ADE's Identity Management System ADEConnect and the Customer Relationship Management (CRM) system. This will provide a source of information for tracking all the learning an educator completes within the system, thus aggregating this information in a single repository for reporting, reference, and integration with other ADE systems.

III. Project Approach

III.a Proposed Technology

The proposed solution is a COTS SaaS model. The vendor will provide and host the web-based application to administer, store and deliver the Learning Management System. ADE will require the vendor to provide training to key personnel, employing a 'train the trainer' model to expand training as needed. A template model for adding LEAs that opt in will be created to minimize the work and cost involved.

Vendor-provided integration will connect the Learning Management System with ADE's proposed Decision Support & Reporting System (DSRS), which is being developed through a separate project. Once the DSRS is implemented, data from the Learning Management System will be available to administrators and teachers that opt in to that system to inform decisions to improve education in Arizona.

III.b Other Alternatives Considered

I. The "Do Nothing or "Use Existing Systems" Alternative

ADE does not have a Learning Management System that meets all of the current and future learning management services needed by ADE Business Units. Existing tools in place cannot scale to the number of concurrent users that ADE anticipates to meet the state and national initiatives and mandates. ADE must have a system that conforms to ADE's long-term sustainable architecture strategy (as listed in section *II.b*), and this lack of a LMS places ADE at risk of not fulfilling the requirements of Arizona's RTTT grant, and MCEA at risk of not fulfilling the requirements of its REIL TIF grant. Districts, schools, and charters will continue to have limited options to offer locally-facilitated online professional development and student instruction.

II. The Build Alternative

ADE considered building, or contracting to have built, a Learning Management System. This approach was determined to be too expensive and unlikely to meet the accelerated timeline required for Arizona's RTTT grant, and the MCEA REIL implementation. IDEAL was developed this way, at a total cost of \$14 million over six years. There are a great number of potential vendor products on the market to meet this need, making an RFP the best approach to meet the requirements detailed above.

III.c Major Deliverables and Outcomes

The Learning Management System will be rolled out in a single implementation process. After procurement and initial rollout of the system, operational years will consist of an increase in user licenses due to the increasing number of users. There is no planned addition of functionality.

IV. Policies, Standards & Procedures

IV.a Enterprise Architecture

Yes **No** - Does this project meet all standards and policies for Network, Security, Platform, Software/Application, and/or Data/Information as defined in http://www.azgita.gov/policies_standards/ as applicable for this project?

If NO please describe NEW or EXCEPTIONS to Standards {Network, Security, Platform, Software/Application and/or Data/Information}:

IV.b Service Oriented Architecture Planning and Implementation

Yes No - Does this project qualify as an SOA application by improving application delivery for technology reuse and /or application reuse and / or services reuse?

IV.c Disaster Recovery Plan and Business Continuity Plan

Yes No - Does this project require a Disaster Recovery Plan and Business Continuity Plan?

IV.d Project Operations

Yes No - Is there a written assessment of short-term and long-term effects the project will have on operations?

IV.e Web Development Initiative

Yes No - Is this a Web Development initiative? If **YES**, a Notice of Intent (**NOI**) must be provided. Link: http://azgita.gov/digital_gov/noi/

IV.f IT State Goals

Please check which goal the project is in support of; if more than one, indicate only the primary goal.

- Accelerate Statewide Enterprise Architecture Adoption
- Champion Governance, Transparency and Communication
- Invest in Core Enterprise Capabilities
- Proactively Manage Enterprise Risk
- Implement a Continuous Improvement Culture
- Adopt Innovative Sustainability Models
- Reduce Total Cost of Ownership
- Improve Quality, Capacity and Velocity of Business Services
- Strengthen Statewide Program and Project Management
- Build Innovative and Engaged Teams
- Other _____

V. Roles and Responsibilities

V.a Please Identify Project Roles & Responsibilities:

Role	Responsibilities	Person
Project Sponsor	High-level decision maker	Jennifer Johnson
ADE IT CIO	High-level decision maker	Mark Masterson
ADE CTO	High-level decision maker	Ed Jung
Program Area Sponsor	High-level decision maker	Peter Laing
Service Delivery Director	IT Oversight of Program	Jolene Newton
Program Manager	Manage Project Scope, Timeline	Loren Sucher
Project Coordinator	Coordinate project tasks	Jocelyn Kilen
Implementation Specialist	Requirements and integration	Marina Stover
Solutions Architect	Technical approach and design	TBD
Data Architect	Data integration	TBD
Developer - Integration	API/Integration	TBD
Quality Assurance Analyst	Test approach and execution	TBD

Project Sponsor – The project sponsor will represent ADE’s business needs for the project. The sponsor serves as providing the agency’s commitment to the project, and signs off on any changes or acceptance criteria for agreed-upon deliverables. The project sponsor also provides guidance to the service delivery manager and project manager regarding general policy or outcomes.

Program Manager – The project manager serves as the lead for the project and ensure fulfillment of tasks and outcomes for the project. This manager is also the point person for interactions with the vendor and any other contractors brought on to implement the project. The project manager is expected to:

- *Primarily, this program manager serves as a Subject Matter Expert for the RFP process and will be transitioned with a PMP certified project manager when a vendor is selected*
- Plan and conduct meetings with the project sponsor
- Develop the overall project plan
- Manage individual tasks and the resources assigned to accomplish tasks
- Direct the issue management process
- Complete status reports for ADE audiences
- Manage any changes in scope
- Conduct weekly project meetings
- Sign-off on deliverables or change orders along with the project sponsor

Project Coordinator

- Overall project delivery execution
- Assist in the removal of obstacles and impediments
- Communications to the project team and third party vendor
- Overall strategic planning of the project execution
- Project resource, budget and timeline delivery management
- Contribute and approve project deliverables
- Accountable for the completion of all project deliverable and program artifacts

Solutions Architect – The solutions architect is a vital member of the project team and will assist the project team in reviewing the solution in accordance with the ADE standards and guidelines. The solutions architect will assist the project team in resolving issues surrounding the hosting and integration with various systems they arise during implementation.

Enterprise Architect - Review RFP responses and integration planning from an ADE EA perspective

Implementation Specialist – The ADE implementation specialist serves as the lead for translating business requirements into a format understandable for the technical team. The analyst will handle ongoing issues and requirement changes as they arise.

- Coordinate end-user data exchange
- Coordinate IMS engagement and integration tasks
- Coordinate integration deliverables with EA team
- Perform UAT and facilitate end-user testing

Data Architect – (If needed) create a data process to transition to and from the LMS within the ADE reference architecture.

Developer – (If needed) Create and/or expand upon the API provided by the vendor’s solution.

Quality Assurance Analyst - Responsible for creating and maintaining test cases, estimating and planning, executing the test Quality analyst provides reporting on progress and quality of end product, ensuring that all conditions have been met.

V.b Please indicate Project Manager Certification:

The **project manager** assigned to the project is:

- Project Management Professional (PMP) Certified
- State of Arizona Certified

PM Certification not required

VI. Project Benefits

VI.a Benefits to the State

Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.

Description	Score
Agency Performance: The extent to which duties and processes will improve or positively affect business functions. Consider reduced redundancy and improved consistency for the agency.	5
Productivity Increase: The improvements in quantity or timeliness of services or deliverables. Consider improved turnaround time or expanded capacity of key processes.	5
Operational Efficiency: Efficiencies based on improved use of resources, greater flexibility in agency responses to stakeholder requests, reduction or elimination of paperwork, legacy systems, or manual tasks.	5
Accomplishment Probability: The extent to which this project is expected to have a high level of success in completing all requirements for the division or agency.	5
Functional Integration: The impact the project will have in eliminating redundancy or improve consistency. Consider the impact of information sharing between departments, divisions, or agencies in the State.	5
Technology Sensitive: The implementation of the right types of technology to meet clear and defined goals and to support key functions. Consider technologies and systems already proven within the agency, division, or other similar organizations.	5
Total	30
Additional Information (provide details on Benefits that score > 3)	
<p>Agency Performance – Will provide superior system for dissemination of high-quality ACCS support from ADE.</p> <p>Productivity Increase – Most professional development is managed manually in LEAs throughout the state. The reduction in manual tracking and scheduling will increase productivity immensely. Targeted and focused Professional Learning will increase efficiency. Data on the impact of specific professional learning and resources will improve effective teaching.</p> <p>Operational Efficiency – Along the same lines as the Productivity Increase, the LMS will increase efficiency over face-to-face and paper-based management of training.</p> <p>Accomplishment Probability – Prior vendor analysis and evaluation of current COTS LMS in the market place suggests a high probability of success in implementing solutions that meet the established requirements.</p> <p>Functional Integration – Professional Development is an area with needs that cross LEA district boundaries. Implementing an LMS that allows consistent training and collaboration for LEAs statewide that choose to participate will eliminate redundancy in the efforts in involved in creating, and delivering professional development and K-12 learning.</p>	

VI.b Value to the Public

Score: 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.

Description	Score
Client Satisfaction: Rate how stakeholders may respond to anticipated improvements. This could apply to health and welfare services, quality of life or life safety functions.	5
Customer Service: Rate anticipated improvements to internal and external customer service delivery. Give consideration to faster response, greater access to information, elimination or reduction in client complaints.	5
Life Safety Functions: Applies to public protection, health, environment, and safety. Consider how this project will reduce risk in these functions.	0
Public Service Functions: Applies to licensing, maintenance, payments, and tax. Consider how this project will enhance services in these functions.	2
Legal Requirements: Consideration should be given to projects mandated by federal or state law. Other consideration could be given if there are interfaces with other federal, state, or local entities.	5
Total	17
Additional Information (provide details on Value to the Public scores > 3)	

Describe additional details on scores > 3.

Client Satisfaction – Implementation of these capabilities will make the jobs of education stakeholders easier and more productive rather than having to attend professional learning opportunities face-to-face. This enables “anytime anywhere” education.

Customer Service – LEAs are currently looking for solutions to better provide and manage online professional development and student instruction, so the timing for implementing these solutions is critical. Identifying needs and making high-quality solutions available to LEAs that they can opt in is a valuable service that ADE can provide, freeing individual LEAs from researching, procuring, and implementing individual solutions for a common need.

Legal Requirements – Implementation of this solution satisfies the federal requirements of MCESA’s TIF grant, and the federal requirements of Arizona’s RTTT grant.

VII. Project Timeline

VII.a Project Schedule

Provide estimated schedule for the development of this project. These dates are estimates only; more detailed dates will be required at project start up once the project schedule is established.

Project Start Date:

Project End Date:

September 30, 2013

June 30, 2014

VIII. Project Financials

Project Funding Details

- Pre PIJ Assessment Funding Details Only
 Full PIJ Project Funding Details

VIII.b Detailed Project Financials

Development and Operational Project Funding Details

Funding Categories:

Professional and Outside Services: The dollars to be expended for all third-party consultants and contractors.

Hardware: All costs related to computer hardware and peripheral purchases for the project.

Software: All costs related to applications and systems related software purchases for the project.

Communications: All costs related to telecommunications equipment, i.e. switches, routers, leased lines, etc.

Facilities: All costs related to improvements or expansions of existing facilities required to support this project.

License & Maintenance Fees: All licensing and maintenance fees that might apply to hardware, software and any other products as up-front costs to the project (ongoing costs would be included under Operational expense).

Other: Other IT costs not included above, such as travel, training, documentation, etc.

VIII.c Funding Source

Funding Source Category	Name of Funding Source	Currently Available (\$)		New Appropriations Request (\$)		Total (\$)
		Development Budget	Operational Budget	Development Budget	Operational Budget	
General Fund						\$ -
General Fund						
Federal ARRA Fund						\$ -
Federal Fund	RTTT	\$ 487,000				\$ 487,000
Other Appropriated Funds	AELAS	\$ 141,251				\$ 141,251
Other Non Appropriated Funds						\$ -
TOTAL PROJECT COSTS		\$ 628,251	\$ -	\$ -	\$ -	\$ 628,251
Totals should = development and operational totals above						

* Ongoing operational costs of the LMS will be funded through the collection of cost recovery course fees.

VIII.d Special Terms and Conditions (if required)

Special Terms and Conditions (if required)
This project requires a Request for Proposal submission. All terms and conditions including penalties will be assessed upon the selection of the vendor.

VIII.e Full Time Employee Project (FTE) Hours

Provide estimated FTE Development hours that will be utilized for the duration of the project. Include IT as well as Business Unit FTE hours, if available Enter FTE costs (if known) as well.

Total Full Time Employee Hours \$0

Total Full Time Employee Cost \$0

This project will be implemented with 100% contracted resources

IX. Project Classification and Risk Assessment

IX.a Rate each question to determine risk level at Low (0), Medium (1), High (2), Very High (3).

RISK EVALUATION RANGES

LOW RISK PROJECT	0 - 8
MEDIUM RISK PROJECT	9 - 25
HIGH RISK PROJECT	26 - 42
VERY HIGH RISK PROJECT	43 +

Add Project Risk Details (if required)

Risk could decrease depending on the vendor(s) and product(s) selected and number vendor and products needed to meet the need. These values were rated conservatively until the actual RFP is issued and vendor(s) selected.

PIJ Project Classification & Risk Evaluation					
Risk Factor	Low (0)	Medium (1)	High (2)	Very High (3)	Score
Project Management Complexity					
Project Team Size (# of people)	1-5	6-10	11-15	> 15	1
Project Manager (PM) Experience	Deep experience in this type of project	Some experience in this type of project and able to leverage subject matter experts	Some experience in this type of project and has limited support from subject matter experts	New to this type of project	1
Team Member Availability	Dedicated staff for project activities only as assigned	Staff is in place, few interrupts for non project tasks are expected and have been accounted for	Available, some turnover expected, some interrupts for non project issues likely	Dedicated team not available; staff will be assigned based on capacity	1
# of Agencies involved in Development activity	1	2	3	> 3	1
Vendor (if used)	No Vendor required	Vendor has been used previously with success	Vendor has been used previously with some management support required	New Vendor and/or multiple vendors	3
Project Schedule	Schedule is flexible	Schedule can handle minor variations, but deadlines are somewhat firm	Scope or budget can handle minor variations, but deadlines are firm	Scope, Budget and Deadlines are fixed and cannot be changed	2
Project Scope	Scope is defined and approved	Scope is defined and pending approval	Scope being defined	High level definition only at this point	1
Budget Constraints	Funds allocated	Funds pending approval	Allocation of funds in doubt or subject to change without notice	No funding allocated	1
Project Methodology	Defined methodology	Defined methodology, no templates	High level methodology framework only	No formal methodology	0
IT Solution Complexity					
Product Maturity (if purchased)	Product implemented & working in > 1 state agency or business of similar size	Product implemented & working in 1 agency or business of similar size	Product implemented & working only in an agency or business of smaller size	Product not implemented in any agency or business	1
Solution Dependencies	No dependencies or interrelated projects	Some minor dependencies or interrelated projects but considered low risk	Some major dependencies or interrelated projects but considered medium risk	Major high-risk dependencies or interrelated projects	1
System Interface Profile	No other system interfaces	1-2 required interfaces	3-4 required interfaces	> 4 required interfaces	2
IT Architectural Impact	Follows State IT approved design; principles, practice & standards	New to the State but follows established industry standards	Evolving "industry standard"	No standards, leading edge technology	1
Deployment Impact					
Process Impact	No business process changes	Agency wide process changes	Multi-State Agency process changes	State-wide process changes	1
Scope of End User Impact	Department or Division level only	Multiple Division or Agency wide impacts	Multi-Agency impacts	State-wide impacts	1
Training Impact	No training is required	Minimal training is required	Considerable training is required	Extensive training is required	1
Total Risk Score					19

X. Project Approvals

X.a CIO Review

Key Management Information	Yes	No
1. Is this project for a mission critical application system?	X	
2. Is this project referenced in your agency's Strategic IT plan?	X	
3. Is this project consistent with agency and State policies, standards and procedures?	X	
4. Is this project in compliance with the Arizona Revised Statutes and GRRC rules?	X	
5. Is this project in compliance with the statewide policy regarding the Accessibility to Equipment and Information Technology for Citizens with Disabilities?	X	
6. Is this project mandated by law, court case or rule? If yes, cite the federal requirement, ARS Reference or Court Case. ARS 15-203 and ARS 15-249 support this initiative.	X	
Details:		

X.b Project Values

The following table contains summary information taken from the other sections of the PIJ document.

Description	Section	Significance
Economic Benefits	VI. Benefits to the State	30
Value Rating	VI. Value to the Public	17
Total Development Cost	VIII. Project Financials	\$626,540
Total Project Cost	VIII. Project Financials	\$2,768,040
FTE Hours	VIII. Project Financials	0
Project Risk Factors	IX. Risk Summary	19

The PIJ must be transmitted to GITA by email as a Word document. Project approvals may be sent to GITA by email PDF format. Include the Project Title for identification. Send to projects@azgita.gov or your assigned GITA Oversight Manager.

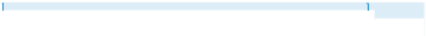
X.c Project Approvals

Select One Pre PIJ Assessment Approval Only PIJ Project Approval

Project Title:	ADE Learning Management System
-----------------------	---------------------------------------

Responsibility	Printed Name	Approval Signature	Date
Project Coordinator	Jocelyn Kilen		
Domain Manager	Jolene Newton		
Agency CIO	Mark Masterson		
Project Sponsor	Jennifer Johnson		
Program Area Sponsor	Peter Laing		
Deputy Superintendent	Elliott Hibbs		

Appendices

A. 

B. Connectivity Diagram

NA

C. Project Schedule - Gantt Chart or Project Management Timeline

NA

D. NOI (Web Projects Only)

NA

Glossary

Acronym	Definition	Additional Detail
ACCS	Arizona Common Core Standards	Arizona’s Common Core Standards (ACCS) are the result of a state-led effort coordinated by the National Governors Association (NGA) and the Council of Chief State School Officers (CCSSO). Governors and state commissioners of education from 48 states, 2 territories and the District of Columbia committed to developing a common core of state standards in English language arts and mathematics for grades K-12.
DSRS	Decision Support and Reporting Service	The Decision Support and Reporting Service (DSRS) is a group of programs within the IIS effort that integrate data and reporting across professional development, evaluation/observation, content/curriculum, and assessment services.
MCESA	Maricopa County Education Service Agency	Under the direction of County Superintendent of Schools Dr. Don Covey, the Maricopa County Education Service Agency (MCESA) and its staff of expert practitioners and service-oriented professionals are dedicated to ensuring that the more than 700,000 school-age children in the county graduate college- and career-ready.
REIL	Rewarding Excellence in Instruction & Leadership	<p>Rewarding Excellence in Instruction and Leadership (REIL), an initiative of the Maricopa County Education Service Agency (MCESA), engages five Maricopa County school districts in implementing systemic change aimed at transforming how schools recruit, retain, support, and compensate effective teachers and principals. The ultimate goal is building the capacity of educators to improve student learning.</p> <p>The five-year initiative, which will culminate in 2014-15, was initially funded in October 2012 for a \$51.5 million Teacher Incentive Fund grant from the U.S Department of Education. MCESA was awarded a second TIF grant for 57.8M to extend the scope of the project</p>

Acronym	Definition	Additional Detail
TIF	Teacher Incentive Fund	The Teacher Incentive Fund (TIF) is a federal program that supports efforts to develop and implement performance-based teacher and principal compensation systems in high-need schools.

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