



ADOA - ASET

Arizona Strategic Enterprise Technology

Project Investment Justification

Version 01.01

A Statewide Standard Document for Information Technology Projects

Project Title: AELAS Opt-In Tools FY15

Agency Name:	Department of Education
Date:	June 30, 2014
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I. Management Summary*

The Arizona Education Learning and Accountability System (AELAS) which was mandated by A.R.S. § 15-249 is intended to make the process of running a school system more efficient, with improved data collection and reporting systems, plus access to improved instructional and administrative tools.

Arizona educators face multiple legislative reforms such as compliance with comprehensive teacher and principal evaluation, efficient implementation of the new Arizona College and Career Ready Standards, as well as, preparation for a new statewide assessment. Arizona educators need the proper tools to meet these legislative mandates. To that end, in FY15 the AELAS Opt-In Tools project will lead the integration of six LEAs using various online tools that enable analysis of information and data for use in improving student academic growth and achievement. The ultimate goal of this project is to support statewide implementation of ADE Opt-In products. The integration of these tools will follow the overall AELAS objectives to:

1. Allow districts of all sizes to normalize costs of instructional support tools.
2. Integrate data across applications.
3. Share a single data source.
4. Support flexible selection of all tools.

In conjunction with new AELAS data systems (including AzEDS and operational data stores), the following AELAS tools for improving educational practice are now available to Arizona educators:

1. Observation System (two versions) – (A) COTS tool from TrueNorthLogic for collecting observation and goal plan data for educators and (B) COTS tool from Teachscape for collecting observation data, training observers, and providing targeted remedial instruction. NOTE: A school system would typically choose only one of these two COTS tools to address their educator observation needs.
2. Learning Management System – COTS tool from Blackboard/TNL for managing professional learning registration and for delivering online professional learning and student instruction.
3. Assessment System – COTS tool from Public Consulting Group for creating and delivering formative and summative assessments.

While the assessment and observation tools have previously been piloted with several Arizona school districts, a key FY15 goal of ADE's IT team is to incorporate these tools at a minimum of six new Opt-In LEAs which currently use additional shared AELAS support tools such as ADE Connect and AZ Dash. The Observation System, Learning Management System, and Assessment System tools are key to the four planned objectives for interoperable systems that share data. This project has oversight of the tool integration as needed for the AELAS Opt-In Tools to ensure these objectives are met, while onboarding six pilot LEAs—as a forerunner to expansion of AELAS instructional tools throughout the state.

NOTE: While some of these tools have separate PIJs, this PIJ covers integration with AELAS support services that goes above and beyond requirements for those projects. The

development, support, and marketing efforts covered by this PIJ are essential to the roll-out of the tools to at least six pilot LEAs. This will act as proof of concept for statewide roll-out.

II. Project Investment Justification (PIJ) Type*

Yes No Is this document being provided for a Pre-PIJ / Assessment phase?

If Yes,

Identify any cost to be incurred during the Assessment phase.	\$
Based on research done to date, provide a high-level estimate or range of development costs anticipated for the full PIJ.	

Explain:

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Yes No Will a Request for Proposal (RFP) be issued as part of the Pre-PIJ or PIJ?

III. Business Case

A. Business Problem*

Arizona educators are beginning to benefit from new AELAS data system development. This is reflected in tools such as AZ Dash that allow longitudinal analysis of student achievement. Educators need similar shared data in other commonly used software tools. To meet educators’ needs, ADE is implementing a set of shared services that facilitate uniform product launching, data importing, and data extraction and reporting. These shared services will be available in a collection of Opt-In products that are being optimized to use these data services. Additional effort is needed to ensure the AELAS Opt-In Tools interface with these share services, and as needed, with other district systems. To prepare the AELAS Opt-In Tools for expansion to the six pilot LEAs and beyond, additional analysis, processes, and support tools are needed to complete these connections. In addition, activities are needed to address over 80 steps to prepare the financial, legal, operations, and marketing efforts to support statewide implementation of the business processes.

B. Proposed Business Solution*

To support this planned expansion, ADE needs to develop business processes and implementation plans to connect the AELAS Opt-In Tools to the evolving shared services. In addition, the project will support development of processes and materials needed to expand use of the Opt-In Tools. Using these processes and materials, this project will address the recruitment and implementation of at least six LEAs using the AELAS Opt-In Tools. The project will develop repeatable procedures to bring aboard and

support the six LEAs, building streamlined processes to expand the AELAS Opt-In Tools to other LEAs in the future.

C. Quantified Benefits*

<input checked="" type="checkbox"/>	Service enhancement
<input type="checkbox"/>	Increased revenue
<input checked="" type="checkbox"/>	Cost reduction
<input type="checkbox"/>	Problem avoidance
<input type="checkbox"/>	Risk avoidance

Explain:

Efforts are underway at ADE to recruit pilot LEAs to adopt the AELAS Opt-In tools. This project provides essential service enhancements to support the successful rollout and expansion of the AELAS Opt-In Tool offerings. The project will enhance the experience of the participating districts by streamlining the flow of data within the systems and making the data accessible to users in other tools such as AZ Dash. The addition of support and implementation resources may enhance the Opt-In experience. (Without it, the quantity and quality of service may prove insufficient.)

The project also has a cost reduction benefit. As districts adopt the AELAS Opt-In tools, they can take advantage of state purchasing power and reduce their costs for similar tools.

IV. Technology Approach

A. Proposed Technology Solution*

The key technologies in this project will be (1) the software environments developed by the Commercial Off the Shelf (COTS) vendors and ADE to create the identified AELAS Opt-In tools, (2) the AELAS architecture (see Diagram 1 below), and (3) the tools to connect the environments used in the four AELAS Opt-In modules to the AELAS architecture—in particular to the AELAS support services (e.g., ADE Connect based on the Microsoft Identity Management System and the AELAS operational data stores which use Ed-Fi database structures).

Diagram 1: AELAS Architecture

B. Technology Environment

New integration tools created through this project will be housed on existing ADE servers and will interface as needed with vendor-hosted solutions on the vendors' sites. No other software or tools are being sunsetted as a result of this project.

C. Selection Process

The technologies used in the four AELAS Opt-In Tools are determined by the development environment of the COTS vendors. For details, please see the PIJ documents for each tool:

1. Assessment System – ED 13002

Project closed out June 30, 2014 and the Assessment System sponsored by the vendor Public Consulting Group is operational.

2. Observation System TNL – ED 13001

Project closed out June 30, 2014 and the Observation System sponsored by the vendor Truenorthlogic is operational.

3. Observation System TS – ED 14012

Project end date extended to August 31, 2014 to negotiate the contract terms with the vendor sponsoring the system, Teachscape, Inc. The Observation System is expected to be operational by August 31, 2014; however, a full PIJ integrating the data from the Observation System to AELAS will be submitted following the completion of the Pre-PIJ.

4. Learning Management System – ED 14007

Project end date to be extended to September 30, 2014 to complete integration components with identity management, professional learning management suite, payment processing, and educational organization.

In the case of integration work with AELAS architecture components or connection with ADE Connect, those efforts will be borne by the projects listed above. If for any reason, the Teachscape and Learning Management System tools mentioned above do not become operational as planned, the scope and/or end date may be changed for this PIJ.

V. Project Approach

A. Project Schedule*

Project Start Date: 7/1/2014 **Project End Date:** 6/30/2015

B. Project Milestones

Major Milestones	Start Date	Finish Date
Identify and prepare the necessary materials to recruit and contract with LEAs to use the AELAS Opt-In Tools. <i>This will include creation of marketing materials, training of outreach staff, and development of online, web forms. LEAs will use the web forms to contract for the specific tools they select.</i>	07/01/14	09/30/14
Develop and execute implementation plans for expanding the use of the AELAS Opt-In tools to new LEAs. <i>Detailed implementation plans will be created for each of the four Opt-In Tools, allow for a sustainable, replicable process of onboarding</i>	09/01/14	02/28/15

Configure systems and convert data / content per LEA. The six LEAs will select one or more of the four AELAS Opt-In Tools to implement. For each tool that is selected, ADE will apply the prepared implementation plan for that tool. <i>This will include the following: (1) set up a unique instance/site of each selected product for the LEA, (2) making connections of state data systems to the site, (3) as needed, assist in conversion of any legacy content that the LEA needs to import into the new system (e.g., prior Moodle courses for LMS or assessment item banks for the Assessment System)</i>	08/01/14	06/30/14
Oversight of interdependencies across multiple projects to ensure shared services are delivered on time to LEAs. <i>This will involve project management and scheduling support of all selected Opt-In implementations.</i>	07/01/14	06/30/14
Evaluate and expand support services needed for AELAS Opt-In Tools (training, technical support, and project management). <i>This will include, as needed, development of training materials and job aids; training of new technical support staff; and ongoing guidance for effective implementation of the Opt-In tools at the LEA sites.</i>	08/01/14	03/31/15
Continue to market and outreach for AELAS Opt-in LEAs for FY16. <i>This will include development of marketing collateral and presentations, helping outreach staff with product demos, and assistance on overall outreach program (strategy, events, etc.)</i>	04/01/15	06/30/15

VI. Roles and Responsibilities

A. **Project Roles and Responsibilities**

The staffing will include ADE contractor resources for the following positions:

Business Manager

- Coordinate all financial agreements between ADE and LEAs for Opt-In offerings.

Program Manager

- Oversee successful completion of multiple projects

Implementation Manager

- Overall project delivery execution
- Accountable to ADE Program/Project Sponsor
- Contribute and approve project deliverables
- Accountable for the completion of all project deliverable and program artifacts
- Assist in the removal of obstacles and impediments
- Communications to the project team and third party vendors
- Project resource, budget and timeline delivery management
- Develop repeatable plan for on-boarding of additional districts

Implementation Specialist

- Create tools as needed to bring new LEAs on board to use the Opt-In Tools.
- Develop repeatable processes for on-boarding new LEAs.
- Provide training to ADE and Opt-In LEAs.
- Provide Level 3 technical support.

Tier 2 Technical Support Specialist

- Provide Tier 2 support of AELAS Opt-In products.
- Escalate issues to Tier 3 support as needed to reach resolution.

Tier 1 Technical Support Specialist

- Answer first-line technical support calls.
- Resolve issues whenever possible.
- Escalate issues to Tier 2 support as needed to reach resolution.

Market Outreach Specialist

- Contact LEAs to recruit new Opt-In sites.
- Make product presentations.
- Monitor process to sign up Opt-In LEAs.

B. Project Manager Certification

- Project Management Professional (PMP) Certified
- State of Arizona Certified
- Project Management Certification not required

C. Full-Time Employee (FTE) Project Hours

Total Full-Time Employee Hours	0
Total Full-Time Employee Cost	\$

VII. Risk Matrix, Areas of Impact, Itemized List, PIJ Financials

VIII. Project Approvals

A. Agency 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 in compliance with all agency and State standards and policies for network, security, platform, software/application, and/or data/information as defined in http://aset.azdoa.gov/security/policies-standards-and-procedures , and applicable to this project? If NO , explain in detail in the "XI. Additional Information" section below.	X	
4. Will this project transmit, store, or process sensitive, confidential or Personally Identifiable Information (PII) data? If YES , in the "XI. Additional Information" section below, describe what security controls are being put in place to protect the data.	X	
5. Is this project in compliance with the Arizona Revised Statutes (A.R.S.) and GRRC rules?	X	
6. Is this project in compliance with the statewide policy regarding the accessibility to equipment and information technology for citizens with disabilities?	X	

B. Project Values*

The following table should be populated with summary information from other sections of the PIJ.

Description	Section	Number or Cost
Assessment Cost (if applicable for Pre-PIJ)	II. PIJ Type - Pre-PIJ Assessment Cost	\$0
Total Development Cost	VII. PIJ Financials tab	\$450,000
Total Project Cost	VII. PIJ Financials tab	\$450,000
FTE Hours	VI. Roles and Responsibilities	\$0

C. Agency Approvals*

Contact	Printed Name	Signature	Email and Phone
Project Manager:	Jolene Newton		
Agency Information Security Officer:	Shyam Sunder		
Agency CTO:	Ed Jung		
Agency CIO:	Mark Masterson		
Project Sponsor:	Elliott Hibbs		

IX. Optional Attachments

A. Vendor Quotes - NONE

X. Glossary

Acronym	Definition	Additional Detail
ACCRS	Arizona College and Career Ready Standards	Arizona’s College and Career Ready Standards (ACCRS) were adopted and adapted from a national model for the use of Arizona educators for grades K-12.
AELAS	Arizona Education Learning and Accountability System	The Arizona Education Learning and Accountability System (AELAS) which was mandated by A.R.S. § 15-249 is intended to make the process of running a school system more efficient, with improved data collection and reporting systems, plus access to improved instructional and administrative tools.
AS	Assessment System	COTS tool from PCG for creating and delivering formative and summative assessments.
CMS	Content Management System	A tool for organizing, storing, and distributing content, including instructional resources.
COTS	Commercial Off-the-Shelf	Previously developed software that can be configured for specific uses, reducing costs for procurement, development, and maintenance.
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.
LEA	Local Education Agency	An LEA can be a local school district, charter organization, or a charter school.
LMS	Learning Management System	Learning management system is a tool from BlackBoard/TNL for managing professional learning registration and for delivering online professional learning and student instruction.

Acronym	Definition	Additional Detail
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.
Opt-In	Optional Tools	Opt-In tools are a collection of software resources acquired or developed by ADE to support local instruction in LEAs.
PCG	Public Consulting Group	Public Consulting Group is the provider of the EdPlan assessment system used for the MCESA REIL project. The tool was selected through RFP for potential statewide Opt-In use.
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>
SFTP	Secure File Transfer Protocol	A network protocol for secure file transfer over the Internet.
SSIS	SQL Server Integration Services	SQL Server Integration Services (SSIS) is a platform for data integration and workflow applications. It is a component of the Microsoft SQL Server database software

Acronym	Definition	Additional Detail
TS	Teachscape	Teachscape (TS) is the provider of a COTS solution for teacher observation called Teachscape Reflect. Teachscape may also be used to refer to the Reflect product.
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.
TNL	Truenorthlogic	Truenorthlogic (TNL) is the provider of COTS solutions used by ADE for teacher, principal, and educational coach observation. The TNL modules used by ADE include Evaluation, Growth Planning, and Coaching and Mentoring. TNL may also be used to refer to the collective offerings used by ADE.

XI. Additional Information

The PII data that is managed by this project will be transferred using Secure FTP processes.

Links:

[ADOA-ASET Website](#)

[ADOA-ASET Project Investment Justification Information Templates and Contacts](#)

Email Addresses:

[Strategic Oversight](#)

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