



ADOA - ASET

Arizona Strategic Enterprise Technology

Project Investment Justification

Version 01.02

A Statewide Standard Document for Information Technology Projects

Project Title: AELAS Opt-In Tools FY15

Agency Name:	Department of Education
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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.

UPDATE: Since the original PIJ was created, several changes have occurred at ADE that directly impact this project:

First, the ADE business owners for these products decided during fall 2014 to NOT promote three of these tools for active opt-in expansion this year.

(a) Public Consulting Group Assessment. While the current assessment system will be continued for the MCESA REIL program, the tool will be discontinued as an opt-in tool for AELAS. In the future, a replacement may be selected.

(b) TNL Educator Evaluation. The ADE business owners who are responsible for educator evaluations have asked that ADE not directly promote the MCESA REIL solution. As a result, promoting the TNL observation system will be the responsibility of MCESA—not ADE.

(c) Teachscape Teacher Evaluation. The Teachscape observation system is licensed under an ADE cooperative purchasing agreement for two more years. Because of this ADE won't actively promote it as an opt-in offering until the Teachscape contract can be renegotiated to give ADE the ability to offer the product directly to LEAs over an extended time.

Second, the ADE business owners reprioritized the efforts of AELAS Teaching and Learning tools, redirecting efforts to internal implementation of the Blackboard LMS and a NEW tool, the ADE Content Management System (CMS) ED14008.

(a) Blackboard LMS. The agency has decided that it is more important at this time to allocate resources to support internal migration to the Blackboard LMS for delivering state online courses. This system replaces ADE's legacy online tool, IDEAL, and will play an important role in training Arizona educators on ADE assessment tools, new standards, teaching methodologies, and other agency priorities. The system, when fully operational, also will allow LEAs to opt in to use the Blackboard system to train LEA educators and teach K-12 students.

(b) ADE Content Management System (CMS). ADE leadership also identified the need to support internal implementation of the new ADE Content Management System (CMS) which is part of the AELAS Teaching and Learning suite. This internally-developed system is used for storing and distributing ADE digital resources to educators, parents, students, legislators, etc. This system will streamline ADE's distribution of critical resources to support state mandates. During FY15, the ADE emphasis for CMS will be on uploading content, building staff capabilities to use the system effectively, and then announcing the system to LEAs. In future releases of the CMS (funded through a separate PIJ ED14008), the system will allow LEAs to opt-in for a local version of CMS that they can use to organize and distribute their resources.

This PIJ has been updated to reflect ADE's need to effectively implement the tools first at ADE, complete with online courses available directly to Arizona educators. When they are ready, the tools will also be made available to Regional Education Centers, County Offices of Education, and LEAs for local customization and use.

Third, the late delivery of the Blackboard is impacting the goal to sign six opt-in users in FY15. Blackboard has repeatedly missed deadlines to deliver their course registration and payment system, using a third-party system they scoped in their RFP. Without this functionality, the Blackboard solution falls short of what LEAs and regions need to offer professional learning courses. ADE and Blackboard expect this will be remedied during spring 2015, allowing ADE to move ADE's online courses to Blackboard. Currently, Arizona's five Regional Education Centers have expressed interest in adopting Blackboard to support their professional learning. MCESA, one of those regions also plans to use the Blackboard system as part of a federal grant serving over 2500 educators. Given the delay, ADE may be able to get signed commitment in FY15 from at least six LEAs (including the five Regional Centers).

Because of the changes mentioned above, the scope of the project has changed. Staffing remains largely the same with minor modifications—moving the focus to the internal implementation projects. The project budget and schedule remain generally the same; however, the budget has been updated with slightly different staff allocations and funds for computer hardware acquisitions for new staff members and travel expenses for spring conference presentations and roadshows to promote FY16 adoption of the LMS.

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:

6T

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.

In addition to these essential activities for Opt-In use, ADE recognizes that key tools—the LMS and CMS—require expanded internal support. This effort, while critical to the success of these tools, was not previously included in this PIJ. ADE program areas require this training and support to populate these systems with online courses and digital content. This PIJ will address this foundational need in order to ensure success of the tools and the educators who will use them.

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.

This project will no longer support 3 of the 4 original opt-in tools. The remaining tool (LMS PIJ ED14007) and newly added tool (CMS PIJ ED14008) will be supported by training and implementing the products with ADE internal staff which are two important components of long-term AELAS plans. This effort will maximize the impact of these tools on instruction and student achievement throughout Arizona. In addition, the LMS opt-in tool will be promoted with at least 6 LEAs.

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.

Supporting ADE internal users on implementation of the LMS and CMS will provide a service enhancement to educators throughout the state. As ADE’s vehicle for online learning, the LMS will become an essential delivery platform for professional learning. The online courses will improve educator effectiveness. ADE should also realize cost savings as the amount of travel for face-to-face training can be reduced.

The CMS (ED14008) will be a repository of lesson plans, practice tests, presentations, videos, etc. by giving educators easy statewide access to these digital resources. CMS can improve instruction for all educators and students.

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).

As a result of this PIJ update, the technology solution will no longer include the PCG, TNL and Teachscape platforms. New to this project will be the online, cloud-based content storage used by the CMS (ED14008).

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, Teachscope, 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 Teachscope 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.

As a result of the PIJ update, the selection process for PCG Assessment (ED13001), TNL Observation (ED13001), and Teachscope Evaluation (ED14012) are no longer directly applicable to this project and are being removed. The process for CMS development, which is being added to the project, is represented in ED14008.

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</i>	08/01/14	06/30/14

<i>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>		
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
<i>Train identified ADE leadership and staff members on uploading CMS content. This includes developing training tools, scheduling and delivering training, and providing follow-up assistance.</i>	10/01/14	6/30/15
<i>Train identified ADE leadership and staff members on developing and delivering online courses and webinars. This includes developing training tools, scheduling and delivering training, and providing follow-up assistance.</i>	10/01/14	6/30/15
<i>Manage schedules for online courses and content uploads. Work with ADE program areas to develop plans for incorporating their courses and content into the new LMS and CMS systems; monitor and report on progress.</i>	10/01/14	6/30/15

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.

Because of the refocusing of this project, the Marketing Outreach Specialist (MOS) duties will be reduced and following staff will be added:

Training Manager

- ***Organize training activities for AELAS tools***

Training Specialist

- ***Provide training activities for AELAS tools***

Database Administrator

- **Support back-end implementation of AELAS tools and data systems**

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:

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