

ADE IT Modernization Effort Update



Presented to:

Arizona Data Governance Commission

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Agenda

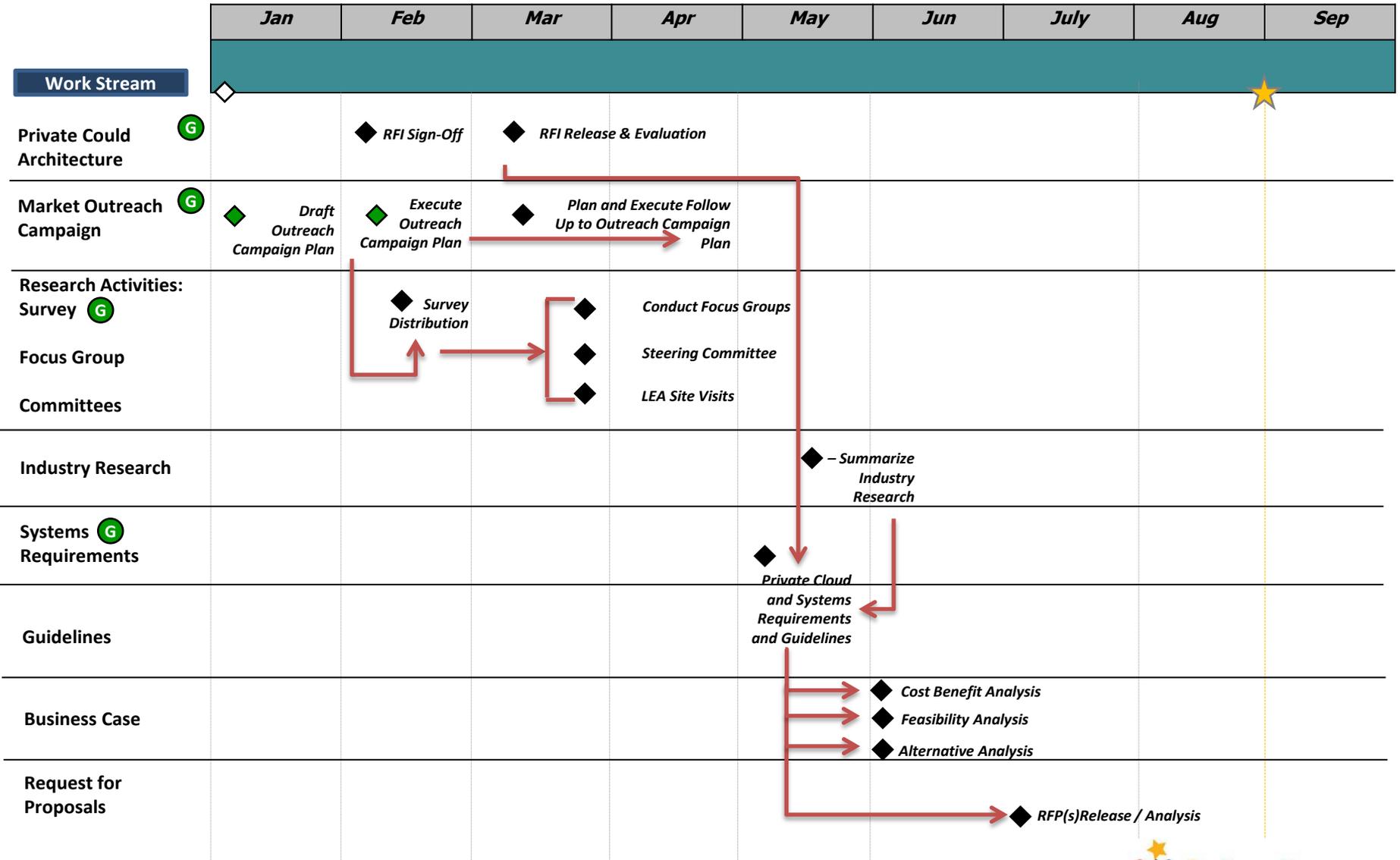
- AELAS Business Case Update
- Enterprise Architecture Update
- Project/Budget Summary Update
- SAIS RFP Requirements Gathering



Jolene Newton, LearningMate

AELAS BUSINESS CASE UPDATE

Program Roadmap (as of 02/24/12)

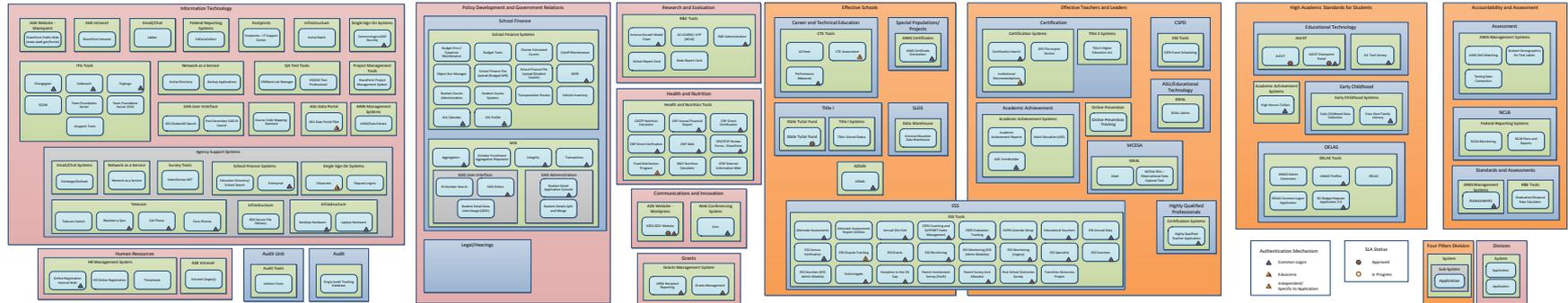




Ed Jung, LearningMate

ENTERPRISE ARCHITECTURE

Current Landscape



Need to:

- Ensure completeness and alignment of applications to divisions
- Validate underlying business needs
- Identify Dependencies between business divisions
- Map Data Flow between applications
- Identify and Locate our core business entities

Goals and Objectives

- Continue application landscape map
 - IT Governance
 - Interview business stakeholders
 - Build business process catalog
 - Simplify our data architecture
 - Identify Master Data entities
 - Map our Master Data to CEDS 2.0 and Ed-Fi

Accountability and Audit are both well situated to inject EA concepts

- Support existing projects
 - AELAS business case RFI
 - SAIS RFP
 - IMS roadmap
 - CRM strategy
 - Definition of “Customer”

EA Roadmap



EA Planning

Putting the processes in place to support the agency's evolution

- App Landscape
- EA Approach
- Staffing plan



- Stakeholder View
- Data Integrity
- Customer View
- CRM Strategy
- CTE



- IT Governance
- Business Architecture
- Information Systems Architecture
- Technology Architecture



EA Review

Supporting current initiatives to ensure that they meet agency needs

- AELAS RFI
- IMS Implementation
- Year End Accountability



- IMS Deployment
- Audit



- AELAS RFP
- SAIS Reengineering



EA Deliverables

Tools that increase our understanding of our business, support active projects, and demonstrate the value of EA.

- Application Landscape Map
- Customer Application View

- Architecture Review Gates
- Technology Portfolio Catalog
- Application/Technology Matrix
- Master Data Flow Diagram

- Process Catalog
- CEDS 2.0 Mapping
- Migration Strategy

Initiative Review and Support

These priorities need to be validated.

Business Architecture

- Year End Accountability
 - School Finance; R&E
 - Needs planning NOW to support goal of delivering reports to public as soon as possible (project plan showing 8/3)
- Audit
 - How can business and IT processes evolve/adapt to reduce and/or eliminate audit findings.
- Process Catalog

Technology Architecture

- Migration Plan
 - SAIS was just one of many systems that are (or soon to be) running on unsupported hardware and software platforms.
 - CTE ?

Information Systems Architecture

- Enterprise
 - Launched in 1999
 - Data used by over 120 applications
 - Should be effective “Master Record” of LEAs but data is replicated and “enriched” throughout agency
- AELAS
 - RFI Feb 2012
- IMS
 - Started November 2011 but work halted
 - New SOW from Microsoft
- CRM
 - Desperately need unified, authoritative view of customer

Support Slides

- ADM Preliminary Phase
 - Enterprise Definition
 - Team makeup
 - Architecture Principles
 - Internal and External Interfaces

ADM Preliminary Phase (1)

- Definition of Enterprise
 - The entire AZ Department of Education. This includes all business units/divisions, not solely IT. (core and soft enterprise)
 - While LEAs and other external parties are important customers and partners, we can only influence their processes and behaviors, not dictate or mandate. They are part of the “extended enterprise”.
- Enterprise Architecture team
 - Executive sponsor is CIO
 - Reports to the ADE EA Board (members to be named)
 - Accountable to Executive Director, Strategic Programs
 - Led by Chief Enterprise Architect
 - Supported by Enterprise Architect, Enterprise Data Architect, Enterprise Infrastructure Architect, and Business Analyst

ADM Preliminary Phase (2)

- Architecture Principles
 - **The ADE focus is on improving education in Arizona**
 - The ADE improves the quality of education in Arizona by implementing policies of the Board of Education and providing services and resources that allows LEAs, educators, and others (collectively referred to as customers) that enable them to make better decisions and provide better educational services and resources to the public.
 - **The ADE complies with the law**
 - Many of the services and resources provided by the ADE directly address specific federal and state statutes. ADE processes also comply with applicable laws, policies, and regulations.
 - **Our Data is a Valuable Asset**
 - The data we collect and generate is a valuable asset to the ADE and our customers, and needs to be managed with care and used effectively.

ADM Preliminary Phase (3)

- Internal and External Interfaces
 - ADE Data Stewards
 - ADE PMO
 - AZ Data Governance Commission (DGC)
 - Provide oversight on IT spend
 - ADOA Arizona Strategic Enterprise Technology (ASET)
 - State agency guidelines and policies on technology
 - Shared services
 - State Enterprise Architecture group



Mark T Masterson

BUDGET UPDATE

Green projects (on time/budget)

Project	Expected Completion
• AELAS Business Case	Oct 2012
• Identity Management/FIM	July 2012 (phase 1)
• ITIL Tool – Change Gear	Apr 2012
• AZ-SLDS Dashboards	Ongoing
• SAIS Assessment	Apr 2012
• Enterprise Architecture	Oct 2012

ALEAS Budget Snapshot thru February 29, 2012

ADE IT FY12 ACTUALS

Project	Approved Budget (thru 2/17/12)	YTD Spend	YTD Remaining Budget Authorization
AELAS Business Case	\$826,720	\$106,625	\$720,095
Identity Management System/FIM	\$800,000	\$224,798	\$575,202
ITIL Tool (Change Gear)	\$110,830	\$110,852	(\$22)
AZ-SLDS Dashboards	\$417,600	\$305,359	\$112,241
ADE Financial System - Great Plains	\$555,920	\$363,540	\$192,380
SAIS Assessment	\$1,497,726	\$1,109,560	\$388,166
ALM	\$129,725	\$161,922	(\$32,197)
Program Support Office	\$500,000	\$405,820	\$94,180
Enterprise Architecture	\$650,000	\$15,376	\$634,624
Total	\$5,488,521	\$2,803,852	\$2,684,669

ADE IT FY12 FORECAST

Forecasted Spend thru FY12	YTD Approved Budget MINUS Forecasted Spend
\$826,720	\$0
\$645,196	\$154,804
\$110,852	(\$22)
\$391,137	\$26,463
\$677,295	(\$121,375)
\$1,202,326	\$295,400
\$183,975	(\$54,250)
\$726,457	(\$226,457)
\$650,000	\$0
\$5,413,958	\$74,563

TOTAL AELAS BUDGET SNAPSHOT	
AELAS Total Authorization	\$6,600,000
Approved Budget	\$5,488,521
AELAS Total Authorization MINUS Approved Budget	\$1,111,479

YTD FORECAST SNAPSHOT	
YTD Approved Budget (as of 2/17/12)	\$6,600,000
Forecast Spend	\$5,413,958
Forecast Balance (AELAS Total Authorization MINUS Forecast Spend)	\$1,186,042

Yellow projects – resource request

Project	Expected Completion
<ul style="list-style-type: none">• Great Plains<ul style="list-style-type: none">– \$130,000	May 2012
<ul style="list-style-type: none">• Application Lifecycle Management<ul style="list-style-type: none">– \$ 54,250	Apr 2012
<ul style="list-style-type: none">• Program Support Office<ul style="list-style-type: none">– \$227,000	Ongoing

Great Plains

Total Authorized

YTD Spend

Remaining Authorization

\$555,920

\$363,540

\$192,380

Project Overview

- Tool to integrate 50+ ADE Financial Systems into 1 to improve School Payments and agency operations.
- Reduce the ADE usage of disparate databases and central financial information.

Objective: Distribute money to the schools faster

Key Milestones

Milestone	Target
Design Review – Phase Complete	3/2/12
Stakeholder Signoff - Design	3/8/12
User Training	3/30/12

Key Accomplishments

Accomplishment	Target
Configure Proposed Design in Dev	2/7/12
Solution Design Document	2/9/12

Risks

Risk	Mitigation
Post Implementation Support Plan was not included in the original contract	Vendor will present a plan to address the need

Application Lifecycle Management

Total Authorized	YTD Spend	Remaining Authorization
\$129,725	\$161,922	(\$32,197)

Project Overview

- Systematic approach to managing software requirements for ongoing and new IT applications.

Objective: Changes to IT systems are documentable, auditable and repeatable, increasing overall flexibility and efficiency

Key Milestones

Milestone	Target
Phase 2	Mar/Apr 2012
Training and mentoring ADE staff and project team on new environment	Mar/Apr 2012

Key Accomplishments

Accomplishment	Target
Requirements Template Definition	Dec 2011
Delivery Process implementation	Dec 2011
Project/Task Tracking with TFS	Dec 2011
Develop new TFS environment to continue implementation of modernization efforts	Feb 2012

Risks/Mitigation

Risk	Mitigation
Development resource experience level	Development of training/mentoring program
Partial roll-out of Delivery Path processes	Implement Phase 2

Program Support Office

Total Authorized

YTD Spend

Remaining Authorization

\$500,000

\$405,820

\$94,180

Project Overview

- Create and implement a vendor management framework for IT program.
- Develop and implement communications plan for various strategic and ongoing programs.

Objective: Bring professional management and oversight to IT programs

Key Milestones

Milestone	Target
Develop strategic and project controls policy	Mar/Apr 2012
Create process and procedure documentation	Mar/Apr 2012
Develop communications plan for ADE IT	Mar/Apr 2012
Create project administration policy, process and procedure documentation	Mar/Apr 2012

Key Accomplishments

Accomplishment	Target
Contract staff augmentation	Jan 2012

Risk/Mitigation

Risk	Mitigation
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New project for consideration

- SAIS RFP Requirements
 - \$500,000
 - Articulate SAIS core functions from beginning to end
 - Provide software vendors blueprint for new system
 - SAIS assessments guide the requirements process

Resource requests

- New resource request
 - SAIS RFP Requirements \$ 500,000
- Additional resource request
 - Great Plains \$ 130,000
 - Application Lifecycle Management \$ 54,250
 - Program Support Office \$ 227,000

\$ 911,250

AELAS with proposed changes

ADE IT FY12 ACTUALS

Project	New Resource Request approved at 3/16/12 meeting	Updated Approved Budget (thru 3/16/12)	YTD Spend	UPDATED Remaining Project Budget Authorization
AELAS Business Case	\$0	\$826,720	\$106,625	\$720,095
Identity Management System/FIM	\$0	\$800,000	\$224,798	\$575,202
ITIL Tool (Change Gear)	\$0	\$110,830	\$110,852	(\$22)
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SAIS Assessment	\$0	\$1,497,726	\$1,109,560	\$388,166
ALM	\$54,250	\$183,975	\$161,922	\$22,053
Program Support Office	\$227,000	\$727,000	\$405,820	\$321,180
Enterprise Architecture	\$0	\$650,000	\$15,376	\$634,624
SAIS Requirements Gathering	\$500,000	\$500,000	\$0	\$500,000
Total	\$911,250	\$6,399,771	\$2,803,852	\$3,595,919

ADE IT FY12 FORECASTS

Forecasted Spend thru FY12	YTD Approved Budget MINUS Forecasted Spend
\$826,720	\$0
\$645,196	\$154,804
\$110,852	(\$22)
\$391,137	\$26,463
\$677,295	\$8,625
\$1,202,326	\$295,400
\$183,975	\$0
\$726,457	\$543
\$650,000	\$0
\$500,000	\$0
\$5,913,958	\$485,813

TOTAL AELAS BUDGET SNAPSHOT	
AELAS Total Authorization	\$6,600,000
Approved Budget	\$6,399,771
AELAS Total Authorization MINUS Approved Budget	\$200,229

YTD FORECAST SNAPSHOT	
AELAS Total Authorization	\$6,600,000
Forecast Spend	\$5,913,958
Forecast Balance (AELAS Total Authorization MINUS Forecast Spend)	\$686,042

Questions



Contact

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Green Projects

For review only



AE LAS Business Case

Total Authorized

YTD Spend

Remaining Authorization

\$826,720

\$106,625

\$720,095

Project Overview

- Market research and feasibility study for statewide data system
- ADE leadership and key stakeholders promote program participation with outreach campaign

Objective: Involve stakeholders in proposed design for statewide data system

Key Milestones

Milestone	Target
Execute Outreach Campaign	Jan-Feb 2012
Distribute Product Survey	Jan-Feb 2012
Release Private Cloud RFI	Feb 2012
Focus Group Facilitations	Feb-May 2012
Business Case	Jun 2012
Release RFPs	Jun-Sep 2012

Key Accomplishments

Accomplishment	Target
Project schedule, budget, plan, and charter	Nov-Dec 2011
Secure project resources, draft marketing outreach campaign, and survey	Jan 2012
Draft Private Cloud RFI	Jan 2012
Execute outreach campaign Survey distribution & receipt of some responses	Feb 2012

Risk/Mitigation

Risk	Owner	Mitigation
Team is devoted to MCE SA for 7 weeks	ADE IT Program Manager	Overlap between programs is projected to be high
District participation	ADE Executive Team	Execute market outreach campaign and leverage partnerships with key stakeholders
Vendor participation	ADE IT Program Manager	Gauge vendor interest with RFIs

Identity Management/FIM

Total Authorized

YTD Spend

Remaining Authorization

\$800,000

\$224,798

\$575,202

Project Overview

- Establish and implement an identity management solution providing a single sign on as well as increased system security

Objective: Improve and simplify security with federation capability, providing users single logon capability and improved compliance with FERPA

Key Milestones

Milestone	Target
Project is being reevaluated and new milestone dates are being established	March 2012
Design target	March 2012
Build target	May 2012
Deploy Phase 1 target	Jun 2012

Key Accomplishments

Accomplishment	Target
Complete Business Requirements Document	Feb 2012
Internal Training	Feb 2012

Risk/Mitigation

Risk	Mitigation
Common Logon applications require modification to support single sign on goal	Review with clients
Application challenges associated with age and unsupported, antiquated technology	Detailed review process developed

ITIL Tool – Change Gear

Total Authorized

YTD Spend

Remaining Authorization

\$110,830

\$110,852

(\$22)

Project Overview

Help Desk Ticketing Tool – Hardware

Objective: Implement industry standard tool for ADE Support that will give customers enhanced help desk support

Key Milestones

Milestone	Target
Internal Rollout	Mar 2012
External Rollout	Mar/Apr 2012

Key Accomplishments

Accomplishment	Target
Project underway	Nov 2011
DEV environment up and running	Dec 2011
Software purchased	Jan 2012
Enhancements and customization effort underway	Jan 2012

Risk/Mitigation

Risk	Mitigation
Behind schedule on incident management process and sub-process definitions	Mitigation plan under review

AZ-SLDS: Dashboards

Total Authorized

YTD Spend

Remaining Authorization

\$417,600

\$305,359

\$112,241

Project Overview

Visual representation of student level data

Objective: Provide aggregated data to the public.

Key Milestones

Milestone	Target
Rework based on agency feedback	Mar 16, 2012
Soft launch to identified districts	April 16, 2012

Key Accomplishments

Accomplishment	Target
SharePoint 2010 production environment completion	Jan 2012
Releasing first phase dashboards	Jan 2012

Risk/Mitigation

Risk	Mitigation
Difficulty in finding business representation to define requirements	Client review
Align BI infrastructure towards long-term SLDS goals	
Budget estimate did not include integration	Change request

SAIS Assessment

Total Authorized

YTD Spend

Remaining Authorization

\$1,497,726

\$1,109,560

\$388,166

Project Overview

Student Accountability Information System “re-engineering” and optimizing system performance

Objective: ‘Map the mess’ to identify core functions and processes and understand what SAIS needs to be and how it has to work

Key Milestones

Milestone	Target
Payments assessment	Mar 2012
SAIS Assessment completion and Close Out	Mar 2012

Key Accomplishments

Accomplishment	Target
Detailed assessment for Integrity and proof of concept	Nov 2011
Transactions assessment	Jan 2012
Aggregations assessment	Jan 2012

Risks/Mitigation

Risk	Mitigation
Complex technical manual and applications processes	Review with clients
Existing systems are prone to human/manual error and inability to separate one 'Module' from the rest of the system in a meaningful way	Detailed review process developed
Turn over in subject matter experts	Review with clients

Enterprise Architecture

Total Authorized

YTD Spend

Remaining Authorization

\$650,000

\$15,376

\$634,624

Project Overview

- Overall improved IT landscape guided by governance, roadmaps, SLAs, and documentation
- Align ADE Business and IT units for planning and execution
- Completion of project in Oct 2012

Objective: Create IT process and policy roadmap to increase efficiency and effectiveness

Key Milestones

Milestone	Target
Architecture Vision	Mar 2012
Enterprise Data Map	Mar 2012

Key Accomplishments

Accomplishment	Target
Application Landscape Map	Feb 2012
EA Strategic Approach and Foundation sub-projects identified	Feb 2012
ADM Preliminary Phase Completed	Feb 2012

Risk/Mitigation

Risk	Mitigation
Complexity of current ADE enterprise architecture	Leverage existing resources; Define strategic approach across all programs and scope project phases

Student-Teacher Connection

Total Authorized

YTD Spend

Remaining Authorization

\$2,500,000

\$0

\$0

Project Overview

- Defining the AZ Standard Course Codes
- Mapping LEAs, CHs and CSs to the AZ Standard Course Codes

Objective: Establish link between students, teachers and courses

Combined Course Mapping and Student Teacher Data Link

Key Milestones

Milestone	Target
Pilot Training	3/8/2012
Kick-Off	3/13/2012
Pilot Completion	3/30/2012
Process Refinement	4/30/2012
Statewide Rollout Kick Off	5/1/2012

Key Accomplishments

Accomplishment	Target
ASET Approval	2/14/2012
ESP Contract Awarded	2/16/2012
Pilot Communication	2/27/2012

Risks

Risk	Mitigation
Schedule Validation	Conduct planning session 3/12/2012 and 3/13/2012