RESOLUTION 2016-15

BOARD REPORT NO. 320-15/16

RECOMMENDATION TO AMEND THE INFORMATION TECHNOLOGY DIVISION STRATEGIC EXECUTION PLAN TO REVISE AND APPROVE THE MY INTEGRATED STUDENT INFORMATION SYSTEMS (MISIS) PROJECT

WHEREAS, District Staff proposes that the Board of Education approve an amendment to the Information Technology Division (ITD) Strategic Execution Plan (SEP) to revise and approve the My Integrated Student Information System (MiSiS) Project (the "Project"); and

WHEREAS, the Project will replace the legacy student information systems to provide a single and comprehensive system built on modern technology, as mandated by the Modified Consent Decree; and

WHEREAS, over the last year, the MiSiS team has focused on continuing to stabilize MiSiS and improve performance, providing the functional capabilities needed by schools, and improving the user-interface; and

WHEREAS, LAUSD plans to extend the Microsoft contract through December 2016 at no additional cost for completion of this scope of work. The overall schedule to complete the 2015-2016 scope of work has been delayed by 6 months, with a new estimated completion date of December 2016 due to several factors: 1) the start of Sketches was delayed due to prioritization of all work and preparations related to a successful summer school and smooth Fall 2015 school year opening; 2) once the Sketches began, LAUSD and Microsoft identified that the requirements documentation process takes more effort and time to complete than originally planned; and 3) the Sketches revealed a larger scope for each deliverable than what had been estimated, resulting in extended Build/Stabilize/Release durations.; and

Resolution 2016-15
Recommendation to Amend the Information Technology Division Strategic Execution Plan to Revise and Approve the My Integrated Student Information Systems (MiSiS) Project

WHEREAS, In addition to the six-month extension of the 2015-2016 scope of work described above, the team also needs to develop and deploy additional high-priority enhancements to MiSiS, gather feedback from central office and school users to identify and implement needed improvements to the system, begin implementing the full integration of charter schools, expand the pilot of the online gradebook, implement a new user-friendly ad hoc reporting tool, roll out the Parent PASSport across the District, and clean up the "technical debt" in MiSiS that was created during the initial development and emergency fixes deployed in the first phases of MiSiS; and

WHEREAS, the main priority of the MiSiS Project is to provide a functional system for the schools in order to meet the needs of our teachers, administrators, students, and school-based staff; and

WHEREAS, the Project is currently defined with a $133,565,725 funding allocation as listed in the 2015 Information Technology (IT) Strategic Execution Plan; and

WHEREAS, this proposed action allocates an additional $40,300,000 from Bond Program funds allocated to the School Upgrade Program (SUP) category of "Technology Infrastructure and System Upgrades" to sustain the project through June 2017 to make significant progress on the remaining scope of work. The team will provide ongoing updates and return to the Bond Oversight Committee and Board of Education for review and approval to begin the next phase.

WHEREAS, District Staff has concluded that the proposed SEP amendment will facilitate implementation of the ITD SEP, and therefore, it will not adversely affect the District's ability to successfully complete the ITD SEP.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The School Construction Citizens' Bond Oversight Committee recommends that the Board of Education amend the Information Technology Division Strategic Execution Plans to revise and approve the My Integrated Student Information System (MiSiS) Project as defined in the Board Report No. 320-15/16, a copy of which is attached hereto in the form it was presented to the BOC and is incorporated herein by reference.

2. This resolution shall be transmitted to the Los Angeles Unified School District Board of Education and posted on the Oversight Committee's website.

3. The District is directed to track the above recommendation and to report on the adoption, rejection, or pending status of the recommendations as provided in section 6.2 of the Charter and Memorandum of Understanding between the Oversight Committee and the District.

Resolution 2016-15
Recommendation to Amend the Information Technology Division Strategic Execution Plan to Revise and Approve the My Integrated Student Information Systems (MiSiS) Project

ADOPTED on March 31, 2016, by the following vote:

AYES: 9   ABSTENTIONS:1

NAYS: 0   ABSENCES: 1

Pamela Schmidt   *Scott Folsom*
Pamela Schmidt   Scott Folsom
Chair   Vice Chair

Board of Education Report

File #: Rep-320-15/16, **Version:** 1

Amendment to the Information Technology Division Strategic Execution Plan to Revise and Approve the My Integrated Student Information Systems (MiSiS) Project
April 12, 2016
Information Technology Division

Action Proposed:
Staff proposes that the Board of Education amend the Information Technology Division Strategic Execution Plan (SEP) to revise and approve the My Integrated Student Information Systems (MiSiS) Project. The current MiSiS Project budget is $133,565,725 in approved bond funding.

This proposed action allocates an additional $40,300,000 of bond funding to continue working on the MiSiS Project through June 2017 to do the following:

- $19.8 million for the MiSiS system
    - Develop and deploy high-priority enhancements to MiSiS
    - Gather feedback from central office and school users to identify and implement needed improvements to the system
    - Begin to clean up the "technical debt" in MiSiS that was created during the initial development and emergency fixes deployed in the first phases of MiSiS
- $4.1 million to implement a new user-friendly MiSiS Ad Hoc Reporting tool
- $3.6 million to begin implementing the full integration of charter schools
- $9.7 million to expand the pilot of the online gradebook
- $1.1 million to roll out the Parent PASSport across the District
- $1.9 million for project contingency (5%)

If approved, the new budget will be $173,865,725.

Background:
MiSiS was to replace the legacy student information systems to provide a single and comprehensive system built on modern technologies. The main goal of the MiSiS Project is to provide a functional integrated student data system for schools in order to meet the needs of our teachers, administrators, school-based staff, students, and families.

The Board initially approved the MiSiS Project with a budget of $29,744,820 on June 18, 2013 (BOE 317-12/13), an additional $3,600,000 to purchase desktop computers for school-based staff approved on October 14, 2014 (BOE 107-13/14), an additional $12,120,905 to cover expenses for January and February 2015 approved on December 9, 2014 (BOE 256-14/15), an additional $8,500,000 on April 14, 2015 (BOE 421-14/15), and an additional $79,600,000 on June 9, 2015 (BOE 497-14/15).

During 2015-2016, the MiSiS team has focused on continuing to stabilize MiSiS and improve performance,

providing the functional capabilities needed by schools, and improving the user-interface. This work has primarily been completed by a project team consisting of District staff, Microsoft contractors, and non-Microsoft contractors through multiple iterations of "Sketch/Build/Stabilize/Release" prioritized by school-based events, school needs, and District deadlines.

To date, some of the MiSiS team's key accomplishments during 2015-2016 are as follows:

- The start of the 2015-16 school year was substantially better than that of the previous year, with students scheduled and in class and very few system or functional issues; Local District leadership and school principals used MiSiS data to proactively ensure that all schools were prepared for the first day of school.
- The MiSiS application continues to run reliably with improved overall performance.
- Completion of several focus groups across the District and 46 Sketches from July 2015 to February 2016 provided a forum for school and central office users to provide feedback on the functionality necessary for their jobs.
- The MiSiS team was instrumental in implementing or leading the implementation of critical functionality and enhancements, improved screens, streamlined processes, and new or enhanced reports, including but not limited to the following:
  - Attendance submission rates of more than 99% across the District
  - The validation of data for graduation requirements for the 2014-15 school year
  - Automatic Withdrawal and No Show functionality to simplify the enrollment and checkout processes
  - Auto-save feature for teachers entering grades
  - Improvements in the English Learner reclassification process
  - Development and implementation of the Graduation Eligibility Status for 2016 and Beyond Report.
- Over 350 new enhancements and more than 1,400 software bug fixes have been released from July 2015 to February 2016
- More than 1,400 users across the District received extensive instructor-led MiSiS training and thousands more accessed MiSiS job aids and webinars

LAUSD plans to extend the Microsoft contract through December 2016 at no additional cost to complete the work that was intended to be done by June 2016.

The overall schedule to complete the 2015-2016 scope of work has been delayed by 6 months, with a new estimated completion date of December 2016. This is due to several factors. The start of Sketches was delayed due to prioritization of all the work and preparations related to a successful summer school and smooth Fall 2015 school year opening. Then, once the Sketches began, LAUSD and Microsoft identified that the requirements documentation process takes more effort and time to complete than originally planned. Lastly, the Sketches revealed a larger scope for each deliverable than what had been estimated, resulting in extended Build/Stabilize/Release durations.

In addition to the six-month extension of the 2015-2016 scope of work described above, the remaining MiSiS project scope, anticipated to be completed by June 2018, is as follows:

- Completion of additional high-priority enhancements to MiSiS that are not developed during 2015-2016, such as reducing the number of steps or "clicks" that a user must complete for a transaction and

enhancements that will make MiSiS more user-friendly;

- Gathering of feedback from central office and school users to identify and implement needed improvements to the system to facilitate their business processes;
- Full implementation of an online gradebook, a requirement for exiting the MCD;
- Full integration of charter schools, a requirement for exiting the MCD;
- A new user-friendly ad hoc reporting tool that will replace the clunky MiSiS Explorer tool and enable Central/Local District office and school users to create customizable reports;
- Compliance with requirements for Section 508 of the Rehabilitation Act, which addresses access to technology for people with physical, sensory, or cognitive disabilities;
- Clean up of the "technical debt" that was created during the initial development and emergency fixes when the project did not have controls and software development standards and templates in place, including work like simplifying and refactoring system code, extracting reusable components, and significantly reducing the use of hard coding, all of which will improve system performance and enable the District to maintain and update MiSiS much more easily in the future; and
- Begin transitioning the MiSiS system in phases from project mode to maintenance/update mode.

The online gradebook, ad hoc reporting, and Parent PASSport components of the MiSiS Project are directly related to three key District initiatives that support LAUSD's vision and mission for educating and preparing our students to successfully graduate with 21st century skills and engaging families as our educational partners:

A. The Learning Management System (LMS) Project led by the Division of Instruction
B. The Parent Access Support System Portal (PASSport) Project led by the Parent, Community, and Student Services Branch of the Division of Instruction
C. The Enterprise Reporting Project led by the Information Technology Division in Partnership with the Office of Data and Accountability, Division of Instruction, Human Resources, Personnel Commission, and Office of Finance.

A full description of each of these strategic initiatives is included in the Board Informative "Estimated Funding and Timeline to Complete the MiSiS Project" dated February 26, 2016 (ATTACHMENT C). While MiSiS components comprise portions of these initiatives, each initiative has its own set of goals and requirements that go beyond those of MiSiS. It is strategically and economically advantageous for the District to align the MiSiS components to these initiatives rather than implementing narrowly scoped MiSiS solutions that conflict or overlap with these initiatives.

Staff anticipates that the timeline to complete the MiSiS Project and related District initiatives detailed above is an additional two years, with estimated completion targeted for June 2018 and a total budget of $71.1 million. The scope of work and funding needs to complete the project are significantly reduced from this year's, as the 2015-16 scope of work puts basic functionality in place and completes the bulk of requirements gathering and documentation.

The current request for $40,300,000 will sustain the next phase of the project through June 2017 to make significant progress on the remaining scope of work. The funding needs for 2016-2017 are as follows:

FY 2016-2017	
MiSiS	$28.8 million
Less Savings from Previous Allocations	($9.0 million)
MiSiS Net Total	**$19.8 million**
Ad Hoc Reporting	$4.1 million
Charter Schools Integration	$3.6 million
Online Gradebook	$9.7 million
Parent Portal	$1.1 million
Subtotal	**$18.5 million**
Contingency (5%)	**$1.9 million**
Total	**$40.3 million**

The team will provide regular updates and return to the Bond Oversight Committee and Board of Education in Spring 2017 for review and approval to begin the next phase.

Expected Outcomes:
Approval of the proposed action and subsequent investments will fund efforts to continue to develop and implement high-priority MiSiS enhancements and improvements, begin to fully integrate charter schools, expand the online gradebook pilot, roll out the Parent PASSport across the District, implement a user-friendly ad hoc reporting tool to replace the clunky MiSiS Explorer tool, and begin addressing the "technical debt" in MiSiS to facilitate future system maintenance and updates.

Board Options and Consequences:
Approval of the proposed action will provide additional funding needed for efforts to continue the MiSiS Project.

If the proposed action is not approved, the District will be delayed in continuing the MiSiS Project, schools will be forced to keep using an incomplete and inefficient system for their day to day operations, and the District will be out of compliance with the Modified Consent Decree.

Policy Implications:
Without this action, schools cannot meet students' needs. This action is consistent with the District's approval of the My Integrated Student Information System, in accordance with the Modified Consent Decree.

Budget Impact:
The requested bond funding allocation being proposed as part of this action is $40,300,000. Funding will come from Bond Program funds from the "Technology Infrastructure and System Upgrades" category in the School Upgrade Program.

There is no one time (non-recurring) General Fund impact associated with this request.

As the MiSiS system becomes operational, completed project modules and team members will be transitioned from project mode into maintenance/update mode. To fully support this enterprise-level, integrated system on an ongoing basis, an additional allocation of $3.2 million in ongoing General Fund will be needed starting in 2016-2017, with an expectation that an additional ongoing General Fund allocation of $2.5 million will be needed starting in 2017-2018 as more modules and staff transition from project mode into maintenance/update mode. This funding has not yet been identified in the District's budget. Staff will continue to analyze the long-term resource needs as the project nears completion.

Issues and Analysis:
Not applicable.

Bond Oversight Committee Recommendations:
This item was considered by the School Construction Bond Citizens Oversight Committee (BOC) at its meeting on March 31, 2016. Staff has concluded that this proposed SEP amendment will help facilitate implementation of the IT-SEP and therefore, it will not adversely affect the District's ability to successfully complete the SEP.

Attachments:
Attachment A - Bond Oversight Committee Resolution
Attachment B - Bond Oversight Committee Update
Attachment C - Board Informative "Estimated Funding and Timeline to Complete the MiSiS Project" dated February 26, 2016

Informatives:
None.

Submitted:
03/15/2016

RESPECTFULLY SUBMITTED,

APPROVED & PRESENTED BY:

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MICHELLE KING
Superintendent

_____
DIANE H. PAPPAS
CEO, Strategic Planning and Digital Innovation
Office of the Superintendent

REVIEWED BY:

APPROVED & PRESENTED BY:

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DAVID HOLMQUIST
General Counsel

____ Approved as to form.

_____
SHAHRYAR KHAZEI
Chief Information Officer
Information Technology Division

REVIEWED BY:

_____
CHERYL SIMPSON
Director, Budget Services and Financial Planning

____ Approved as to budget impact statement.

REVIEWED BY:

_____
MARK HOVATTER
Chief Facilities Executive

✗ Approved as to impacts to facilities.