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Annual Report

FY 2022-23

SACS System Replacement (SSR) Project

Version 1.0
April 4, 2024

Table of Contents

Revision History2

Approval History.....2

1 Introduction.....3

 1.1 Background and Purpose of the Annual Report3

 1.2 Document Conventions4

 1.3 Approval Authority4

 1.4 Approvals5

2 Work planned for FY 2022-23.....6

3 Summary of Work for FY 2022-237

 3.1 Project Management Plan9

 3.2 Project Work Plan9

 3.3 SSR Project DevOps Dashboard..... 17

 3.4 SACS Application Environments 18

 3.5 Requirements 19

 3.6 Requirements Traceability Matrix 20

4 Budgeted and Actual Expenses for FY 2022-23 20

6 Conclusion 21

Appendix A – Deliverables and Payment Schedule for FY 2022-23 22

Appendix B – Budgeted and Actual Expenses for FY 2022-23 23

Appendix C – SSR Project Organizational Chart for FY 2022-23 24

Appendix D – SSR Project Assessment by Oversight 25

Appendix E – Glossary of Terms 26

Revision History

Name	Date	Reason for Changes	Version
Denise Harris	7/12/23	Initial draft	.01
Denise Harris	9/13/23	Updated report with Project Team comments	.02
Greg Scull	9/20/23	Updated content for 2023	.03
Denise Harris		Submittal to CDE	1.0

Approval History

Approved By	Title	Version	Date Approved
Amy Fong	Chief Operations Officer Fiscal Crisis & Management Assistance Team/ California School Information Services Kern County Superintendent of Schools	1.0	
Elizabeth Dearstynne	Director School Fiscal Services Division California Department of Education	1.0	

1 Introduction

1.1 Background and Purpose of the Annual Report

The California Department of Education (CDE) maintains and operates the Standardized Account Code Structure (SACS) software to fulfill its K-12 financial oversight needs, including statutory requirements for local educational agencies (LEAs) to report budgets, interim, and annual financial reports. The SACS software provides other functionality unique to budget and interim reporting such as cash flow projections and financial forecasts. The SACS software is comprised of four separate components in the reporting and reviewing of financial data, transmission of data to the CDE, and the maintenance of the data quality validation rules. The LEA-facing portion of the SACS software was initially developed and existed as a standalone software that LEAs downloaded, installed, and ran locally. In January 2010, the CDE submitted its Feasibility Study Report (FSR) to implement a centralized web-based system accessible remotely by LEAs throughout California, allowing all stakeholders to access the solution from their existing environments without the local need for any new or additional hardware or software.

The Budget Act of 2016 appropriated Prop 98 funding for the CDE to initiate the procurement of a replacement SACS system. In July 2016, the CDE requested letters of interest and the Kern County Superintendent of Schools (KCSOS), the administrative agent for the Fiscal Crisis and Management Assistance Team (FCMAT)/California School Information Services (CSIS), responded to that request. FCMAT/CSIS spent much of 2017 developing and working on a proposal for the replacement of the SACS system. In June 2018, the CDE selected FCMAT/CSIS to develop the SACS System Replacement. The primary objective of the multi-year SACS System Replacement (SSR) project is to create a web-based application customized to the K-12 financial reporting workflow that eliminates the use of unsupported and obsolete technologies. FCMAT/CSIS began work in June 2018 with the onboarding of business analysts, project management, and independent oversight staff. The replacement SACS system, completed in 2023, is a modern, web-based system designed and purposefully built for CDE, California's local educational agencies and their county offices to collect, review, and disseminate LEA financial data.

The original workplan scheduled the rollout of the SACS web-based system during Spring 2021 with FCMAT/CSIS performing warranty responsibilities using reduced staffing in the warranty period. In Spring 2020, the onset of the COVID-19 pandemic, economic uncertainties, and natural disasters shifted attention and resources to reimagining school operations. Although the SSR workplan called for increasing outreach ahead of the system's launch, the confluence of these events presented a significant risk to the project. The planned activities of user acceptance testing, and user training rely heavily on the availability and active participation of LEA staff to engage in project activities and implement organizational changes, for example, managing users and security roles in the new software, locally. To mitigate this risk, the SSR project proposed a one-year delay as its COVID response through a change request. With an amendment to the SSR memorandum of understanding (MOU) and control agencies' approval of a budget change proposal submitted by the CDE, FCMAT/CSIS maintained staffing levels through 2020-21, and the project shifted its delivery target to a revised winter 2023 delivery.

In June 2022, the CDE and FCMAT/CSIS reached agreement on MOU Amendment 3 to provision maintenance and operations (M&O) technical services, including equipment, software licensing, and hosting for the SACS Web system.

In October 2022, the project team successfully implemented Release 2 encompassing fiscal year 2022-23 budget and subsequently interim period functionality. No additional trainings were offered after Release 2 was implemented. Instead, users could refer to virtual trainings hosted by the county offices of education in April 2022.

In February 2023, the CDE and FCMAT/CSIS reached agreement on MOU Amendment 4 to extend the SSR project end date to June 1, 2023. The agencies agreed to continue UAT beyond the project's end date, and to distribute withhold funds by June 30, 2023, consistent with the 2022-23 SOW.

In June 2023, the project team successfully implemented Release 3 with fiscal year 2022-23 unaudited actuals period functionality. On July 11, 2023, the CDE offered a state-wide virtual training for unaudited actuals reporting. Eight hundred ninety-three (893) users registered for the training. The curriculum was included an overview of the SACS Web System and an introduction to the Charter School Alternative Form. The CDE delivered the session using PowerPoint and incorporated a live demonstration. For users who missed the live training, a recording will be available, and the PowerPoint will be accessible on the CDE's website.

The *Annual Report* summarizes the work performed by FCMAT/CSIS to design, document, develop, and test the SACS System Replacement (SSR) solution during fiscal year 2022-23. This annual report describes the SSR project activities completed by FCMAT/CSIS during the year and records the budgeted and estimated actual expenses.

1.2 Document Conventions

The first approved version of the document will be numbered 1.0. Minor revisions (that is, format, spelling, or clarification) will retain the major version number and increment the revision number to the right of the decimal (for example 1.0, 1.1, 1.2...).

1.3 Approval Authority

The CSIS Chief Operations Officer shall approve this *Annual Report* on behalf of FCMAT/CSIS before submitting it to the CDE. The Director (or designee) of the School Fiscal Services Division shall approve this *Annual Report* on behalf of the CDE.

1.4 Approvals

FCMAT/CSIS 2022-23 Annual Report SACS System Replacement (SSR) Project

Version 1.0

April 4, 2024

Amy Fong, Chief Operations Officer

Fiscal Crisis & Management Assistance Team/
California School Information Services
Kern County Superintendent of Schools

Elizabeth Dearstyne, Director

School Fiscal Services Division
California Department of Education

Signature/Date

Signature/Date

2 Work planned for FY 2022-23

The extenuating circumstances presented by COVID-19 were weighed as FCMAT/CSIS and the CDE planned work for 2022-23 along with constraints from project scope, timeline, and staffing.

From early planning in the proposal phase, through long term-planning, and other leadership meetings with the CDE, FCMAT/CSIS understood that the CDE's overarching goals for 2022-23 were the timely completion of the following:

- Updated Project Work Plan, with revisions for COVID-19 contingencies
- Updated Detailed System Design Document – Deliverable 3 (DEL 3)
- Updated System Technical Guide – Deliverable 9 (DEL 9)
- System Readiness – Deliverable 10 (DEL 10)
- Updated Knowledge Transfer Plan – Deliverable 11 (DEL 11)
- Updated Requirements Traceability Matrix (RTM) – Deliverable 12 (DEL 12)
- System Go-Live for Releases 2 and 3 – Deliverable 13 (DEL 13), with revisions for COVID-19 contingencies
- System Acceptance – Deliverable 14 (DEL 14), with revisions for COVID-19 contingencies
- All 2022-23 tasks within the Project Work Plan
- A statement of work, including a workplan, to address Maintenance and Operations services after Release Go-Live
- An Annual Report

FCMAT/CSIS Major Work Activities in Support of Project Expectations

The major work for FCMAT/CSIS in 2022-23 to support these project expectations included:

- Maintaining a working relationship between the FCMAT/CSIS and CDE teams, as well as the independent consultant(s) to ensure the SSR project is being developed to meet the needs of stakeholders
- Continuing to design and document a system that will meet the requirements of the SSR solution
- Continuing to monitor SSR development to ensure that the project remains within scope, adheres to the delivery timeline, and does not exceed cost estimates
- Continuing to implement automated testing and refining requirement/software development/testing processes to ensure quality outcomes in an efficient manner
- Supporting M&O activities consistent with Amendment 3 to the MOU

With the assistance of independent project oversight consultant in managing and monitoring project risks, adjustments to the above planned work were formalized through the MOU and/or statement of work as needed.

FCMAT/CSIS Progress Reports

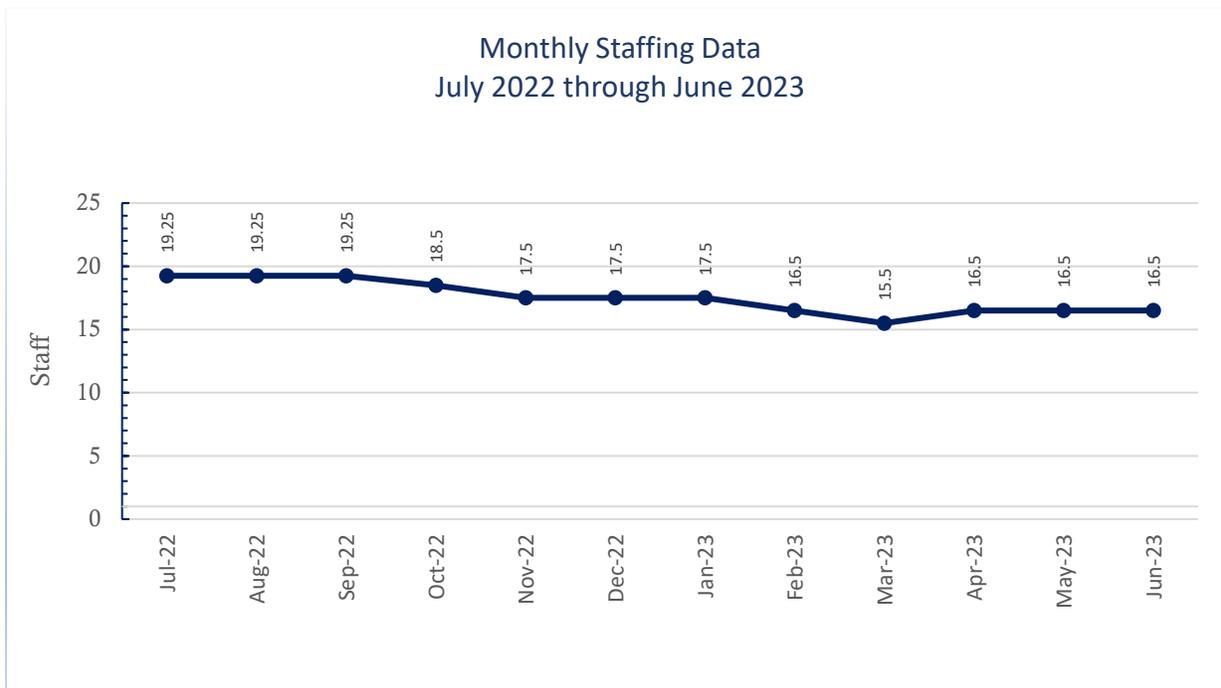
As established in the MOU, the CDE received progress reports about the SSR project periodically. These included reports from FCMAT/CSIS, and the independent verification and validation (IV&V) consultant. The reports described the status and progress achieved towards the project milestones identified in the planning and management documents, any serious difficulties encountered during the project, and any recommended corrective action(s). The format of such reports was mutually agreed upon by the CDE and FCMAT/CSIS.

Throughout FY 2022-23, the independent verification and validation (IV&V) consultant completed monthly and quarterly assessments of the SSR project. IV&V monitored project management processes and project progress toward achieving the agreed upon baseline goals for the project. In addition, IV&V monitored the product itself, including numerous artifacts in the following areas: requirements management, design, build and unit test, system test, user acceptance testing (UAT), and technical architecture. The IV&V consultant continued work in 2022-23, and the CDE and FCMAT/CSIS met regularly to discuss their feedback with him, work through any project challenges, and implement agreed upon solutions.

3 Summary of Work for FY 2022-23

FCMAT/CSIS' capture of the CDE's requirements and the CDE's timely approval of requirements packets were crucial for successful SSR project completion. When the CDE and FCMAT/CSIS planned SSR project work for FY 2022-23, the agencies agreed the major focus for the year would be finalizing and elucidating scope through requirements clarification meetings, system development and testing, user outreach, user acceptance testing, and planning, and facilitating training for LEA users.

In January 2023, the SSR Executive Team decided story points remaining after Release 3 would be completed in the M&O period. Staffing levels were relatively stable during FY 2022-23 while the team continued development work on remaining CDE requirements and completed M&O activities. Staffing levels aligned with the changing nature of the work. Work shifted from more challenging technical architecture work to build major components to maintenance and operations of production software. The chart below depicts SSR monthly staffing data from July 1, 2022 through June 30, 2023.



During FY 2022-23, the SSR project team continued to refine and prioritize the remaining work, known as the product backlog, for building the SACS Web system. The team collaborated with the CDE to ensure that the highest priority items would be worked on in a ranked order that aligned with the end user and the CDE’s needs. When managing the product backlog, how quickly a work item can be completed is weighed against the business value and the timing of the work along with any dependencies. In FY 2022-23, the analysis of work items in the backlog was completed. In their ongoing risk management efforts, the CDE, FCMAT/CSIS, and the oversight consultant escalated contingency and mitigation efforts as needed to counteract the effects of potential adverse events. Analysis and discussion between the two organizations led to the approval of SSR-CR-017 in January 2023. This change request formalized the scoped release plan, including a UAT candidate, based on the CDE’s ranking of work items.

The SSR project team also completed activities from the User Outreach Plan approved in the prior year and instructional design activities from the User Training Plan. The development of the User Guide was a key asset to end user training. The SSR team completed updates to the User Guide as a companion to each major release and LEA end user training.

The goal of the Outreach Plan was to build a bridge between end-users and the SSR team during development and implementation and to build awareness and increase knowledge about the new system. The SSR project team collected and evaluated feedback from participants who attended SSR outreach meetings offered during outreach events.

The SSR team facilitated brief informational sessions virtually at various partner agency events and collected the following metrics:

Event	Event Date	Number of Attendees
California County Superintendents Educational Services Association CBO Conference	February 2022	150
CDE Statewide User Outreach	March 2022	1,000
External Services Subcommittee (ESSCO)	Monthly	100

3.1 Project Management Plan

The SSR Project Management Plan (PMP) was developed consistent with the California Department of Technology, Project Management Office, California Project Management Framework (CA-PMF) and best practices guidance from the Project Management Institute's Project Management Body of Knowledge (PMBOK). The PMP includes subsidiary management plans associated with specific aspects of the SSR project, for example, project schedule management, communications management, and scope management. The SSR team developed standalone project management plans consistent with anticipated level of effort for the project and to match the SSR project needs. These standalone plans included:

- Requirements Management
- Quality Management
- Risk Management
- Issue Management
- Cost Management

In FY 2022-23, the project management team reviewed and updated the SSR project plans as needed.

3.2 Project Work Plan

The SSR Project Work Plan defined the scope of work and an estimated timeline for the completion of work scheduled during FY 2022-23. The CDE approved an updated Project Work Plan in December 2021 as an update to Deliverable 2. After the CDE approved the Project Work Plan, the SSR team held working sessions to continue definition of more detailed project tasks. As a first step, the team reviewed and refined the work breakdown structure (WBS) to divide deliverables and project work into manageable components. Using agile software development methodology, activities were identified, grouped by category or work type, and an estimated timeframe established. The SSR team then decided upon a logical sequence based on dependencies between tasks, providing sufficient interaction and coordination for opportunities to solicit input from CDE to ensure timely work completion.

The team completed all development work planned for FY 2022-23 with Sprint 76 concluding on June 27, 2023. Below are major work categories with baseline start, finish dates, and actual finish dates.

Task Name	Baseline Start	Baseline Finish	Actual Finish
SACS Project Work Plan 2022 - 2023 (Baseline 1)	Thu 6/23/22	Thu 8/17/23	Fri 7/7/23
Start SSR Project Work	Fri 7/1/22	Fri 7/1/22	Fri 7/1/22

Task Name	Baseline Start	Baseline Finish	Actual Finish
Schedule Annual CDE, FCMAT/CSIS Exec Meeting	Wed 1/25/23	Fri 3/24/23	Fri 3/24/23
CDE, FCMAT/CSIS Exec Meeting Held	Mon 4/10/23	Mon 4/10/23	Mon 4/10/23
SOW	Mon 7/25/22	Tue 5/30/23	Tue 5/30/23
Submit to CDE for Review	Mon 7/25/22	Mon 7/25/22	Mon 7/25/22
Review SOW	Tue 7/26/22	Wed 10/12/22	Wed 10/12/22
Approve SOW	Wed 10/12/22	Wed 10/12/22	Wed 10/12/22
Update SOW w/ Amendment 4 Agreements	Mon 2/27/23	Mon 4/17/23	Mon 4/17/23
Approve Revised SOW	Tue 4/18/23	Tue 5/30/23	Tue 5/30/23
FY 2022-23 Document Updates	Tue 8/30/22	Fri 6/30/23	Fri 6/30/23
Detailed Design Document (DDD) (DEL-3)	Tue 1/31/23	Tue 6/27/23	Tue 6/27/23
Share Updated version of the DDD (2022) with the CDE	Tue 1/31/23	Tue 6/13/23	Tue 6/13/23
CDE review completed	Wed 6/14/23	Tue 6/27/23	Tue 6/27/23
Technical Architecture Document (DEL-4)	Tue 1/31/23	Tue 6/27/23	Tue 6/27/23
Share updated version of the Technical Architecture Document (2022) with the CDE	Tue 1/31/23	Tue 6/13/23	Tue 6/13/23
CDE review completed	Wed 6/14/23	Tue 6/27/23	Tue 6/27/23
System Technical Guide (DEL-9)	Tue 1/31/23	Tue 6/27/23	Tue 6/27/23
Share updated version of the System Technical Guide with the CDE	Tue 1/31/23	Tue 6/13/23	Tue 6/13/23
CDE review completed	Wed 6/14/23	Tue 6/27/23	Tue 6/27/23
Requirements Traceability Matrix (RTM) - (DEL-12)	Tue 1/31/23	Tue 6/27/23	Tue 6/27/23
Share updated version of the RTM (2022) with the CDE	Tue 1/31/23	Tue 6/13/23	Tue 6/13/23
CDE review completed	Wed 6/14/23	Tue 6/27/23	Tue 6/27/23
M&O Management Plan - Releases 2 and 3	Tue 8/30/22	Fri 6/30/23	Fri 6/30/23
Update M&O Management Plan	Tue 8/30/22	Tue 11/1/22	Tue 11/1/22
CDE review completed	Fri 6/30/23	Fri 6/30/23	Fri 6/30/23

Task Name	Baseline Start	Baseline Finish	Actual Finish
SSR System User Guide	Fri 7/1/22	Thu 6/15/23	Tue 7/11/23
CSIS Internal Audit and User Guide Update	Tue 7/5/22	Fri 10/14/22	Fri 10/14/22
Share User Guide with CDE for Comment and Review	Mon 10/17/22	Fri 10/28/22	Fri 10/28/22
CDE Review User Guide	Wed 9/28/22	Fri 10/14/22	Fri 10/14/22
Update User Guide with Release 2 Functionality	Fri 7/1/22	Fri 10/28/22	Fri 10/28/22
Finalize Release 2 User Guide Updates	Mon 10/31/22	Thu 3/2/23	Thu 3/2/23
Complete 2022-23 online user guide update to match baseline Word doc.	Thu 4/6/23	Fri 4/14/23	Fri 4/14/23
Complete review of 2022-23 online user guide navigation changes (User guide & code changes of the URLs change)	Wed 3/8/23	Mon 4/17/23	Mon 4/17/23
Approval of 2022-23 match online user guide to baseline Word doc + completed review/approval of nav changes	Mon 4/17/23	Wed 4/26/23	Wed 4/26/23
Deploy 2022-23 online user guide to production	Fri 4/28/23	Fri 4/28/23	Fri 4/28/23
Complete 2023-24 online user guide updates	Fri 4/21/23	Thu 4/27/23	Thu 4/27/23
Approval of 2023-24 online user guide to deploy to production	Fri 4/28/23	Fri 4/28/23	Fri 4/28/23
Deploy 2023-24 online user guide to production	Fri 4/28/23	Fri 4/28/23	Fri 4/28/23
Update User Guide with Release 3 Functionality	Mon 4/3/23	Thu 6/15/23	Thu 6/15/23
Share User Guide with CDE for Comment and Review	Mon 5/1/23	Tue 5/30/23	Tue 5/30/23
Finalize User Guide	Thu 6/15/23	Thu 6/15/23	Tue 7/11/23
FCMT/CSIS Release 2 Management	Tue 8/23/22	Tue 11/1/22	Tue 11/1/22
Review Implementation Management Plan	Tue 8/23/22	Tue 9/6/22	Tue 9/6/22
Review and edit as needed - Go/No-Go Checklist	Thu 10/20/22	Thu 10/20/22	Thu 10/20/22
Complete R2 Development (Sprint 64 End)	Tue 10/11/22	Tue 10/11/22	Tue 10/11/22
Code Freeze, Stabilization, Final Checks	Mon 10/24/22	Tue 10/25/22	Tue 10/25/22
Facilitate Go/No-Go Meeting	Fri 10/28/22	Fri 10/28/22	Fri 10/28/22
Go-Live Release 2 / Deploy to Production	Mon 10/31/22	Mon 10/31/22	Mon 10/31/22

Task Name	Baseline Start	Baseline Finish	Actual Finish
Conduct Post-Release Testing	Tue 11/1/22	Tue 11/1/22	Tue 11/1/22
FCMAT/CSIS Release 3 Management (R3 MVP)	Wed 11/2/22	Mon 7/3/23	Mon 7/3/23
Review Implementation Management Plan	Wed 11/2/22	Tue 2/28/23	Tue 2/28/23
Review and edit as needed Go/No-Go Checklist	Wed 6/7/23	Thu 6/8/23	Thu 6/8/23
Complete R3 MVP Development (Sprint 76 End)	Tue 6/27/23	Tue 6/27/23	Tue 6/27/23
Facilitate Go/No-Go Meeting	Wed 6/28/23	Wed 6/28/23	Wed 6/28/23
Code Freeze, Stabilization, Final Checks	Tue 6/27/23	Wed 6/28/23	Wed 6/28/23
Go-Live Release 3 / Deploy to Production	Fri 6/30/23	Fri 6/30/23	Fri 6/30/23
Conduct Post-Release Testing	Mon 7/3/23	Mon 7/3/23	Mon 7/3/23
User Outreach	Fri 7/1/22	Fri 6/30/23	Fri 6/30/23
Conduct User Outreach and Communication Plans	Fri 7/1/22	Fri 6/30/23	Fri 6/30/23
CDE Work Packages Release 2 and 3	Tue 7/5/22	Fri 7/28/23	Fri 7/28/23
CDE R2 Management	Tue 10/18/22	Mon 10/31/22	Mon 10/31/22
Develop R2 Release Packet	Tue 10/18/22	Mon 10/31/22	Mon 10/31/22
Issue R2 Release Packet	Mon 10/31/22	Mon 10/31/22	Mon 10/31/22
CDE R3 Management	Thu 6/1/23	Thu 6/29/23	Thu 6/29/23
Develop R3 Release Packet	Thu 6/1/23	Thu 6/29/23	Thu 6/29/23
Issue R3 Release Packet	Thu 6/15/23	Thu 6/29/23	Thu 6/29/23
User Acceptance Testing	Tue 7/5/22	Fri 7/28/23	Fri 7/28/23
UAT Release 2	Tue 7/5/22	Thu 10/27/22	Thu 10/27/22
UAT R2 Script Development	Tue 7/5/22	Mon 8/1/22	Mon 8/1/22
Component UAT Testing	Tue 7/5/22	Thu 10/27/22	Thu 10/27/22
CDE End-to-End Testing	Wed 9/28/22	Thu 10/27/22	Thu 10/27/22
Conduct CDE UAT (Component and UAT)	Tue 8/2/22	Fri 10/21/22	Fri 10/21/22

Task Name	Baseline Start	Baseline Finish	Actual Finish
Conduct LEA R2 UAT	Tue 10/18/22	Thu 10/27/22	Thu 10/27/22
R2 UAT Complete	Thu 10/27/22	Thu 10/27/22	Thu 10/27/22
UAT Release 3	Wed 2/1/23	Fri 7/28/23	Fri 7/28/23
UAT R3 Script Development	Tue 5/30/23	Mon 6/12/23	Mon 6/12/23
CDE Component UAT	Wed 2/1/23	Fri 5/26/23	Fri 5/26/23
CDE (Alpha) End-to-End UAT	Tue 5/30/23	Fri 6/9/23	Fri 6/9/23
LEA (Beta) UAT	Tue 6/13/23	Thu 6/22/23	Thu 6/22/23
R3 UAT Complete	Fri 6/23/23	Fri 6/23/23	Fri 6/23/23
R3 MVP Stability Verification	Mon 7/3/23	Fri 7/28/23	Fri 7/28/23
LEA Training Materials	Mon 8/29/22	Fri 7/7/23	Fri 7/7/23
Develop Draft of Training Materials - R2	Mon 8/29/22	Fri 9/9/22	Fri 9/9/22
Review Training Materials R2	Mon 9/12/22	Thu 9/29/22	Thu 9/29/22
Training Materials Finalized - R2	Fri 9/30/22	Fri 9/30/22	Fri 9/30/22
Develop Draft of Training Materials - R3	Mon 5/22/23	Fri 6/23/23	Fri 6/23/23
Review Training Materials R3	Mon 6/26/23	Thu 7/6/23	Thu 7/6/23
Training Materials Finalized - R3	Fri 7/7/23	Fri 7/7/23	Fri 7/7/23
LEA Training	Tue 7/26/22	Tue 7/11/23	Tue 7/11/23
Training Release 2	Tue 7/26/22	Thu 10/13/22	Thu 10/13/22
End User Training Planning R2	Tue 7/26/22	Fri 9/30/22	Fri 9/30/22
Conduct End User Training	Tue 10/4/22	Thu 10/13/22	Thu 10/13/22
Training Release 3	Mon 5/22/23	Tue 7/11/23	Tue 7/11/23
End User Training Planning R3	Mon 5/22/23	Fri 7/7/23	Fri 7/7/23
Conduct End User Training R3	Tue 7/11/23	Tue 7/11/23	Tue 7/11/23
CDE Training	Fri 2/3/23	Mon 5/22/23	Mon 5/22/23

Task Name	Baseline Start	Baseline Finish	Actual Finish
Draft SSR-CR-018	Fri 2/3/23	Fri 5/5/23	Fri 5/5/23
FCMAT/CSIS Review and Approval	Fri 5/12/23	Fri 5/12/23	Fri 5/12/23
CDE Review and Approval	Mon 5/15/23	Mon 5/22/23	Mon 5/22/23
Sprints FY 2022-2023	Thu 6/23/22	Tue 6/27/23	Tue 6/27/23
Sprint 60 - R2, Bug Fixes	Thu 6/23/22	Tue 7/19/22	Tue 7/19/22
Sprint 60 Planning and Development	Thu 6/23/22	Tue 7/19/22	Tue 7/19/22
Sprint 60 Review and Demo	Tue 7/19/22	Tue 7/19/22	Tue 7/19/22
Sprint 61 - R2, Bug Fixes	Thu 7/21/22	Tue 8/9/22	Tue 8/9/22
Sprint 61 Planning and Development	Thu 7/21/22	Tue 8/9/22	Tue 8/9/22
Sprint 61 Review and Demo	Tue 8/9/22	Tue 8/9/22	Tue 8/9/22
Sprint 62 - R2, Bug Fixes	Thu 8/11/22	Tue 8/30/22	Tue 8/30/22
Sprint 62 Planning and Development	Thu 8/11/22	Tue 8/30/22	Tue 8/30/22
Sprint 62 Review and Demo	Tue 8/30/22	Tue 8/30/22	Tue 8/30/22
Sprint 63 - R2 Stretch, Bug Fixes	Thu 9/1/22	Tue 9/20/22	Tue 9/20/22
Sprint 63 Planning and Development	Thu 9/1/22	Tue 9/20/22	Tue 9/20/22
Sprint 63 Review and Demo	Tue 9/20/22	Tue 9/20/22	Tue 9/20/22
Sprint 64 - R2 Stretch, Bug Fixes, LEA UAT starts 10/18	Thu 9/22/22	Tue 10/11/22	Tue 10/11/22
Sprint 64 Planning and Development	Thu 9/22/22	Tue 10/11/22	Tue 10/11/22
Sprint 64 Review and Demo	Tue 10/11/22	Tue 10/11/22	Tue 10/11/22
Sprint 65 - R3, Bug Fixes, Code Freeze and Final Checks	Thu 10/26/22	Tue 11/1/22	Tue 11/1/22
Sprint 65 Planning and Development	Thu 10/13/22	Tue 11/1/22	Tue 11/1/22
Sprint 65 Review and Demo	Tue 11/1/22	Tue 11/1/22	Tue 11/1/22
Sprint 66 - R3, Bug Fixes	Thu 11/3/22	Tue 11/22/22	Tue 11/22/22
Sprint 66 Planning and Development	Thu 11/3/22	Tue 11/22/22	Tue 11/22/22

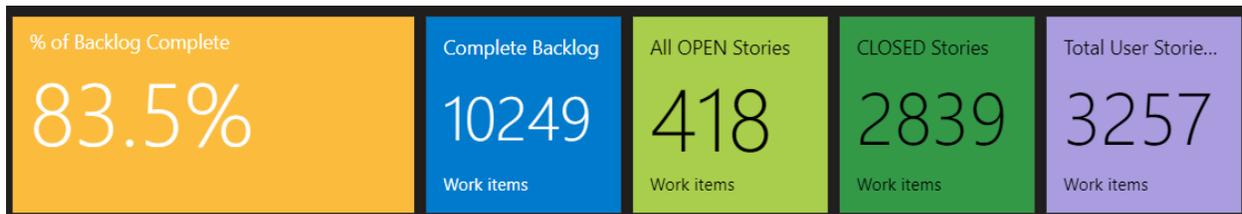
Task Name	Baseline Start	Baseline Finish	Actual Finish
Sprint 66 Review and Demo	Tue 11/22/22	Tue 11/22/22	Tue 11/22/22
Sprint 67 - R3, Bug Fixes	Wed 11/23/22	Tue 12/13/22	Tue 12/13/22
Sprint 67 Planning and Development	Wed 11/23/22	Tue 12/13/22	Tue 12/13/22
Sprint 67 Review and Demo	Tue 12/13/22	Tue 12/13/22	Tue 12/13/22
Sprint 68 - R3, Bug Fixes	Thu 12/15/22	Tue 1/10/23	Tue 1/10/23
Sprint 68 Planning and Development	Thu 12/15/22	Tue 1/10/23	Tue 1/10/23
Sprint 68 Review and Demo	Tue 1/10/23	Tue 1/10/23	Tue 1/10/23
Sprint 69 - Code Freeze & Final Checks (start 1/23/23)	Thu 1/12/23	Tue 1/31/23	Tue 1/31/23
Sprint 69 Planning and Development	Thu 1/12/23	Tue 1/31/23	Tue 1/31/23
Sprint 69 Review and Demo	Tue 1/31/23	Tue 1/31/23	Tue 1/31/23
Sprint 70 - R3 Remaining, Bug Fixes, M&O	Thu 2/2/23	Tue 2/21/23	Tue 2/21/23
Sprint 70 Planning and Development	Thu 2/2/23	Tue 2/21/23	Tue 2/21/23
Sprint 70 Review and Demo	Tue 2/21/23	Tue 2/21/23	Tue 2/21/23
Sprint 71 - R3 Remaining, Bug Fixes, M&O	Thu 2/23/23	Tue 3/14/23	Tue 3/14/23
Sprint 71 Planning and Development	Thu 2/23/23	Tue 3/14/23	Tue 3/14/23
Sprint 71 Review and Demo	Tue 3/14/23	Tue 3/14/23	Tue 3/14/23
Sprint 72 - R3 Remaining, Bug Fixes, M&O, R3 Development Finalized	Thu 3/16/23	Tue 4/4/23	Tue 4/4/23
Sprint 72 Planning and Development	Thu 3/16/23	Tue 4/4/23	Tue 4/4/23
Sprint 72 Review and Demo	Tue 4/4/23	Tue 4/4/23	Tue 4/4/23
Sprint 73 - R3 Remaining, Bug Fixes, M&O	Thu 4/6/23	Tue 4/25/23	Tue 4/25/23
Sprint 73 Planning and Development	Thu 4/6/23	Tue 4/25/23	Tue 4/25/23
Sprint 73 Review and Demo	Tue 4/25/23	Tue 4/25/23	Tue 4/25/23
Sprint 74 - R3 Remaining, Bug Fixes, M&O	Thu 4/27/23	Tue 5/16/23	Tue 5/16/23
Sprint 74 Planning and Development	Thu 4/27/23	Tue 5/16/23	Tue 5/16/23

Task Name	Baseline Start	Baseline Finish	Actual Finish
Sprint 74 Review and Demo	Tue 5/16/23	Tue 5/16/23	Tue 5/16/23
Sprint 75 - R3 Remaining, Bug Fixes, M&O	Thu 5/18/23	Tue 6/6/23	Tue 6/6/23
Sprint 75 Planning and Development	Thu 5/18/23	Tue 6/6/23	Tue 6/6/23
Sprint 75 Review and Demo	Tue 6/6/23	Tue 6/6/23	Tue 6/6/23
Sprint 76 - R3 Remaining, Bug Fixes, M&O	Thu 6/8/23	Tue 6/27/23	Tue 6/27/23
Sprint 76 Planning and Development	Thu 6/8/23	Tue 6/27/23	Tue 6/27/23
Sprint 76 Review and Demo	Tue 6/27/23	Tue 6/27/23	Tue 6/27/23
Administrative System Acceptance	Thu 6/29/23	Tue 7/4/23	Tue 7/4/23
Closed: All Sev. 1 and Sev. 2 Defects Identified as of end of June	Thu 6/29/23	Thu 6/29/23	Thu 6/29/23
Approved: Administrative System Acceptance	Tue 7/4/23	Tue 7/4/23	Tue 7/4/23
IV&V Reports	Wed 7/13/22	Fri 6/30/23	Fri 6/30/23
June 2022	Wed 7/13/22	Wed 7/13/22	Wed 7/13/22
July 2022	Thu 8/11/22	Thu 8/11/22	Thu 8/11/22
August 2022	Wed 9/14/22	Wed 9/14/22	Wed 9/14/22
September 2022	Thu 10/13/22	Thu 10/13/22	Thu 10/13/22
October 2022	Mon 11/14/22	Mon 11/14/22	Mon 11/14/22
November 2022	Wed 12/14/22	Wed 12/14/22	Wed 12/14/22
December 2022	Thu 1/12/23	Thu 1/12/23	Thu 1/12/23
January 2023	Tue 2/14/23	Tue 2/14/23	Tue 2/14/23
February 2023	Wed 3/15/23	Wed 3/15/23	Wed 3/15/23
March 2023	Thu 4/13/23	Thu 4/13/23	Thu 4/13/23
April 2023	Thu 5/11/23	Thu 5/11/23	Thu 5/11/23
May 2023	Mon 6/12/23	Mon 6/12/23	Mon 6/12/23
June (Final Report, Lessons Learned)	Fri 6/30/23	Fri 6/30/23	Fri 6/30/23

Task Name	Baseline Start	Baseline Finish	Actual Finish
Project Closeout	Mon 7/3/23	Thu 8/17/23	Fri 7/7/23
Resolve Open Risks and Issues	Mon 7/3/23	Fri 7/14/23	Fri 7/7/23
Complete Final Status Report	Tue 8/15/23	Wed 8/16/23	Fri 7/7/23
Project End	Thu 8/17/23	Thu 8/17/23	Fri 7/7/23

3.3 SSR Project DevOps Dashboard

The SSR project uses Microsoft DevOps for application development lifecycle management as software features and components are designed, built, tested, and deployed. One feature of this tool is the DevOps Dashboard which provides a snapshot of project work, also known as the product backlog. The dashboard below focuses on the project's total backlog of software development work in the form of user stories.



As of June 2023, the SSR Development Team authored, developed, tested, and closed 2,839 user stories representing 15,514 story points and completed 76 sprints. As of the July 13, 2023, 83.5% of the backlog work has been completed. The SSR project backlog included:

- 10,249 work items including user stories and business rules
- 418 open user stories, including stories with status of new, active, or resolved
- 2,839 closed user stories, including completed stories that have been developed and tested
- 3,257 total user stories

A user story is an informational, natural language description of one or more features of a software system, written from the perspective of a user of a system. User stories transition through several statuses within the project. When a user story is created, the status is “new.” The most direct path for a user story is new, active, resolved, and closed. User stories also can be removed. Below is a full list of statuses:

- Active: user story currently being developed and tested
- Closed: user story developed and tested
- Open: user story already groomed or ready to be groomed
- Resolved: user story ready to be tested

- Removed: user combined with another user story for test and development efficiency

The team used these indicators to monitor the relative progress of software development. Open user stories represented the volume of work remaining on the project. As the SSR project team completed more of the application software, more user stories were closed. Building on the work of prior years, the SSR team made substantial progress toward building the application. During FY 2022-23, the team built all the SSR forms and continued to implement the workflow, validations, exports, and reporting requirements. The SSR team deployed both the system and the ALT Form User Guides. The growth in software code stemming from the implementation of the SSR requirements as system features and functionality were completed directly correlated to the volume of work for the quality assurance team.

The SSR project uses an automated testing approach to ensure all application features are tested via automated processes prior to promoting the software releases from lower to upper SSR environments. A collection of test cases forms a test suite. The test suite continued to help the team find breaking changes during the development cycle and allowed the development team to be more responsive to ensure a greater consistency in quality. The tests simulate users in the system and were used as an automated regression tool to quickly identify breaking changes in previously delivered features and prevent those changes from being promoted into upper environments. In 2022-23, the test team created 798 additional automated tests, increasing the total to 7,818 tests in the test suite.

3.4 SACS Application Environments

As articulated in the SSR Proposal, the development, test, and staging environments for the SSR solution are hosted in a virtual environment within the FCMAT/CSIS data center. Each environment is built using the latest general release of VMware vSphere technology for virtualization.

Ongoing updates to the underlying software technologies used to build the SACS application meant that the SACS team needed a new strategy to prevent those updates from constantly breaking the software as it was being developed. To better control the introduction of those underlying software updates to the development environment, the team implemented a sandboxing strategy. During 2019-20 the SSR team updated the pre-sandbox (used for large changes like operating system updates), sandbox (used for development and integration testing), and test environments. The team loaded the latest versions of the server operating system and Kubernetes and updated all images used for the microservices. The team modified the SACS software to be compatible with these updates. In this manner, all technology components run using the most current operating system versions and .NET versions available. As more of the SACS software is built, the volume of code grows, and these types of framework and operating systems updates grow. In FY 2022-23, the SSR project team performed major updates to all SSR environments to ensure that the server infrastructure and software component versions were up to date while minimizing downtime to the production environment.

In tandem with that work, the SSR team also deployed new servers that included major updates to the following items:

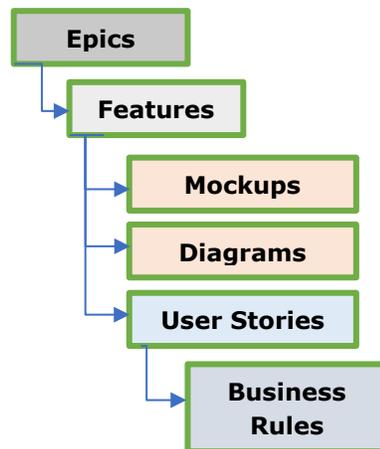
- Updated Kubernetes to the 1.26 version;

- Migrated the container network interface plugin for Kubernetes from Flannel to Calico, allowing the team to use of Calico’s Layer 3 network features;
- Updated the file storage infrastructure to ensure forward compatibility with future upgrades; and
- Provisioned a new blob storage service in the CSIS Data Center utilizing the NetApp Object Storage Grid.

The blob storage provider allowed the SSR team to use industry standard development techniques available to cloud developers while storing the SSR files safely inside the CSIS Data Center’s private infrastructure. Each new set of servers were tested in parallel with the environment upgrade and the SSR project team performed a rolling upgrade to each environment to minimize downtime.

3.5 Requirements

The SSR Proposal included approximately 300 requirements. Throughout FY 2022-23, the project’s business analyst (BA) worked diligently to continue vetting business requirements with the SSR Technical Architect, sprint team leads, and CDE subject matter experts (SMEs) to ensure intended scope was completely decomposed into a backlog of actionable work items for developers and testers. The relationship of the work items in the backlog can be best represented by the following diagram:



The following are statistics for requirements management work completed during FY 2022-23:

- 1,934 total number of work items
- 771 user stories
- 720 business rules

The following key metrics quantify a cumulative total of the team’s requirements efforts over the life of the SSR Project:

- 30,994 – total number of items in the backlog, including epics, features, diagrams, mockups, user stories, and business rules created from the joint application design (JAD) and requirement refinement sessions

- 3,499 – total number of user stories in the backlog; user stories are the actionable work items assigned to developers during a sprint and the foundation of requirements traceability
- 6,879 – total number of business rule (BR) work items in the backlog; Every user story is broken down into measurable BRs and vetted with the CDE SMEs
- 1023 – total number of form user stories representing the outcome of the reverse engineering 100 forms
- 251 – total number of validations, including:
 - 132– total number of Input Form Checks (IFCs)
 - 119 – total number of Technical Review Checks (TRCs)
- 37 – total number of states created for new workflow process of entities promoting, approving, and publishing datasets across various reporting periods
- 12 – total number of queues designed to give various entities custom views based on custom business rules surrounding security roles and workflow states
- 1229 – total number of BRs created and analyzed to ensure consistency with new complex workflow and queue management functionality

3.6 Requirements Traceability Matrix

The ability for project sponsors and stakeholders to track requirements is known as traceability. Using the California Department of Technology Requirements Traceability Matrix as a guideline, the BA created a Requirements Traceability Matrix (RTM) to track SSR requirements from beginning to end. In June 2023, Independent Oversight reported 282 of 292 requirements were validated. Ten requirements were not validated and will be completed during M&O as agreed in the approved MOU amendment. In 2022-23 the BA actively maintained the matrix to ensure the system satisfies requirements as specified.

4 Budgeted and Actual Expenses for FY 2022-23

The SSR project's one-time costs include all personnel related costs to develop and deliver the custom-designed software, project deliverables, and the hardware and software specific to the development and delivery of the SSR solution. During the approximately three years of developing the SSR solution, data center hosting, cloud storage for disaster recovery (DR), and software licenses are treated as one-time costs. The initial fixed price of the project was \$11,478,457. Due to the pandemic, the project was extended one year and received \$3,100,000 in additional funding to cover expenses in the fourth year. The total fixed price of the project was \$14,578,457. The payment schedule for the deliverables included a 10% withhold for the project, payable at system acceptance (Deliverable 14). See Appendix A for the multi-year deliverable and payment schedule for the current year.

In FY 2022-23, the most significant expense continued to be staffing. Management oversight and coordination decreased, resulting in a decrease in direct costs compared to prior years. With the initial launch of the web-based system in April 2022 came a small increase in travel expense as the FCMAT subject matter expert assisted with on-site trainings compared to prior year. Actual expenses also include costs for supplies and equipment as part of the three-year technology replacement cycle for infrastructure and developer environments. The total for rents, leases, and repairs followed long-term

lease agreements with a small amount budgeted for tenant improvements in the shared areas of the building where the landlord recovers these costs from tenants each year; the actual amount varies from year to year. In the initial 2022-23 budget, a contribution was anticipated to cover the difference between state appropriations for the project and expenses; however, only a smaller amount was necessary to balance the budget in the end.

6 Conclusion

FCMAT/CSIS completed all planned and agreed upon SSR project work during FY 2022-23. The team deployed Release 2 for budget reporting and Release 3 for unaudited actuals reporting to production. The project team completed requirements analysis and clarification, during which all forms, LEA workflow, and a sizeable portion of the CDE workflow were developed and tested. The online and ALT Form user guides are in production. The work FCMAT/CSIS accomplished in prior years is a stable foundation for the work remaining. The CDE and FCMAT/CSIS continue to enjoy a close and supportive working relationship as partners to complete remaining work while simultaneously maintaining the SACS Web system.

Appendix A – Deliverables and Payment Schedule for FY 2022-23

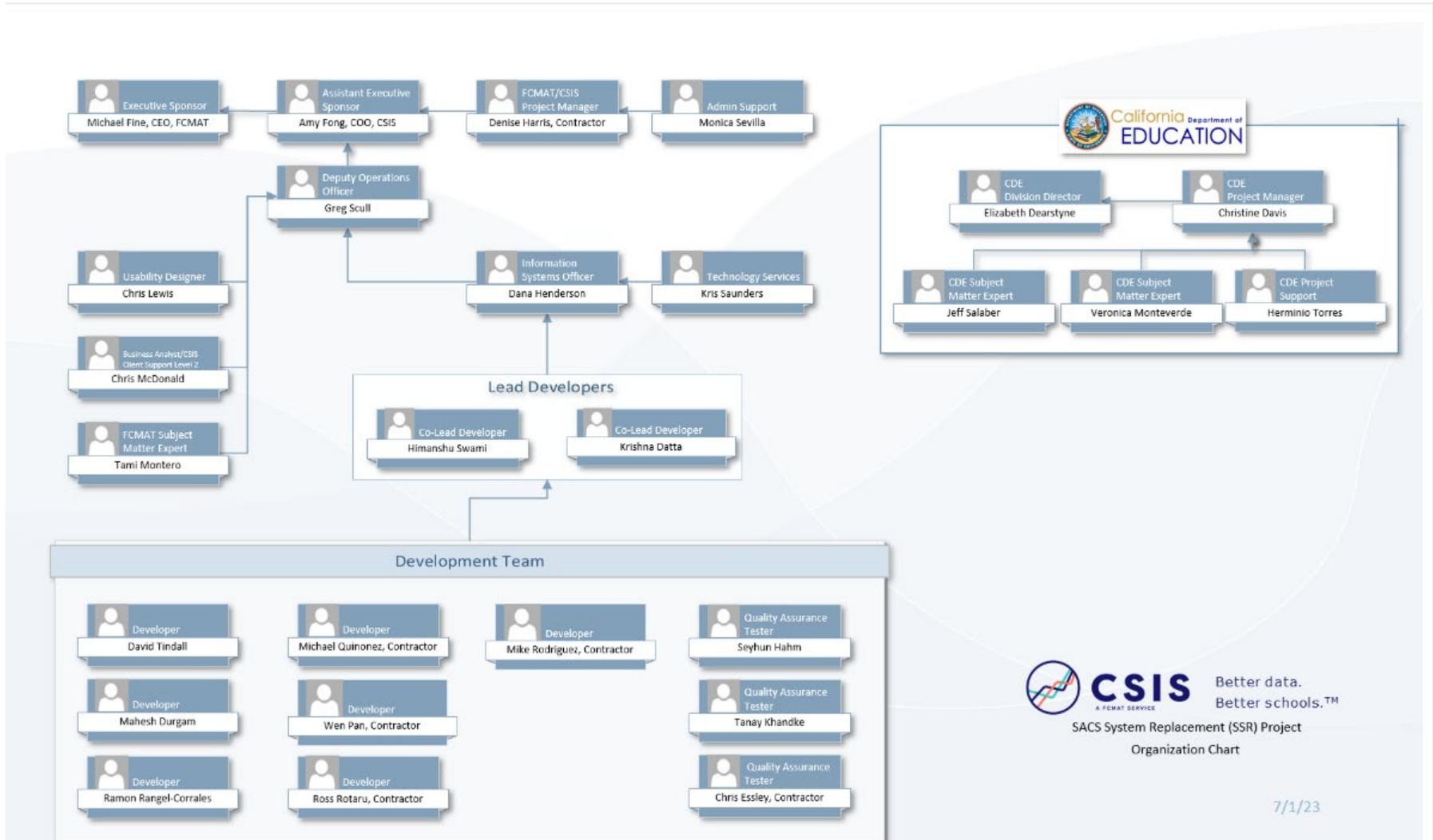
Payment Schedule

2022-2023	Payment Schedule	Payment Date	Payment Amount
	Withhold Payment	June 30, 2023	\$1,457,846

Appendix B – Budgeted and Actual Expenses for FY 2022-23

	FY 2021-22 Unaudited Actuals	FY 2022-23 Beg. Budget	FY 2022-23 Unaudited Actuals
REVENUES			
Beg. Balance - Prior Yr. Carryover	647,842	0	0
Current Year Appropriation	2,790,000	5,320,469	5,320,467
Contribution	604,866	-604,866	-604,866
TOTAL REVENUES	4,042,708	4,715,603	4,715,601
EXPENDITURES			
Classified Salaries	710,220	1,229,573	1,176,556
Employee Benefits	291,474	526,295	506,949
Supplies & Non-Cap. Equip.	208,458	108,000	6,887
Services, Other Operating Exp.	2,629,776	2,851,735	1,956,672
Travel & Conference (5200)	2,938	10,000	1,364
Rents, Leases, & Repairs (5600)	112,625	128,437	114,125
Direct Costs (5710)	91,046	50,000	83,564
Professional/Consultant Services	2,422,684	2,474,562	1,755,166
Consulting Services (5800)	2,359,759	2,291,191	1,709,656
Software Licenses (5800.41)	62,926	150,000	45,509
Job Postings (5800.42)	0	0	0
Hardware Maintenance (5800.45)	0	0	0
Hold for Unexpected Expenses (5800.99)	0	33,371	0
Communications	482	5,000	2,453
Capital Outlay	6,018	0	0
Switches & Routers	0	0	0
Server Refresh	6,018	0	0
Indirect Costs	191,993	0	0
Debt Service	4,829	0	0
Storage Area Network	4,829	0	0
TOTAL EXPENDITURES	4,042,709	4,715,603	3,647,073
Ending Balance	0	0	1,068,528

Appendix C – SSR Project Organizational Chart for FY 2022-23



Appendix D – SSR Project Assessment by Oversight

An illustration of the IV&V assessment of the SSR project condition in specified focus areas between December 2022 and May 2023:

Focus Area	May 23	Apr 23	Mar 23	Feb 23	Jan 23	Dec 22	Reference
Scope/Requirements Management	Green	Green	Green	Green	Green	Red	
Cost/Resources	Green	Green	Green	Green	Green	Red	
Schedule	Green	Green	Green	Green	Green	Red	
Governance	Green	Green	Green	Green	Green	Red	
Design Artifacts	Green	Green	Green	Green	Green	Green	
Build & Unit Test	Green	Green	Green	Green	Green	Red	
System Test	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Please see System Test section starting on page 11
Quality	Green	Green	Green	Green	Green	Green	
Technical Architecture	Green	Green	Green	Green	Green	Green	
Risk/Issue management	Green	Green	Green	Green	Green	Green	
Implementation/ User Acceptance Testing	TBD	TBD	TBD	TBD	TBD	TBD	

Legend:

Green – Satisfactory, no corrective action necessary

Yellow – Caution, need for corrective action now or quite soon.

Red – Escalated for immediate corrective action.

TBD – Focus area will be addressed at appropriate project lifecycle interval.

A detailed narrative is included in the Oversight Final Report June 2023 v 1.0 Final.

Appendix E – Glossary of Terms

Term	Description
Agile	Agile software development calls for keeping code simple, testing often, and delivering small, functional bits of the application as soon as they are ready. The focus is to build a succession of parts, rather than delivering one large application at the end of the project.
Backlog	SSR project backlog work item types include epics, features, user stories, business rules, and tasks traceable to requirements. The backlog is used to plan, prioritize, and organize SSR project work.
Business Rule	Defines some aspect or constraint of the SSR system intended to assert business structure or to control the behavior of the system.
CDE	California Department of Education.
CDT	California Department of Technology (formerly Office of Technology Services and Department of Technology Services – DTS); data center for State and local government agencies. Source for technology project templates.
COE	County Office of Education. Functionally, could also go by “county superintendent of schools” or “county department of education.”
CSAM	California School Accounting Manual. Section 300 includes an overview of the standardized account code structure (SACS), explains the SACS account string, and defines each of the seven components or field codes, relevant to the SACS system software.
CSIS	California School Information Services.
Data Entry Screen	A screen used for the purpose of entering data that is then stored in the database, and which then may be used to populate forms or reports.
Data Set	The complete set of GL and supplemental data that a reporting entity will import, or key enter into the system and work with until it is ready for submission to its reviewing agency. The data set is in a preliminary stage and considered the “working” version of the reporting entity’s data, not yet ready for submission to its reviewing agency. A reporting entity may have more than one version of its data set, may work with multiple data sets simultaneously, and may share or provide access to others, including CDE or its reviewing agency, to assist with troubleshooting, prior to the data set becoming a submission.
Data Type	The identifying characteristics of a set of financial data submitted by a reporting entity to its reviewing agency. Valid types include “Budget,” “Estimated Actuals,” “Unaudited Actuals,” “Original Budget,” “Board Approved Operating Budget,” “Actuals to Date,” and “Projected Year Totals.”
DB	Database.
DBMS	Database Management System.

Term	Description
DED	Deliverable Expectation Document.
DSD	Deliverable Submission Document.
Entity	The specific agencies involved with statutory financial reporting requirements. Example entities include individual LEAs, Charter Schools, COEs, JPAs, the State Board of Education, and CDE.
Entity Type	The categorization of an entity based on its function. Example entity types include: "School District," "County Office of Education," "Charter School," and "Joint Powers Agency."
Entity Subtype	A classification of entities within a specific type. Example entity subtypes include: "District Charter School," "County Charter School," "State Board Charter School," "Statewide Benefit Charter School," "All Charter District," and "Com Administration District."
eTransfer/eTran	eTransfer component of SACS System used by COEs to electronically certify and transmit LEA year-end UA financial data to CDE.
Exceptions	Reporting entity data that are flagged by a TRC as being anomalous. There are three levels of severity for an exception: fatal, warning, or informational, each of which requires its own level of response from the reporting entity.
FAIS	CDE's Office of Financial Accountability and Information Services; responsible for the SACS program, the collection, review, and dissemination of LEA financial data.
FASD	CDE's Fiscal & Administrative Services Division.
FCMAT	Fiscal Crisis & Management Assistance Team assists and provides guidance to local educational agencies in the areas of business and financial management practices.
Feature	A piece of functionality that delivers business value to a client.
Form	A simulated document on a screen that is used to capture data. In most cases, when Forms are printed, they look the same in print as they do on the screen.
Formal Submission/Formal Submission Data Set	A submission data set that is submitted to CDE for review to satisfy statutory reporting requirements. A reporting entity may only have one formal submission in review with CDE at any given time.
Format/Reporting Format	The structure of the data a reporting entity submits to CDE for review, either the SACS format or the Alternative format. All traditional LEAS must report in the SACS format. Charter schools reporting separately from their authorizing LEA may report in either the Alternative format or the SACS format.
FY	Fiscal Year.
GAAP	Generally Accepted Accounting Principles.

Term	Description
GASB	Governmental Accounting Standards Board.
G/L Data	General Ledger data from the LEA's local financial system that is imported, or key entered into the new system and is the primary component of the LEA's data set.
Graphical User Interface (GUI)	A system's front-end interface that uses windows, icons, images, and menus, rather than textual commands for user interaction.
Historical Versions	Archiving a selected version of the full business functionality of the entire SSR at a given point in time such that when it is accessed it performs exactly as it did when the version was current.
ICR	Indirect Cost Rate.
IFC	Internal Form Check, a form of validation of LEA-entered financial data. Some IFCs may trigger warning or fatal TRC exceptions that need to be explained or cleared before CDE will accept the submission, unless the LEA is given rare pre-authorization to deviate.
IT	Information Technology.
ITIL	Information Technology Infrastructure Library.
JPA	Joint Powers Agency.
Kanban	A visual tool that communicates a large amount of project information about a development team.
KCSOS	Kern County Superintendent of Schools.
LAN	Local Area Network.
LEA	Local Educational Agency, such as school districts, county offices of education, joint powers agencies, and charter schools.
OTech	Office of Technology Services (currently California Department of Technology; formerly Department of Technology Services – DTS); data center for State and local government agencies.
Phase	A portion of the business life cycle during which specific workflow steps and business checks will occur. Examples include Import, G/L.
PMBOK	Project Management Body of Knowledge.
PMI	Project Management Institute.
PMO	CDE's Project Management Office.
PMP	Project Management Plan.
Report	A system output using data from the database. Reports can be output to screen, file, or printer and may show data in a variety of layouts.
Reporting Period	A defined point in the annual reporting cycle. Valid values include: "Budget, July 1," "Unaudited Actuals," "First Interim," "Second Interim," "End of Year Projection ("Third Interim")."
RFP	Request for Proposal.

Term	Description
SACS	Standardized Account Code Structure, a standardized structure for the chart of accounts that is used statewide to collect, store, and report on LEA financial data. The structure includes seven distinct fields or dimensions: fund, resource, project year, instructional goal, function, object, and school. Details of this structure are in CSAM Procedure 301, referenced in Appendix G Project Library.
SACS Format	The format in which traditional LEAs must report their financial data. One of the two optional formats in which charter schools may report their financial data. Data reported in the SACS Format is data that follows the standardized account code structure (SACS).
SACS Maintenance	One of the four components of the SACS System. The component used for maintaining the validation tables and some business rules.
SACS Query	Also known as SACS Resource Code Query. A CDE Web site used by LEAs and CDE program staff to obtain program and accounting information and guidance. It receives output from the SACS Maintenance component.
SACS Software	One of the four components of the SACS System; the primary component used by LEAs to enter and work with their G/L and supplemental data prior to submission to their reviewing agency. Also used by CDE with the Workflow component to review LEA submissions, to troubleshoot, and to assist LEAs.
SACS System	The four current components that collectively support the collection, review, and dissemination of LEA financial data: SACS Software, SACS Maintenance, SACS eTransfer, and SACS Workflow.
SACS System Replacement (SSR)	Used in the SOW to refer to the future system until a permanent name is determined.
SAM	State Administrative Manual.
SARC	School Accountability Report Card.
SBE	State Board of Education.
Screen	Any viewable interface between the system and a user. A screen may be used to display information only (e.g., viewing query results or a report on the screen); may solicit input (e.g., system menus), may execute a function (e.g., run TRC or import) or may be for the purpose of maintaining system data (e.g., entering UA data or updating validation tables).
SDLC	System Development Life Cycle.
SELPA	Special Education Local Plan Area.
Severity of Check	Categorization of a check applied to a data set. Severity values are "Fatal," "Warning," "Informational," and "None."
SFSD	CDE's School Fiscal Services Division.
SIT	System Integration Testing.
SLO	Service Level Objective.

Term	Description
SME	Subject Matter Expert.
SOP	Standard Operating Procedure
SOW	Statement of Work.
SPR	Special Project Report.
SSL	Secure Socket Layer.
SSPI/SPI	[State] Superintendent of Public Instruction.
Submission Data Set; Submission; Submission Data; Data Submission	A reporting entity's completed data set, consisting of G/L data, supplemental data, and TRC results and explanations, submitted by the reporting entity to its reviewing agency to satisfy statutory reporting requirements. A submission data set may be for Budget, UA, or Interim reporting periods.
Submit; Submitted	A reporting entity's Budget, UA, or Interim reporting period submission data set that has been sent to its reviewing agency to satisfy statutory reporting requirements. This begins the first step of the workflow process.
Supplemental Data	Data that is not G/L data, but which is a required part of the submission data set. Most supplemental data are key entered after the G/L data has been imported or entered into the system. Examples include Average Daily Attendance, counts of buses operated and pupils transported, and TRC Log and TRC explanations for exceptions.
Successful/Successfully	"Successfully developed," "successfully implemented," and "successfully managed" are all defined to mean that the system is in production and is being utilized by the users as the system of record.
System Architecture	The structure of a system, where <i>system</i> architecture represents a collection of components that accomplish a set of functions. System architecture is focused on organizing components to support specific functionality.
Traditional LEAs	School districts, county offices of education, and certain JPAs. There are approximately 1,100 in the State, a stable number, and their reporting requirements are relatively stable. Does not include charter schools.
TFS	Microsoft Team Foundation Server.
Technical Review Checks (TRCs)	The tests against which a reporting entity's data is run to validate it against the current set of business rules, to assist the LEA in reviewing its data and determining whether the data set would be acceptable for CDE review or not. Most are hard coded into the current SACS System and either pass or return exceptions (Fatal, Warning, or Informational). Examples of resulting outputs are the TRC report and the TRC log.
TRC Log	The output of a TRC on a reporting entity's submission data set. The log identifies each check that was run, its severity, key field values, and the results of the check.
TRC Report	The results of the TRC run against a specific data set, which may be displayed on screen and printed. The TRC Report includes explanations entered by the user.

Term	Description
TRC Status	The assessment of whether a reporting entity's data set is ready for CDE review after all relevant TRCs have been run against the data. The TRC status will be either acceptable or not acceptable for CDE review.
TRC	See Technical Review Checks.
TSD	CDE's Technology Services Division.
UA	Unaudited Actual (in reference to financial reports). The year-end unaudited actual reporting period data that FAIS collects from reporting entities. To meet statutory timelines, FAIS collected unaudited, rather than audited, data.
UAT	User Acceptance Testing: the last phase of the software testing process, which directly involves SSR users.
UI	User Interface.
URL	Uniform Resource Locator.
User-configured/configurable	Used in the context of business rules, "user-configurable" and "user-configured" refers to the ability for an authorized user to use a GUI to define and modify data values upon which business rules are based, and have the system behavior change when the values change, rather than having to make permanent changes in program code.
User Story	An informational, natural language description of one or more features of the SSR system written from the perspective of the end user.
Validation Tables	Tables that identify valid SACS codes and combinations used in G/L data, along with date ranges that define validity.
WAN	Wide Area Network.
Warning Exceptions	A failed business check that is categorized with "Warning" severity. Warning TRC exceptions require agency response.
Work Item	A category used to describe a single unit of work.
Work Item Types	A WIT is a descriptive label for work items. The SSR project uses WITs to include user story and business rule.