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L.A. Area Chamber of Commerce

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AARP

**Barry Waite**

CA Tax Reform Assn.

**Susan Linschoten (Alternate)**

L.A. Co. Auditor-Controller's Office

**Joseph P. Buchman – Legal Counsel**

Burke, Williams &amp; Sorensen, LLP

**Thomas A. Rubin, CPA**

Oversight Committee Consultant

**Timothy Popejoy**

Interim Bond Administrator

**Daniel Hwang**

Asst. Administrative Analyst

**RESOLUTION 2015-25A****BOARD REPORT NO. 497-14/15****AMENDMENT TO THE INFORMATION TECHNOLOGY DIVISION STRATEGIC EXECUTION PLAN TO REVISE AND APPROVE THE MY INTEGRATED STUDENT INFORMATION SYSTEM (MISIS) PROJECT**

WHEREAS, District Staff proposes that the Board of Education approve a further amendment to the Information Technology Division (ITD) Strategic Execution Plan (SEP) to revise and approve the My Integrated Student Information System (MiSiS) Project to allocate an additional \$79,600,000 of bond funding to continue working on the MiSiS Project through June 2016 to fix functional gaps, bolster technical infrastructure, and complete improvements to the user interface (the "Project"); and

WHEREAS, the goals of the Project are to provide a functional integrated student data system for schools in order to meet the needs of the District's teachers, administrators, school-based staff, students, and families and to 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 few months, the MiSiS team has focused heavily on correcting bugs and functional gaps, collecting requirements from business owners and end users, and ensuring readiness for Summer School, Master Scheduling, Year End Closeout, and New Year Enrollment; and

WHEREAS, during this time, MiSiS and Microsoft leadership have worked side by side to identify the remaining work needed to further stabilize MiSiS, improve performance, provide the functional capabilities needed by schools, and improve the user interface; and

WHEREAS, the District has amended its master services agreement with Microsoft to include a statement of work that covers functional gaps, technical infrastructure, and improvements to user interface along with protections to the District, including an extended warranty, a performance bond provided at Microsoft's expense, and a ten percent (10%) retention on fixed-price invoices that will become payable at the successful completion of the extended

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AMENDMENT TO THE INFORMATION TECHNOLOGY DIVISION STRATEGIC  
EXECUTION PLAN TO REVISE AND APPROVE THE MY INTEGRATED STUDENT  
INFORMATION SYSTEM (MISIS) PROJECT**

warranty period; 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 \$53,965,725 funding allocation as listed in the 2014 Information Technology (IT) Strategic Execution Plan; and

WHEREAS, after due consideration and evaluation of the presentation on MiSiS to the BOC, and review of the report and recommendation on MiSiS by the BOC Information Technology Task Force, the BOC recommends to the Board of Education that this project be approved to move forward as proposed, and

WHEREAS, the input from system users is key to the success of any system, from original needs analysis and system design through pre-operations testing to post-operational feedback for error correction and suggestions for further improvements, and

WHEREAS, while there are still many very significant risks involved with moving forward with MiSiS, the BOC is favorably impressed with the turnaround of this project since it has been reorganized, properly staffed with the required level of expertise, been paid proper attention at the highest levels within LAUSD, adequately funded, and, in particular, well led by current project and top District management, and

WHEREAS, the BOC is well aware, as are the Members of the Board of Education, District staff, parents, students, and members of the general public, that the District has had significant problems with multiple recent major information technology (IT) projects, including Payroll, Common Core Technology Project/Instructional Technology Initiative, and ISIS/MiSiS, and

WHEREAS, the District has embarked on major Enterprise Resource Planning (ERP) projects, but has failed to properly utilize the vital starting point for ERP, Business Process Reengineering, to study world-class ways of conducting business and then transferring these concepts to how the District should operate at higher levels of productivity and cost-effectiveness, prior to beginning the design of the IT system, and

WHEREAS, it appears that lessons learned in past projects have not been carried forward to newer ones, such as the decision to forgo a parallel run of the old and new payroll system prior to cutting over to the new payroll system, and lack of adequate training of users at schools and at other field locations, that were major problems in payroll, were duplicated almost entirely in the initial roll-out of MiSiS, and

WHEREAS, the BOC is concerned that these issues are reflective of significant LAUSD institutional issues with such large projects, including, but not limited to, (a) inadequate understanding of and attention to IT projects at the highest levels of the District, (b)

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AMENDMENT TO THE INFORMATION TECHNOLOGY DIVISION STRATEGIC  
EXECUTION PLAN TO REVISE AND APPROVE THE MY INTEGRATED STUDENT  
INFORMATION SYSTEM (MISIS) PROJECT**

insufficient funding of IT, particularly in consideration of how improved processes, supported by appropriate IT systems, can improve District outcomes, reduce expenditures, and increase revenues, (c) inadequate compensation and other employment and recruitment factors that make it extremely difficult for the District to attract and retain the necessary IT technicians and managers as employees; (d) inadequate training of users, (e) resistance to new ways of doing things by users, (f) insufficient provision for maintenance and development of IT systems once initially installed, and

WHEREAS, the BOC believes that many of these issues are systemic to the way that LAUSD operates due to statutory and other external requirements that the District cannot unilaterally change, as well as others that the District has the legal ability to change, but would face major institutional issues in attempting to change, and

WHEREAS, the District does not have a source of funding, or a financial plan, for implementation and maintaining its IT infrastructure, such as replacement of classroom computer devices that have reached the ends of their useful lives, and

WHEREAS the Bond Oversight Committee is concerned that the substantial investment of bond funds in this and other projects will not be matched by continuing investment in general funds to operate and maintain the projects once they become operational. The District has built and equipped libraries and nurses' offices and numerous other facilities only to not have them staffed; we have built facilities and not committed the resources to properly operate and maintain them, and

WHEREAS, while the Superintendent has convened the Instructional Technology Initiative Task Force (ITI TF) to make recommendations to the Board of Education on technology in the classroom and related issues, a development that the BOC strongly supports, there are many other IT and related systems and issues that are not now being addressed in this detail with that level of priority and importance, and

WHEREAS, this proposed action allocates an additional \$79,600,000 from Bond Program funds allocated to the School Upgrade Program (SUP) category of need "unallocated funds for to-be-determined needs" to sustain the Project through June 2016 to complete this scope of work. The Project will be completed in three phases over the next twelve months; the MiSiS team will provide ongoing updates and return to the Bond Oversight Committee and Board of Education for review and approval to begin the each succeeding phase.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The School Construction Bond Citizens' 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 described in the Board Report No. 497-14/15 a copy of which is attached

**RESOLUTION 2015-25A  
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INFORMATION SYSTEM (MISIS) PROJECT**

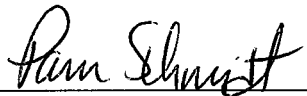
hereto in the form it was presented to the BOC and is incorporated herein by reference.

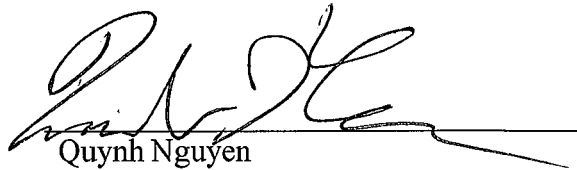
2. The BOC recommends to the Board of Education and the Superintendent that they commission a high-level study of the District's IT needs and ways to meet them, with an emphasis on being able to overcome the issues discussed above and other existing factors that degrade LAUSD's IT performance.
3. That this study be conducted by world-class experts in this field with significant experience with how other large entities, particularly governmental units that are highly dependent upon IT, have successfully addressed comparable issues.
4. That the Board of Education and the Superintendent publicly commit to maintain and guarantee the general fund resources necessary to operate and maintain bond funded IT projects to protect and honor the taxpayers' investment as a fundamental matter of policy.
5. That an oversight and advisory group, similar to that of the ITI TF, made up of stakeholders in LAUSD and IT, specifically including the bargaining units representing the District's IT professionals as well as other groups of represented and non-represented District employees, be put in place to help direct the recommendations of the study to the realm of the possible.
6. That all options be considered and explored, including contracting out for most or all IT services and staff.
7. That the report(s) on the above be presented to the BOC and, if not completed prior to the next future submissions to the BOC for IT projects for recommendations for funding to be made to the Board of Education, and interim report accompany such submissions.
8. This resolution shall be transmitted to the Los Angeles Unified School District Board of Education and posted on the Bond Oversight Committee's website.
9. That a written response as required by the Charter and Memorandum of Understanding between the Oversight Committee and the Board be provided to the Oversight Committee within 30 days, reporting either on action taken or proposed to be taken in response to this resolution and each recommendation herein.

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ADOPTED on May 28, 2015, by the following vote:

AYES: 8  
NAYS: 0  
ABSTENTIONS: 0  
ABSENT: 6

  
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Pamela Schmidt  
Vice-Chair

  
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Quynh Nguyen  
Secretary