

Project Investment Justification

Agency Platform Migration

AS22003

Arizona Strategic Enterprise Technology (ASET)

Contents

1. General Information	2
2. Meeting Pre-Work	2
3. Pre-PIJ/Assessment	5
4. Project	5
5. Schedule	6
6. Impact	7
7. Budget	8
8. Technology	8
9. Security	11
10. Areas of Impact	13
11. Financials	14
12. Project Success	15
13. Conditions	16
14. Oversight Summary	16
15. PIJ Review Checklist	17

1. GENERAL INFORMATION

PIJ ID: AS22003

PIJ Name: Agency Platform Migration

Account: Arizona Strategic Enterprise Technology (ASET)

Business Unit Requesting: Arizona Department of Administration (ADOA) - Digital Government Program

Sponsor: Justin Turner

Sponsor Title: Digital Government Program Manager

Sponsor Email: justin.turner@azdoa.gov

Sponsor Phone: (602) 317-2727

2. MEETING PRE-WORK

2.1 What is the operational issue or business need that the Agency is trying to solve? (i.e....current process is manual, which increases resource time/costs to the State/Agency, and leads to errors...):

The agency needs to migrate all websites that are currently on our old Agency Platform distribution to our newly built Agency Platform II. The old Agency Platform was built on the foundation of Drupal 7. Drupal 7 will come to its end of life on November 28th, 2022. Our goal is to migrate as many sites as we can before that date. Websites will migrate to the new Agency Platform II, which is built on the foundation of the latest version of Drupal, Drupal 9.

Any website that does not get moved over before that date will now be hosted on a platform that is no longer being supported by the Drupal Security Team. This will mean extended support and maintenance by our team and vendors will be vital to monitor and patch security issues. This equals more costs to maintain websites that don't make the cut-off.

The purpose of the Agency Platform, as a whole, is the ability to deliver a streamlined, secure, and well-developed website at a low cost for state agencies. Out of the box, the Agency Platform provides a simple means to spin up a website and allow content creators to easily add informative and relevant content. Agency Platform websites is a shared service to help Arizona State agencies focus on creating great content rather than building systems to deliver that content.

2.2 How will solving this issue or addressing this need benefit the State or the Agency?

Performing a migration from our old Agency Platform to the new Agency Platform II, will allow the website to be built on the latest version of Drupal that is maintained and updated by the Drupal Security Team. It will provide the most up-to-date technology and security for web builders to leverage.

The new version of the Agency Platform should be more stable, more visually appealing, more accommodating to user needs, more flexible and modular, and more modern in design and the current version while maintaining the same high standards for security and accessibility.

The new version of the Agency Platform will have expanded functionality based on requirements gathered from agency users and ADOA-ASET administrators, and will be designed with a decoupled architecture that supports a mobile first approach.

2.3 Describe the proposed solution to this business need.

To accomplish this, ADOA-ASET (Arizona Department of Administration - Arizona Strategic Enterprise Technology) will utilize qualified outside contractors to analyze, migrate and launch sites from the old Agency Platform to the new Agency Platform II. Vendors for this project will be selected from the Statewide Web Portal Contract. There are currently 9 vendors on the contract. An example contract is located at https://app.az.gov/page.aspx/en/ctr/contract_manage_public/40062

For this process, the Digital Government team will be reaching out to all agencies who currently host their websites using the legacy Agency Platform to begin planning their migration of their site onto our new platform. Each agency will be able to select from a predetermined list of features and customizations for their migration. This data will be collected and given to awarded vendors who will be migrating their website. Vendors will then analyze their old website and transfer all information to fit in with the new Agency Platform II and the selected customizations they wanted for the new site. Sites will be prioritized for migration based on a number of factors including availability of required features, responsiveness to requests for additional information, and availability of migration funds.

While this process is going on, Digital Government will be providing training opportunities to our customers to explain how to use the new platform. In addition to that, we will revive the monthly Drupal User group for State of Arizona Drupal users to come in and talk about the new Agency Platform II and everything Drupal 9.

The project itself will be following an Agile approach, broken down into two-week sprints. Each sprint, awarded vendors will select from a predetermined list of websites to migrate over the two-week span. They will be responsible to migrate and launch the website(s) within the two weeks. Each vendor will be capped on how many sites they can work on at any given time. The faster they complete sites, the more sites they can work on from the pool of sites we have.

This migration project is a part of an overall effort to improve the Agency Platform product offered by ADOA ASET. In addition to this PIJ, ASET is also advancing a project for the build of the Agency Platform II. In Fiscal Year of 2021, ADOA began the development project to replace the old Agency Platform with a modern Agency Platform II. That project will continue for multiple years as we continue to enhance the Agency Platform II to meet the needs for all state agencies.

This project is focused on the migration of 180 sites from the old Agency Platform to the new Agency Platform II. The effort for the migration project will be spread out over multiple fiscal years. Currently, ADOA has \$800,000 for the initial phase of the project in Fiscal Year 2022. At an average price of \$11,500/site, we estimate we will be able to migrate 60 sites onto the Agency Platform II by the end of Fiscal Year 2022. The project will continue in future fiscal years as additional funding becomes available.

Our estimated completion date to migrate all 180 websites will be at the end of the 3rd quarter of Fiscal Year 2024. In future fiscal years we anticipate per site costs will increase as we begin migrating more complex websites. By the end of the project, we estimate that the price to migrate all 180 sites to be \$2.45 million in total.

As sites launch, Digital Government will coordinate with both the vendors and Systems Integration to launch the sites with Okta and point DNS records to the new location.

2.4 Has the existing technology environment, into which the proposed solution will be implemented, been documented?

Yes

2.4a Please describe the existing technology environment into which the proposed solution will be implemented.

2.5 Have the business requirements been gathered, along with any technology requirements that have been identified?

Yes

2.5a Please explain below why the requirements are not available.

3. PRE-PIJ/ASSESSMENT

3.1 Are you submitting this as a Pre-PIJ in order to issue a Request for Proposal (RFP) to evaluate options and select a solution that meets the project requirements?

No

3.1a Is the final Statement of Work (SOW) for the RFP available for review?

3.2 Will you be completing an assessment/Pilot/RFP phase, i.e. an evaluation by a vendor, 3rd party or your agency, of the current state, needs, & desired future state, in order to determine the cost, effort, approach and/or feasibility of a project?

No

3.2a Describe the reason for completing the assessment/pilot/RFP and the expected deliverables.

3.2b Provide the estimated cost, if any, to conduct the assessment phase and/or Pilot and/or RFP/solicitation process.

3.2e Based on research to date, provide a high-level cost estimate to implement the final solution.

4. PROJECT

4.1 Does your agency have a formal project methodology in place?

Yes

4.2 Describe the high level makeup and roles/responsibilities of the Agency, Vendor(s) and other third parties (i.e. agency will do...vendor will do...third party will do).

Scrum Master

They are responsible for ensuring a true scrum process over the course of the project. They hold together the scrum framework, facilitating the process for organization, product owner, and scrum team.

Project Manager

They are responsible for ensuring the project is on task and meeting deadlines. They will make sure that requirements are understood between teams and deliverables are met as accurately as possible.

Drupal Developer

A Drupal developer is responsible for building out the distribution features in the deliverables. They leverage the Drupal API and other web technologies to build the product

Enterprise Architect

An enterprise architect is in charge of mapping out the architecture of the technological systems that will be used for each of our websites.

A Drupal architect is in charge of mapping out the architecture of the modules and components that will be used with Drupal in order to build our Agency Platform.

4.3 Will a PM be assigned to manage the project, regardless of whether internal or vendor provided?

Yes

4.3a If the PM is credentialed, e.g., PMP, CPM, State certification etc., please provide certification information.

4.4 Is the proposed procurement the result of an RFP solicitation process?

Yes

4.5 Is this project referenced in your agency's Strategic IT Plan?

Yes

5. SCHEDULE

5.1 Is a project plan available that reflects the estimated Start Date and End Date of the project, and the supporting Milestones of the project?

Yes

5.2 Provide an estimated start and finish date for implementing the proposed solution.

Est. Implementation Start Date

Est. Implementation End Date

1/18/2022 12:00:00 AM

6/17/2022 12:00:00 AM

5.3 How were the start and end dates determined?

Other

5.3a List the expected high level project tasks/milestones of the project, e.g., acquire new web server, develop software interfaces, deploy new application, production go live, and estimate start/finish dates for each, if known.

Milestone / Task	Estimated Start Date	Estimated Finish Date
------------------	----------------------	-----------------------

Sprint 2: Migrate 4 Sites	01/28/22	02/11/22
Sprint 3: Migrate 6 Sites	02/14/22	02/25/22
Sprint 4: Migrate 8 Sites	02/28/22	03/11/22
Sprint 5: Migrate 8 Sites	03/14/22	03/25/22
Sprint 6: Migrate 8 Sites	03/28/22	04/08/22
Sprint 7: Migrate 8 Sites	04/11/22	04/22/22
Sprint 8: Migrate 8 Sites	04/25/22	05/06/22
Sprint 9: Migrate 8 Sites	05/09/22	05/20/22
Sprint 10: Migrate 8 Sites	05/23/22	06/03/22
Sprint 11: Bug Fixes	06/06/22	06/17/22
Final Report	06/17/22	06/30/22

5.4 Have steps needed to roll-out to all impacted parties been incorporated, e.g. communications, planned outages, deployment plan?

Yes

5.5 Will any physical infrastructure improvements be required prior to the implementation of the proposed solution. e.g., building reconstruction, cabling, etc.?

No

5.5a Does the PIJ include the facilities costs associated with construction?

5.5b Does the project plan reflect the timeline associated with completing the construction?

6. IMPACT

6.1 Are there any known resource availability conflicts that could impact the project?

Yes

6.1a Have the identified conflicts been taken into account in the project plan?

Yes

6.2 Does your schedule have dependencies on any other projects or procurements?

Yes

6.2a Please identify the projects or procurements.

agency migrations can not begin until the current Agency Platform Enhancements project is complete and all required functionality has been developed.

6.3 Will the implementation involve major end user view or functionality changes?

Yes

6.4 Will the proposed solution result in a change to a public-facing application or system?

7. BUDGET

7.1 Is a detailed project budget reflecting all of the up-front/startup costs to implement the project available, e.g, hardware, initial software licenses, training, taxes, P&OS, etc.?

Yes

7.2 Have the ongoing support costs for sustaining the proposed solution over a 5-year lifecycle, once the project is complete, been determined, e.g., ongoing vendor hosting costs, annual maintenance and support not acquired upfront, etc.?

Yes

7.3 Have all required funding sources for the project and ongoing support costs been identified?

No

7.4 Will the funding for this project expire on a specific date, regardless of project timelines?

Yes

7.5 Will the funding allocated for this project include any contingency, in the event of cost over-runs or potential changes in scope?

Yes

8. TECHNOLOGY

8.1 Please indicate whether a statewide enterprise solution will be used or select the primary reason for not choosing an enterprise solution.

The project is using a statewide enterprise solution

8.2 Will the technology and all required services be acquired off existing State contract(s)?

Yes

8.3 Will any software be acquired through the current State value-added reseller contract?

No

8.3a Describe how the software was selected below:

8.4 Does the project involve technology that is new and/or unfamiliar to your agency, e.g., software tool never used before, virtualized server environment?

Yes

8.5 Does your agency have experience with the vendor (if known)?

Yes

8.6 Does the vendor (if known) have professional experience with similar projects?

Yes

8.7 Does the project involve any coordination across multiple vendors?

Yes

8.8 Does this project require multiple system interfaces, e.g., APIs, data exchange with other external application systems/agencies or other internal systems/divisions?

No

8.9 Have any compatibility issues been identified between the proposed solution and the existing environment, e.g., upgrade to server needed before new COTS solution can be installed?

No

8.9a Describe below the issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you.

8.10 Will a migration/conversion step be required, i.e., data extract, transformation and load?

Yes

8.11 Is this replacing an existing solution?

Yes

8.11a Indicate below when the solution being replaced was originally acquired.

State agency websites were first migrated to the Agency Platform project beginning in 2014.

8.11b Describe the planned disposition of the existing technology below, e.g., surplus, retired, used as backup, used for another purpose:

N/A

8.12 Describe how the agency determined the quantities reflected in the PIJ, e.g., number of hours of P&OS, disk capacity required, number of licenses, etc. for the proposed solution?

The current project reflects both the immediately available budget for this fiscal year and our estimates for needed future funding. At this time funding beyond the current fiscal year has not been identified or approved.

The cost estimates are based on discussions with vendors, subject-matter experts, and our current experience with migrating 6 beta sites to the new platform.

8.13 Does the proposed solution and associated costs reflect any assumptions regarding projected growth, e.g., more users over time, increases in the amount of data to be stored over 5 years?

Yes

8.14 Does the proposed solution and associated costs include failover and disaster recovery contingencies?

8

Yes

8.14a Please select why failover and disaster recovery is not included in the proposed solution.

8.15 Will the vendor need to configure the proposed solution for use by your agency?

Yes

8.15a Are the costs associated with that configuration included in the PIJ financials?

Yes

8.16 Will any app dev or customization of the proposed solution be required for the agency to use the project in the current/planned tech environment, e.g. a COTS app that will req custom programming, an agency app that will be entirely custom developed?

No

8.16a Will the customizations inhibit the ability to implement regular product updates, or to move to future versions?

No

8.16b Describe who will be customizing the solution below:

The vendor

8.16c Do the resources that will be customizing the application have experience with the technology platform being used, e.g., .NET, Java, Drupal?

Yes

8.16d Please select the application development methodology that will be used:

Agile/Scrum

8.16e Provide an estimate of the amount of customized development required, e.g., 25% for a COTS application, 100% for pure custom development, and describe how that estimate was determined below:

0%, There will be no customized development for this project

8.16f Are any/all Professional & Outside Services costs associated with the customized development included in the PIJ financials?

Yes

8.17 Have you determined that this project is in compliance with all applicable statutes, regulations, policies, standards & procedures, incl. those for network, security, platform, software/application &/or data/info found at aset.az.gov/resources/psp?

Yes

8.17a Describe below the compliance issues that were identified and how they have been/will be resolved, or

9

whether an ADOA-ASET representative should contact you:

8.18 Are there other high risk project issues that have not been identified as part of this PIJ?

Yes

8.18a Please explain all unidentified high risk project issues below:

-Lack of funding - Scope of work outweighs the budget allocated for this project this Fiscal year.

Full funding for the project over multiple fiscal years has not been attained.

- Agency unwilling to use the new product

- Lack of agency participation or responsiveness to information requests could result in delays to migrating sites.

- New features/enhancements could cause issues for sites that are already launched on the new platform

- Sites on the old platform do not follow consistent coding and built standards, which can result in delays to mapping current content and features to our new streamlined platform

9. SECURITY

9.1 Will the proposed solution be vendor-hosted?

Yes

9.1a Please select from the following vendor-hosted options:

Commercial data center environment, e.g AWS, Azure

9.1b Describe the rationale for selecting the vendor-hosted option below:

The current Agency Platform is hosted in the AZRamp approved cloud WebOps platform, Pantheon. It provides enterprise grade security and customer support. They are currently under contract with us, and save the state as a whole in hosting costs.

9.1c Has the agency been able to confirm the long-term viability of the vendor hosted environment?

Yes

9.1d Has the agency addressed contract termination contingencies, e.g., solution ownership, data ownership, application portability, migration plans upon contract/support termination?

Yes

9.1e Has a Conceptual Design/Network Diagram been provided and reviewed by ASET-SPR?

Yes

9.1f Has the spreadsheet located at <https://aset.az.gov/arizona-baseline-security-controls-excel> already been completed by the vendor and approved by ASET-SPR?

Yes

10

9.2 Will the proposed solution be hosted on-premise in a state agency?

No

9.2a Where will the on-premise solution be located:

9.2b Were vendor-hosted options available and reviewed?

9.2c Describe the rationale for selecting an on-premise option below:

9.2d Will any data be transmitted into or out of the agency's on-premise environment or the State Data Center?

9.3 Will any PII, PHI, CGIS, or other Protected Information as defined in the 8110 Statewide Data Classification Policy be transmitted, stored, or processed with this project?

No

9.3a Describe below what security infrastructure/controls are/will be put in place to safeguard this data:

10. AREAS OF IMPACT

Application Systems

az.gov Web Portal Application

Database Systems

MySQL

Software

Open Source

Hardware

Other

N/A

Hosted Solution (Cloud Implementation)

Other

Pantheon

Security

Telecommunications

Enterprise Solutions

Other

Contract Services/Procurements

11. FINANCIALS

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
Digital Government Support	Professional & Outside Services	Development	1	1	\$60,000	\$60,000	0.00 %	\$0	\$60,000
Beta Site Refactor	Professional & Outside	Development	1	1	\$15,000	\$15,000	0.00 %	\$0	\$15,000

	Services								
Sprint 1 Planning	Professional & Outside Services	Development	1	1	\$25,000	\$25,000	0.00 %	\$0	\$25,000
Sprint 2: Migrate 4 Sites	Professional & Outside Services	Development	1	4	\$11,000	\$44,000	0.00 %	\$0	\$44,000
Sprint 3: Migrate 6 sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 4: Migrate 8 sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 5: Migrate 8 Sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 6: Migrate 8 Sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 7: Migrate 8 Sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 8: Migrate 8 Sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 9: Migrate 8 Sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 10: Migrate 8 Sites	Professional & Outside Services	Development	1	7	\$11,000	\$77,000	0.00 %	\$0	\$77,000
Sprint 11: Bug Fixes	Professional & Outside Services	Development	1	1	\$40,000	\$40,000	0.00 %	\$0	\$40,000

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$800,000	\$800,000	100%
APF (Available)	APF (To Be Req)	APF % of Project
\$0	\$0	0%

13

Other Appropriated (Available)	Other Appropriated (To Be Req)	Other Appropriated % of Project
\$0	\$0	0%
Federal (Available)	Federal (To Be Req)	Federal % of Project
\$0	\$0	0%
Other Non-Appropriated (Available)	Other Non-Appropriated (To Be Req)	Other Non-Appropriated % of Project
\$0	\$0	0%

Total Budget Available	Total Development Cost
\$800,000	\$800,000
Total Budget To Be Req	Total Operational Cost
\$0	\$0

\$800,000	\$0
Total Budget	Total Cost
\$1,600,000	\$800,000

12. PROJECT SUCCESS

Please specify what performance indicator(s) will be referenced in determining the success of the proposed project (e.g. increased productivity, improved customer service, etc.)? (A minimum of one performance indicator must be specified)

Please provide the performance objective as a quantifiable metric for each performance indicator specified.

Note: The performance objective should provide the current performance level, the performance goal, and the time period within which that performance goal is intended to be achieved. You should have an auditable means to measure and take corrective action to address any deviations.

Example: Within 6 months of project completion, the agency would hope to increase "Neighborhood Beautification" program registration by 20% (3,986 registrants) from the current registration count of 19,930 active participants.

Performance Indicators

By project completion, 100% of existing Drupal 7 based Agency Platform websites will have been migrated to the Drupal 9 based Agency Platform II.

The agency will be able to migrate all agency platform websites to the new distribution within the timeframe specified.

60 Agency platform websites migrated by June 30, 2022.

120 Agency platform websites migrated by June 30, 2023.

All Agency platform websites migrated by June 30, 2024.

Host, 2 Agency Platform II training sessions and 1 Drupal User group meeting a month during project period.

13. CONDITIONS

Conditions for Approval

14. OVERSIGHT SUMMARY

Project Background

The Arizona Department of Administration (ADOA) was established to support the operation of state government. As the administrative and business operations hub of the state government, ADOA provides information technology and telecommunication services for employees. These centralized support services enable state agencies to focus their efforts on their own unique missions. Arizona Strategic Enterprise Technology (ASET) develops and executes the statewide information technology strategy, as well as provides capabilities, services and infrastructure to ensure the continuity of mission critical and essential systems for the State of Arizona. ASET is the body responsible for monitoring and overseeing high-risk technology projects across all state agencies and managing large, state-wide programs and initiatives.

wide programs and initiatives.

This project will migrate agencies and boards to the newest version of the Drupal 9 Agency Platform architecture. The vendor will migrate all agency platform websites to the new distribution within the timeframe specified. Drupal 7 will come to its end of life on November 28th, 2022. ADOA-ASET will migrate site in three increments, as funding becomes available, before that date. Websites will migrate to the new Agency Platform II, which is built on the foundation of the latest version of Drupal, Drupal 9. The program, in its entirety, will be presented to the December 2021 Information Technology Authorization Committee (ITAC) as an informational update, and brought back as funding becomes available as change requests to this project.

Business Justification

With the completion of this project, 100% of the existing Drupal 7 based Agency Platform websites will be migrated to the Drupal 9 based Agency Platform II. ADOA-ASET will be able to deliver streamlined, secure, and well-developed websites at a low cost for state agencies. This out of the box Agency Platform will allow agencies to customize content and layout more efficiently, allowing users to focus on creating content rather than building systems. The new platform is also built with the modern mobile first approach and expands functionality based on requirements gathered from agency users and ADOA-ASET administrators. The proposed solution will provide agencies, boards and commissions with a modern, secure and easy to use website platform. The mobile friendly platform will simplify payments and streamline website to website communication. This upgrade aligns with the State's IT strategic plan to adopt enterprise solutions, creating a more connected state by leveraging platforms across many agencies.

The new platform will be more visually appealing and have a built-in help menu that provides users with Agency Platform specific help options, in addition to the Drupal help menu. Multi-lingual support will be integrated by default. Additionally, the new platform will include a high-quality tool for sites to easily maintain accessibility standards and have a calendar system available to display on sites by default. Lastly, the new platform will leverage Solr search or a similar tool to parse PDFs for the distribution-wide search system.

Implementation Plan

This PIJ is a part of an overall effort to improve the Agency Platform product offered by ADOA-ASET. Sixty agency platform websites will be migrated by June 30, 2022, 120 Agency platform websites migrated by June 30, 2023 and the remaining Agency platform websites migrated by June 30, 2024. ADOA-ASET will host two Agency Platform II training sessions and one Drupal User group meeting a month during the project period.

In Fiscal Year of 2021, ADOA began the development project to replace the old Agency Platform with a modern Agency Platform II. That project will continue for multiple years as we continue to enhance the Agency Platform II to meet the needs for all state agencies. Any custom development work that needs to be done to the agency platform will be a part of the build enhancement project.

The current Agency Platform is hosted in the AZRamp approved cloud WebOps platform, Pantheon. It provides enterprise grade security and customer support. They are currently under contract with us, and save the state as a

15

whole in hosting costs.

Vendor Selection

All vendors are under webportal contract. Vendors have provided a rate card and respond to task orders and rates are locked in. Task orders will be issued in phases (roughly 60 sites per phase) and ADOA-ASET will attach the draft task order to the project as status reports are submitted. As sites launch, Digital Government will coordinate with both the vendors and Systems Integration to launch the sites with Okta and point DNS records to the new location.

No AZRAMP or FEDRamp is required for this project as it is professional service. All websites are on Pantheon and Pantheon is AZRAMP Certified.

Budget or Funding Considerations

ADOA-ASET has identified \$800,000 from base budget funds, and the agency will return to ITAC with a change

request on the project amending the project budget. An estimate of 7k-12k was determined by the previous phase of this project. Milestones are based on funding.

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Justin Turner

Agency CIO (or Designee)

JR Sloan

Agency ISO (or designee)

Ryan Murray

OSPB Representative

ASET Engagement Manager

ASET SPR Representative

Thomas Considine

Agency SPO Representative

Agency CFO
