

# Project Investment Justification

## DTS 0365 to Google Migration

### **DE22007**

## Department of Economic Security

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## 1. GENERAL INFORMATION

**PIJ ID:** DE22007

**PIJ Name:** DTS O365 to Google Migration

**Account:** Department of Economic Security

**Business Unit Requesting:** DES/Division of Technology Services (DTS)

**Sponsor:** Mark Darmer

**Sponsor Title:** Chief Information Officer

**Sponsor Email:** mdarmer@azdes.gov

**Sponsor Phone:** (602) 771-6079

## 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 purpose of this effort is to reduce the Arizona Department of Economic Security (ADES) license count of the Microsoft Office 365 footprint with Google Workspace. The project's scope includes the ADES divisions: Division of Technology Services (DTS), Governance and Innovation Administration (GIA), and the Office of Professional Development (OPD).

Currently, both the O365 and Google Workspace products are licensed. When and where applicable, we want to reduce the O365 licenses while reducing overall operating costs.

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

Aligning with the Governor's initiative to migrate Microsoft O365 to Google products.

2.3 Describe the proposed solution to this business need.

Move data from current network drives to Google drive technology (My Drive and Shared Drive)

Develop and help execute a change management/migration plan, communication plan, training plan, and support plan. Also included will be generating supporting documentation for each activity plan.

SADA was the implementer for the Google gMail and Calendar implementation for DES and ADOA. They were selected due to their expertise in numerous Google Workspace implementations and was the only vendor considered.

The SOW serves as the business requirements.

IT Goal: Digital workplace transformation

Approved by Mark Darmer, CIO, on 9-10-21

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).

The vendor, SADA and DES will be responsible for managing the project DES will manage the budget to ensure all project milestones are met by the vendor. DES will work with the vendor to ensure required applications (Google Docs, Sheets, Slides) have been identified as to be removed from "basic" O365 like products. The vendor, ABC, Inc. will be responsible for configuring, maintaining, hosting and training the selected solution.

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?

No

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?

No

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

Est. Implementation Start Date

10/4/2021 12:00:00 AM

Est. Implementation End Date

7/5/2022 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
Kickoff	10/04/21	10/04/21
Payment of Invoices	10/04/21	07/05/22
Adoption, Consulting, Change Management and Training	10/04/21	04/04/22
Discovery and Design	10/04/21	12/27/21
Data Migration	11/02/21	03/14/22

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?

No

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

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

No

6.2a Please identify the projects or procurements.

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?

No

## 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.?

No

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

Yes

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

No

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

No

## 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?

Yes

8.3a Describe how the software was selected below:

SADA was the implementer for the Google gMail and Calendar implementation for DES and ADOA. They were selected due to their expertise in numerous Google Workspace implementations.

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?

No

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?

No

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?

Yes

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.

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

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Yes

8.11 Is this replacing an existing solution?

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Yes

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

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Unknown when MS Office was initially implemented.

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

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Current Microsoft Office G3 licensed individuals identified for migration will not be renewed.

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?

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A combination of DTS and Sada's professional services reviewed the data.

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?

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Yes

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

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No

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

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Not needed

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

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Yes

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

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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?

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No



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

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8.16b Describe who will be customizing the solution below:

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

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

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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:

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

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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](http://aset.az.gov/resources/psp)?

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Yes

8.17a Describe below the compliance issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you:

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

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No

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

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## 9. SECURITY

9.1 Will the proposed solution be vendor-hosted?

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Yes

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

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Vendor's data center environment

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

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Google provides their environment.

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

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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?

No

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

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?

Yes

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

Using Google solution. Already vetted.

## 10. AREAS OF IMPACT

Application Systems

Database Systems

Software

Other

Reducing installations of MS office applications

Hardware

Hosted Solution (Cloud Implementation)

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Vendor Hosted;Other

Moving data and processes to Google Workspace. DES utilizes office 365 and Azure AD Connect.

Security

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Telecommunications

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Enterprise Solutions

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Contract Services/Procurements

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## 11. FINANCIALS

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
1.1 Technical Discovery & Design	Professional & Outside Services	Development	1	325	\$225	\$73,125	0.00 %	\$0	\$73,125
1.2 Project Management	Professional & Outside Services	Development	1	67	\$225	\$15,075	0.00 %	\$0	\$15,075
"2.1 Data Migration of File Shares, Home Drives, Sharepoint Libraries"	Professional & Outside Services	Development	1	535	\$200	\$106,877	0.00 %	\$0	\$106,877
2.2 Project Management	Professional & Outside Services	Development	1	100	\$225	\$22,500	0.00 %	\$0	\$22,500
3.1 All Adoption and Change Management Activities	Professional & Outside Services	Development	1	345	\$225	\$77,625	0.00 %	\$0	\$77,625
3.2 Project Management	Professional & Outside Services	Development	1	100	\$225	\$22,500	0.00 %	\$0	\$22,500

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$35,239	\$0	11%
APF (Available)	APF (To Be Req)	APF % of Project
\$0	\$0	0%
Other Appropriated (Available)	Other Appropriated (To Be Req)	Other Appropriated % of Project
\$992	\$0	0%
Federal (Available)	Federal (To Be Req)	Federal % of Project
\$144,256	\$0	45%
Other Non-Appropriated (Available)	Other Non-Appropriated (To Be Req)	Other Non-Appropriated % of Project
\$137,215	\$0	43%

Total Budget Available	Total Development Cost
\$317,702	\$317,702
Total Budget To Be Req	Total Operational Cost
\$0	\$0
Total Budget	Total Cost
\$317,702	\$317,702

## 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

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Within DTS, OIG, and GIA, the identified users will be successfully migrated off O365.

## 13. CONDITIONS

#### Conditions for Approval

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Should development costs exceed the approved estimates by 10% or more, or should there be significant changes to the proposed technology scope of work or implementation schedule, the Agency must amend the PIJ to reflect the changes and submit it to ADOA-ASET, and ITAC if required, for review and approval prior to further expenditure of funds.

The Department of Economic Security shall provide informational updates regarding project progress and execution of google adoption on a monthly basis and will return to ITAC if recommended by ADOA-ASET.

Monthly reporting on the project status is due to ADOA-ASET no later than the 15th of the month following the start of the project. Failure to comply with timely project status reporting will affect the overall project health. The first status report for this project is due on November 15, 2021.

## 14. OVERSIGHT SUMMARY

#### Project Background

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The mission of the Department of Economic Security (DES) is to make Arizona stronger by helping Arizonans reach their potential through temporary assistance for those in need, and care for the vulnerable. As one of the largest agencies in state government, DES serves more than 2 million Arizonans annually through more than 40 programs that address the social and economic needs of those DES serve. Currently DES is utilizing both Microsoft O365 and Google Workspace. DES has made a business decision to reduce the number of Microsoft O365 licenses where applicable and transition away from O365. Phase one of the project scope includes the DES divisions: Division of Technology Services (DTS), Governance and Innovation Administration (GIA), and the Office of Professional Development (OPD). DES will be going to the Information Technology Authorization Committee (ITAC) in November 2021 with a change request to add phase two for more divisions to be added to this process.

The proposed solution addresses the stated problem. The proposed project aligns with the budget unit's Strategic IT Plan; and the proposed solution complies with statewide IT standards.

#### Business Justification

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Currently, both the O365 and Google Workspace products are licensed. When and where applicable, we want to reduce the O365 licenses while reducing overall operating costs. Aligning with the Governor's initiative to migrate Microsoft O365 to Google products.

There is sufficient sponsorship and support by budget unit leadership, I spoke with the project sponsor as well as the project manager and the PIJ submitter.

### Implementation Plan

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The solution will be hosted at Vendor's data center environment, Google provides their environment. The vendor, SADA and DES will be responsible for managing the project DES will manage the budget to ensure all project milestones are met by the vendor. DES will work with the vendor to ensure required applications (Google Docs, Sheets, Slides) have been identified as to be removed from "basic" O365 like products. The vendor, ABC, Inc. will be responsible for configuring, maintaining, hosting and training the selected solution.

ASET believes that the business unit is competent to carry out the project successfully; and supported by sponsorship and budget unit leadership exists.

### Vendor Selection

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SADA was the implementer for the Google gMail and Calendar implementation for DES and ADOA. They were selected due to their expertise in numerous Google Workspace implementations and was the only vendor considered.

### Budget or Funding Considerations

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The project development and implementation are accounted for in the following manner:

Base Budget FY22	- 11%:	=	\$ 35,238.66
Other Appropriated		=	\$ 991.68
Federal	- 45%:	=	\$144,256.38
Other Non-Appropriated	- 43%	=	\$137,213.23
Total Project:			\$317,697.00

Available in the agency's FY22 budget.

ASET has confirmed the cost estimates provided are accurate.  
The budget unit is competent to carry out the project successfully.

## 15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

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Mark Darmer

Agency CIO (or Designee)

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Mark Darmer

Agency ISO (or designee)

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Dan Wilkins

OSPB Representative

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ASET Engagement Manager

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ASET SPR Representative

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Thomas Considine

Agency SPO Representative

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Agency CFO  
Roberta Harrison

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