

Project Investment Justification

CNP Web Replacement Project

ED19004

Department of Education

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1. GENERAL INFORMATION

PIJ ID: ED19004

PIJ Name: CNP Web Replacement Project

Account: Department of Education

Business Unit Requesting: Health and Nutrition Services

Sponsor: Melissa Connor

Sponsor Title: Ed Associate Superintendent

Sponsor Email: melissa.conner@azed.gov

Sponsor Phone: (602) 542-8709

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 seeks to address several critical operational and business needs related to the current technology which supports the Child and Adult Nutrition Programs:

1. The inability to comprehensively review a single entity or participant's operation of all Child and Adult Nutrition Programs; the Health and Nutrition Services Department and the Arizona Department of Education lack adequate, comprehensive information to continue maximizing program benefits for participants;
2. Federal reporting has been found to be erroneous and requires manual reconciliation processes which can be subjected to human error;
3. Application process for participation in multiple Child and Adult Nutrition Programs requires several separate submissions and forms; it is not a streamlined, efficient process;
4. The current systems do not provide data analytics and require manual queries of data stored within multiple systems or Access/Excel databases;
5. Critical program data is housed in more than twenty-five separate locations and databases. Data standard inconsistencies exist across these systems and limit data sharing among divisions, complicate data collection, and create reporting burdens;
6. Current systems are operationally outdated and inefficient; some systems are not supported.

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

1. Operational efficiencies would be realized through the accurate accumulation of data, which would, in turn, provide the Health and Nutrition Services Department and the Arizona Department of Education with more comprehensive information to directly assess and provide benefit to program recipients in need of services;
2. Federal reporting processes would be automated, eliminating manual reconciliation and human error;
3. The program application process would be standardized and streamlined;
4. The need for multiple system data queries would be eliminated and the new system would provide a data analytics feature;
5. Data consistency, collection, storage and reporting features would be centralized and automated;
6. A technologically updated system would be more efficient and effective in serving the needs of these four programs and be fully supported.

2.3 Describe the proposed solution to this business need.

The Agency seeks to acquire a customized nutrition program information and claiming system which will seamlessly integrate with the existent nutrition programs and provide a more effective and efficient solution to the above-mentioned technological and procedural challenges currently facing the users of the existent system.

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?

Yes

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

The Agency is submitting a RFP to assess viable Vendors who could provide deliverables as stated below:

Design and, upon approval of ADE, build a customized CNP information and claiming system that:

Functions as a web-based tool to assist the customer in maximizing exceptional USDA program operations by providing ADE enhanced tools to access detailed program data, review local agency participation data, monitor entities for program growth opportunities and for compliance measures;

Meets Federal program requirements for application and renewal processes by reducing data entry redundancies;

Meets Federal program requirements for local agency claim submission and accounts payable/receivable tracking including reconciliation with ADE accounting systems;

Meets Functional and IT Requirements;

Processes Review and Tracking Deficiencies;

Creates Reports and Data Extracts;

Processes Reimbursement Claims, Payments, and Advancements.

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

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

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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).

Vendor Responsibilities:

- *Detailed Project Plan, including proposed milestones, due dates and assigned resources
- *Future vision process maps
- *Field specifications
- *Business Requirements Documents
- *Access control definition
- *Iterations of configurations and user testing
- *Application acceptance
- *Integration with ADE systems
- *Project implementation
- *Project launch

ADE Resources:

Project Manager: Responsible for planning, execution and delivery of project; schedules and manages the tasks and workload of team members.

Business Analyst: Interacts with stakeholders and subject matter experts to understand problems and needs; gathers Business requirements, documents, and analyzes tasks for the development team.

Developer: Creates software code and integration of the Vendor platform; oversees UAT of the integration with platform.

Quality Assurance Analyst: Conducts application build testing according to User Acceptance Criteria and Business requirements.

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

10/1/2019 12:00:00 AM

8/9/2021 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
Project Initiation/Kick Off	10/01/19	10/08/19
Planning (project plan, communication plan, risk management plan, client meeting)	10/15/19	10/26/19
Business & Technical Requirements (requirements development and approval)	11/05/19	12/20/19
Design - High Level	01/06/20	01/24/20
Detailed Design (Functional & IT Requirement Specifications)	01/27/20	05/01/20
Development: Phase I - Applications	05/04/20	07/10/20
Development: Phase 2 - Claims	07/13/20	09/04/20
Development: Phase 3 - Reports	09/08/20	10/30/20
Development: Phase 4 - Integration	11/02/20	12/18/20
Develop Training Program (curriculum, media)	12/21/20	02/05/21
Testing: Develop & Refine Test Cases	02/08/21	02/19/21
Testing: User Acceptance Testing	02/22/21	06/04/21
Deployment/Implementation	06/14/21	07/19/21
Production Acceptance	07/19/21	08/09/21

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?

Yes

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?

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?

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)?

No

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?

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.

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.

The original system was built at or around 2002 through a contract company named Spherion and later completed by Norimek. Approximately 2003, the ADE Health & Nutrition IT team assumed responsibility for development improvements to the existent platform. At some point, approximately 2012, the system platform became antiquated and unsupported. The current system is in support and maintenance mode and no further development can be executed due to the outdated platform.

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

Data from the existent system will be backed up and retained on ADE servers. The existent platform will be retired and the new Colyar Technology Systems platform will replace all program area processes.

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 Vendor provided a finite cost associated with the development and implementation of the platform. The licensing parameters are reflective of total platform usage by all program participants. Vendor is hosting the solution as well as providing Support and Maintenance negating the Agency's need for any disk capacity in-house.

Agency costs are based upon Vendor's integration needs for the new system. The Vendor allocated 18 months for development of the platform with simultaneous integration development by the Agency. Given the magnitude of work stretched over five program areas, the Agency has estimated one Developer, one Business Analyst, and one QA the 18 month duration. The Project Manager will be required for the entire twenty-two month project period.

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?

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?

Yes

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:

Vendor Colyar Technology Solutions will be responsible for providing all customizations to the platform.

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:

Vendor platform includes 75-80% developed features; 20-25% of the platform will require customizations including specialized program changes, processes and reports for use by ADE Health and Nutrition Services. The platform will require full integration with the ADE Health and Nutrition Services, their processes, data, and systems.

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 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?

No

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

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 Vendor platform encompasses five program areas, is large and complex, as well as highly End User involved. Not only does the Vendor have more than 20 years of CNP software development experience, but they also can provide a superior level of Support and Maintenance that would require a very in-depth learning curve for Agency personnel. Vendor staff is well-equipped to handle all facets of customer care and service in a timely and knowledgeable manner. Hosting the platform was part of the Licensing Agreement and was comparably priced when reviewed.

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?

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:

Colyar Technology Solutions complies with NIST 800-53 Rev 4 Required Controls in both Planning and Implementation: COLYAR TECHNOLOGY SOLUTIONS will establish, maintain, and update an inventory of software, databases, and information systems hosted for ADE's system use that can contain personally identifiable information (PII) attributable to any of ADE's users of the COLYAR TECHNOLOGY SOLUTIONS system. This information will be sent to ADE as requested. COLYAR TECHNOLOGY SOLUTIONS will develop and implement a Privacy Incident Response Plan to illustrate the methods COLYAR TECHNOLOGY SOLUTIONS will use to respond to ADE for any privacy incident. For legally protected information, such as Social Security Numbers, COLYAR TECHNOLOGY SOLUTIONS uses column level SQL Database Encryption. They use Encryption at Rest with Microsoft SQL Server 2016 for data security at the backup level. System controls provide access to all data within our system using various levels of user account security.

10. AREAS OF IMPACT

Application Systems

Arizona Enterprise Solution Platform (AESP) based Application

Database Systems

Database Consolidation/Migration/Extract Transform and Load Data

Software

COTS Application Customization

Hardware

Storage Area Network Devices

Hosted Solution (Cloud Implementation)

Vendor Hosted

Security

Security Controls/Systems - Other

Telecommunications

Wireless Access Points

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
Vendor Development	Professional & Outside Services	Development	1	1	\$1,150,400	\$1,150,400	0.00 %	\$0	\$1,150,400
ADE Integration Development Year #1	Other	Development	1	1	\$195,690	\$195,690	0.00 %	\$0	\$195,690
ADE Integration Development Year 2	Other	Development	2	1	\$97,840	\$97,840	0.00 %	\$0	\$97,840
Vendor Support & Maintenance Year #2	License & Maintenance Fees	Operational	2	1	\$278,000	\$278,000	860.00 %	\$23,908	\$301,908
Vendor Hosting Year #2	License & Maintenance Fees	Operational	2	1	\$68,000	\$68,000	860.00 %	\$5,848	\$73,848
Vendor Support & Maintenance Year #3	License & Maintenance Fees	Operational	3	1	\$286,300	\$286,300	860.00 %	\$24,622	\$310,922
Vendor Hosting Year #3	License & Maintenance Fees	Operational	3	1	\$70,000	\$70,000	860.00 %	\$6,020	\$76,020
Vendor Support & Maintenance Year #4	License & Maintenance Fees	Operational	4	1	\$294,900	\$294,900	860.00 %	\$25,361	\$320,261
Vendor Hosting Year #4	License & Maintenance Fees	Operational	4	1	\$72,100	\$72,100	860.00 %	\$6,201	\$78,301
Vendor Support & Maintenance Year #5	License & Maintenance Fees	Operational	5	1	\$303,700	\$303,700	860.00 %	\$26,118	\$329,818
Vendor Hosting Year #5	License & Maintenance Fees	Operational	5	1	\$74,300	\$74,300	860.00 %	\$6,390	\$80,690

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$0	\$0	0%
APF (Available)	APF (To Be Req)	APF % of Project
\$0	\$0	0%
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	\$3,015,698	100%
Other Non-Appropriated (Available)	Other Non-Appropriated (To Be Req)	Other Non-Appropriated % of Project
\$0	\$0	0%

Total Budget Available	Total Development Cost
\$0	\$1,443,930
Total Budget To Be Req	Total Operational Cost
\$3,015,698	\$1,571,768

Total Budget	Total Cost
\$3,015,698	\$3,015,698

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

Performance Objective #1:

- **Current Performance Level:** Currently, the Arizona Department of Education and Health and Nutrition Services are unable to comprehensively review a single entity or participant's operation in the Child and Adult Nutrition Programs.
- **Performance Goal:** The new system would provide the ability for the Arizona Department of Education and Health and Nutrition Services to obtain adequate, comprehensive program information for review.
- **Performance Goal Time Frame:** Twenty-two months from the start of the project ADE should be able to review an entity or participant's program information.

Performance Objective #2:

- **Current Performance Level:** The current systems do not provide data analytics and requires manual queries of data stored within multiple systems or access/excel databases.
- **Performance Goal:** The new system would automate data queries, increase output speeds, and eliminate the need for multiple stand-alone systems and databases.
- **Performance Goal Time Frame:** Twenty-two months from the start of the project, the system should provide a fully automated data query and analytics in one location.

Performance Objective #3:

- **Current Performance Level:** Applications for participation in multiple Child and Adult Nutrition Programs are not streamlined or standardized.
- **Performance Goal:** A standardized, streamlined application format and process would be created, which would eliminate the need to duplicate data across numerous program areas.
- **Performance Goal Time Frame:** Twenty-two months from the start of the project, applications for multiple programs should be standardized and streamlined creating a more efficient application process.

Performance Objective #4:

- **Current Performance Level:** Data standard inconsistencies exist across these systems and limit data sharing among divisions, complicate data collection, and create reporting burdens.
- **Performance Goal:** Standardized data collection in one common location which includes a dashboard for quick reference and easy access to eliminate inconsistent, multiple data sources and reports.
- **Performance Goal Time Frame:** Twenty-two months from the start of the project, a dashboard depicting all features will be completed, and yield one location for the collection and access of all data sources; reporting will be standardized.

Performance Objective #5:

- **Current Performance Level:** Current systems are operationally and technically outdated and inefficient; the as-is system can no longer sustain new development and is in strictly support and maintenance mode; some internal technology systems are no longer supported.

- Performance Goals: A modernized, technically updated system with operational capacity to collect data, issue payments, and query reports will be created. This new system will contribute to the efficiency of the Health and Nutrition business and which will also be updated, maintained, and supported by the Vendor.
- Performance Goal Time Frame: Twenty-two months from the start of the project, ADE Health & Nutrition Services will have a fully functional, technologically updated, supported system that provides more efficiencies for both internal and external Users.

13. CONDITIONS

Conditions for Approval

1. Should the final costs exceed the estimated costs by 10% or more, or should there be any changes to the proposed technology, scope of work or implementation schedule, the Department of Education must amend the PIJ to reflect the changes and submit it to ADOA-ASET, and the Information Technology Authorization Committee (ITAC), for review and approval prior to the expenditure of funds.
2. The Department of Education shall continue working with The Department of Administration as required to ensure that any integration with the Arizona Financial Information System requirements can be met prior to entering into any contractual agreements related to integrations with this system.

14. OVERSIGHT SUMMARY

Project Background

The Arizona Department of Education (ADE) oversees the K-12 public education system in Arizona. They support 15 county-level education agencies, more than 200 public school districts, over 400 charter holders and 13 Joint Technological Education Districts. Within ADE, The Health and Nutrition Services Division works to enhance the health and wellbeing of Arizona's children and adults by providing access to a variety of federally funded programs. With this project, ADE will acquire a customized nutrition program information and claiming system that seamlessly integrates with the existent nutrition programs and provides a more effective and efficient solution to the technological and procedural challenges that users of the existing system currently face. The new system will automate federal reporting processes, streamline the program application process, and eliminate the need for multiple system data queries. In addition, the new system will include a data analytics feature. The project will increase operational efficiency through the accurate accumulation of data, which will provide the Health and Nutrition Services Department and the Arizona Department of Education with more comprehensive information to directly assess and provide benefits to program recipients.

Business Justification

The solution will be vendor hosted and state data will be stored in Azure, which is FedRAMP and AZRamp approved. With this project, ADE will implement a modernized, technically updated system with the operational capacity to collect data, issue payments, and query reports. This new system will contribute to the efficiency of the Health and Nutrition business and which will also be updated, maintained, and supported by the Vendor. The new system will enable the Arizona Department of Education to obtain adequate and comprehensive program information for review, automate data queries, increase output speeds, and eliminate the need for multiple stand-alone systems and databases. Data collection will be standardized in one common location that will include a dashboard for quick reference and easy access to eliminate inconsistencies between multiple data sources and reports.

Implementation Plan

The vendor will be responsible for the following:

- Future vision process maps
- Field specifications
- Business Requirements Documents

- Access control definition
- Iterations of configurations and user testing
- Application acceptance
- Integration with ADE systems
- Project implementation
- Project launch

The Department of Education will support the project with the following resources:

- Project Manager: Responsible for planning, execution and delivery of project; schedules and manages the tasks and workload of team members.
- Business Analyst: Interacts with stakeholders and subject matter experts to understand problems and needs; gathers business requirements, documents, and analyzes tasks for the development team.
- Developer: Creates software code and integration of the Vendor platform and oversees UAT (User Acceptance Testing)
- Quality Assurance Analyst: Conducts application build testing according to User Acceptance Criteria and business requirement.

Vendor Selection

The selection was made based on thorough evaluation of multiple vendors selected from an RFP. The vendor was selected after a point-based system was used and the vendor was able to demonstrate their ability to fulfil the requirements of the project.

Budget or Funding Considerations

The project will be 100% federally funded.

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Melissa Conner

Agency CIO (or Designee)

Satish Pattisapu

Agency ISO (or designee)

Edward Block

OSPB Representative

ASET Engagement Manager

Brandon Kent

ASET SPR Representative

Thomas Considine

Agency SPO Representative

Steve Paulson

Agency CFO

Ross Begnoche