ARIZONA
DEPARTMENT OF ADMINISTRATION
TECHNOLOGY

Project Investment Justification

DERS RSA Modernization

DE21027

Department of Economic Security

Contents

1. GENERAL INFORMATION

PIJ ID: DE21027
PIJ Name: DERS RSA Modernization
Account: Department of Economic Security
Business Unit Requesting: DES/Department of Employment and Rehabilitation Services (DERS)
Sponsor: Anna Hunter
Sponsor Title: Assistant Director
Sponsor Email: ahunter@azdes.gov
Sponsor Phone: (602) 542-3514

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…):

System 7 is the application that DERS RSA workers use to deliver services for three (3) rehabilitative services programs: Vocational Rehabilitation (VR), Older Independent Blind (OIB), and Business Enterprise Program (BEP). System 7 is a software application that the vendor, Libera, as of May 13, 2015 will no longer implement technology upgrades and business enhancements. The current system does not allow for enhancements such as client and vendor access to the system. Vendors and clients require a website and mobile access. Only mandatory Federal changes are implemented.

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

Cloud based infrastructure and a SaaS solution will offer significant advantages, cost-control, and flexibility that the current system lacks. A SaaS system operating in the Cloud complies with the ADOA/ASET initiative of a "Cloud First" architecture that will enhance performance, stability, security, and recovery capabilities at a lower cost of operation. The new system will also accommodate Federal and State changes without disrupting service delivery and enable mobile capabilities for clients through advanced internet-based products. COTS components will allow future upgrades to occur without the need to replace the entire system. Another important objective is to improve state and federal program reporting that currently requires a substantial manual effort from RSA IT staff each reporting period. The timeliness and accuracy of data exchanges between RSA and other State systems will be significantly improved through the replacement of the current flat-file data exchanges with modern, real-time interfaces.

The System7 replacement system will provide significant technology improvements through the delivery of a Software as a Service (SaaS) solution that utilizes a third-party infrastructure platform, ADES enterprise software (Okta, MuleSoft, and OnBase), and Cloud infrastructure.

The selected vendor, Libera (aka cmsuite) developed a software platform that they have named "InFormed".

2.3 Describe the proposed solution to this business need.

Solution

ADES/DERS/RSA prepared for the procurement by initially researching potential solutions that are available in the marketplace. RSA also reviewed the implementation costs experienced in other states to validate the RSA System project budget. Although one vendor has implemented the majority of the systems in the United States, in the past five (5) years at least two other vendors have been selected to implement Vocational Rehabilitation systems. In addition, COTS platforms such as SalesForce and Microsoft Dynamics were determined as viable platforms that could be proposed by additional vendors for development of a new system. RSA developed 1,454 functional (1,095), non-functional (287), and O&M (72) requirements for the RFP. The RSA Steering Committee has been meeting on a monthly basis since April of 2021 to oversee the procurement, proposed project staffing, cost estimates and other aspects of the project. ADES is familiar with the vendors that develop systems in the Vocational Rehabilitation domain and was confident multiple vendors would respond to the RFP.,

Alternatives

Six Vendor proposals were evaluated:

Alliance Enterprises – cost was higher, did not meet all the requirements

Carasoft Technologies – did not meet all requirements, minimal information provided

Geographic Solutions – higher cost, did not meet all the requirements

Libera – (selected vendor) lowest cost, met the most requirements

Slalom Consulting – highest cost, did not meet all requirements

Tyler Technologies – higher cost, did not meet all requirements

Selection

After initial evaluation scores were tabulated, the Carasoft Technologies and Slalom Consulting proposals were deemed not susceptible for award as their scores were significantly below the other vendors. Therefore, Carasoft and Slalom were not invited to participate in negotiations or submit a Best and Final Offer (BAFO) proposal. At the completion of the BAFO proposal evaluations, Libera scored highest in the Method of Approach and Cost Categories and tied for second highest in the Experience category.

Approved by Mark Darmer, CIO, 8/22/22

Approved by Michael Wisehart, DES Director, 8/25/22

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).

DES Responsibilities

Project budget, staffing and schedule oversight

Participation in the Web Application design

Participation in Interface design

Participation in Conversion design

Review and approval of all DDI vendor deliverables

Participation in System Design, User Acceptance Testing, Operational Readiness Testing and Production Implementation.

DDI Vendor Responsibilities

Project Planning and Startup

Requirements Confirmation

Detailed System Design

Software Design, Development, and Unit Testing

Conversion: planning, data extraction, transformation and loading

Testing to include Integration, System, Security, Performance, Interface, and Conversion

User Acceptance Testing Planning and Support

Operational Readiness Testing

Implementation Planning and Execution

Operations and Maintenance

4.3 PM Name

4.3 PM Email

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
11/1/2022 12:00:00 AM	2/1/2026 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
Contract Start	11/01/22	11/01/22
Design	12/01/22	04/01/23
Development	04/02/23	02/01/24
UAT/ORT Complete	04/02/24	08/01/24
DDI Completion	08/02/24	12/31/25
Final Payment Invoice	11/01/25	02/01/26

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?

Yes

6.2a Please identify the projects or procurements.

RSA document management conversion from ICM to OnBase is in progress and is on schedule to complete prior to the start of the RSA Replacement System.

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.

Other (please specify)

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?

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?

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.

It is replacing Libera's System7 which was originally acquired on May 30, 2007 and implemented in 2009.

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

retired

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?

. As a condition of proposal submission, all vendors accepted responsibility for providing the labor, software and infrastructure necessary to achieve the Service Level Agreement (SLA) performance standards stated in the RFP.

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:

The selected vendor will be customizing the application platform. Other customization work to be performed by the selected vendor which will include creation of Arizona unique interfaces and reports.

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:

Libera's VR-CMS platform (InFormed), addresses 75% of ADES overall requirements. The remaining 25% of ADES-specific requirements will be implemented by Libera.

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:

Other

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

DES management is following the ADOA recommendation to pursue a Cloud first approach for IT infrastructure.

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:

Yes. the application will be hosted in a FedRAMP certified government cloud.

Yes, the data will be segregated and isolated from other client's data.

All data access will be controlled by ADES enterprise security software OKTA.

Data encrypted

All production, interface, and backup data will be stored at an AWS data center located in the U.S.

As required by the RFP, the hosted environment will follow the established DES architectural model.

10. AREAS OF IMPACT

Application Systems

Internal Use Web Application;Mobile Application Development;New Application Development;az.gov Web Portal Application

Database Systems

Data Warehouse/Mart;Database Consolidation/Migration/Extract Transform and Load Data;MySQL

Software

COTS Application Customization

Hardware

Hosted Solution (Cloud Implementation)

Amazon (AWS) GovCloud

Security

Telecommunications

Enterprise Solutions

Business Intelligence System;Document Management/Imaging;Management Systems - Financial, Grants, Asset;Disaster Recovery/Business Continuity

There is not a stateside solution that meets business requirements. The only vendor that proposed replacing the existing system using a statewide enterprise solution did not score enough points in the proposal evaluation to be considered for the award.

Contract Services/Procurements

11. FINANCIALS

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
D0A: RSA System Early BETA Access, D1, D2, D3, D6, D7, D8, D9, D10	Professional & Outside Services	Development	1	1	$1,215,000	$1,215,000	0.00%	$0	$1,215,000
Contingency - Development Costs Year 1	Professional & Outside Services	Development	1	1	$121,500	$121,500	0.00%	$0	$121,500
O&M Year 2	Software	Operational	1	1	$663,333	$663,333	860.00%	$57,047	$720,380
D11: Business Continuity and Disaster Recovery Plan, D13, D14, D15, D16, D17	Professional & Outside Services	Development	2	1	$405,000	$405,000	0.00%	$0	$405,000
Contingency - Development Costs Year 2	Professional & Outside Services	Development	2	1	$40,500	$40,500	0.00%	$0	$40,500
Contingency - Development Costs Year 3	Professional & Outside Services	Development	3	1	$63,500	$63,500	0.00%	$0	$63,500
D18: UAT Results Report, D19, D20, D21, D22, D23, D24, D25, D26, D27, D1, D2, D3, D6, D7, D8, D9, D10, D11, D13, D15, D17	Professional & Outside Services	Development	3	1	$635,000	$635,000	0.00%	$0	$635,000
O&M Year 3	Software	Operational	3	1	$1,048,333	$1,048,333	860.00%	$90,157	$1,138,490
Contingency - Development Costs Year 4	Professional & Outside Services	Development	4	1	$9,500	$9,500	0.00%	$0	$9,500
D16: System Test Documentation and Results Report, D14, D18, D19, D20, D21, D22, D23, D24, D25, D26, D27	Professional & Outside Services	Development	4	1	$95,000	$95,000	0.00%	$0	$95,000

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| O&M Year 4 | Software | Operati onal | 4 | 1 | $1,075,000 | $1,075,000 | 860.00% | $92,450 | $1,167,450 |
| O&M Year 5 | Software | Operati onal | 5 | 1 | $1,071,667 | $1,071,667 | 860.00% | $92,163 | $1,163,830 |

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
$945,401	$0	14%
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**
$5,317,611	$0	78%
Other Non-Appropriated (Available)	**Other Non-Appropriated (To Be Req)**	**Other Non-Appropriated % of Project**
$512,138	$0	8%

Total Budget Available	Total Development Cost
$6,775,150	$2,585,000
Total Budget To Be Req	**Total Operational Cost**
$0	$4,190,150
Total Budget	**Total Cost**
$6,775,150	$6,775,150

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

1. Federal reporting is accurate.

2. The new system meets all SLA performance thresholds.

3. Eligibility is determined correctly.

4. Benefit Payments are timely.

5. VR, OIB and BEP are implemented in 3 years or less and within the allocated budget.

6. Workers, Help Desk and Operations Staff are trained by the Vendor.

13. CONDITIONS

Conditions for Approval

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.

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 December 15, 2022.

Prior to go live, the Agency must work with the Department of Administration (ADOA) and Department of Homeland Security (AZDOHS) Cyber Command, to assure the System Security Plan document is completed and approved by Cyber Command in order to ensure that the selected solution will provide an appropriate level of protection for State data.

Prior to system production environment launch or go live, the Agency must work with the Department of Administration (ADOA) and Department of Homeland Security (AZDOHS) Cyber Command, to assure the System Security Plan document is completed and approved by Cyber Command in order to ensure that the selected solution will provide an appropriate level of protection for State data.

14. OVERSIGHT SUMMARY

Project Background

The Department of Economic Security (DES) serves more than 2 million Arizonans annually through various programs that address social and economic needs. The Division of Employment and Rehabilitation Services (DERS) is responsible for improving Arizona's workforce by assisting unemployed individuals to prepare and obtain gainful employment. Three programs within DERS are using System 7 which is a Sunset application to manage rehabilitation services. The sunset application no longer allows updates or enhancements. The agency is experiencing deficiencies with manual data correction and formatting for federal reporting, antiquated user interface, technical obsolescence, automated workflows, client and vendor access.

Business Justification

The SaaS solution is a cloud based infrastructure with modern technology design principles which is highly scalable, flexible, configurable and allows API based integration with internal and external systems. The solution will be customized and configured to better meet the needs of the agency and enable internal & external users to access the application on various devices. Clients and vendors will have the ability to update their own data using mobile devices, improve federal reporting accuracy, eligibility determination and benefit payments by employees having the capability to deliver services efficiently.

Implementation Plan

The agency will be responsible for the project management, review of deliverables, requirement mapping, policy decisions, identifying configuration changes, defining customization requirements, user acceptance testing, and stakeholder communication.

The vendor will be responsible for the installation of software, project deliverables, COTS customization, application configuration, interface development, conversion, user training, implementation, disaster recovery testing, operations and maintenance.

Both the agency and the vendor will share responsibilities of requirements decomposition, joint application design, scope management, schedule management, test case creation, data conversion design, operational readiness testing, implementation planning, and help desk support.

Vendor Selection

DES utilized the Request For Proposal (RFP) process to evaluate six vendors. The agency selected the vendor Libra due to their method of approach, cost categories, and experience.

Budget or Funding Considerations

The project will be funded by 14% Base Budget, 8% Non-Appropriated Budget, and 78% Federal Budget.

The amounts on the quote are per year. The financials on the PIJ documentation are prorated according to the state fiscal year.

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor
Anna Hunter

Agency CIO (or Designee)
Mark Darmer

Agency ISO (or designee)
Dan Wilkins

OSPB Representative

ASET Engagement Manager

ASET SPR Representative

Agency SPO Representative
David Steuber

Agency CFO
James Whallon