

Project Investment Justification

School Facilities Division IT Modernization

AS25003

Arizona Strategic Enterprise Technology (ASET)

Contents

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

1. GENERAL INFORMATION

PIJ ID: AS25003

PIJ Name: School Facilities Division IT Modernization

Account: Arizona Strategic Enterprise Technology (ASET)

Business Unit Requesting: School Facilities Division (SFD)

Sponsor: Rebecca Perrera

Sponsor Title: DEPUTY ASSISTANT DIRECTOR

Sponsor Email: rebecca.perrera@azdoa.gov

Sponsor Phone: (602) 541-2111

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...):

Currently we are maintaining a 20 year old in-house developed system which needs to be updated to support future business needs. Hence the modernization project is a step forward to align with state initiatives by modernizing its in-house developed, 20 year old, IT systems to support day to day operations of SFD staff with a modern configuration driven system.

The IT Goal associated with this is - "ASET - improve School Facilities data infrastructure." Adding here due to PIJ Portal bug.

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

The project is a key deliverable for a federal grant, Supporting America's School Infrastructure (SASI) aimed at increasing the capacity of the Division to support public school infrastructure improvements, ensuring facilities are safe, healthy, and sustainable. This new system is aimed to enhance performance and scalability so that day to day operations are streamlined using Salesforce.

2.3 Describe the proposed solution to this business need.

The proposed solution is developing all the existing business modules listed below in Salesforce to create a unified environment for the School Facilities Division (SFD) data infrastructure. The new system will consist of interactive task dashboards and reports so that all users maintain visibility of Active/Requested Projects, Reporting Requirements and Assessment Processes. Additionally, KPI dashboards will be enhanced with information pertaining to the modules developed.

Existing Business Modules:

1. Building Inventory
2. Preventative Maintenance Plan
3. Facilities Condition Assessment (FCI) and MAG
4. Adjacent ways
5. Emergency Deficiency Correction
6. New Construction
7. Annual Reporting Calendar
8. Change Order Process
9. Application Programming Interfaces (API)

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).

State Roles

Project Sponsor: Guide and direct the project team.

Project Manager: Understanding of SFD business processes and approval hierarchy.

Departmental Subject Matter Experts (SMEs): Deep understanding of SFD policies and procedures for the functional areas.

Technical Analyst/ Webmaster: Programming experience with the SFD website for integrating Salesforce webform with the SFD website

To-Be Systems Administrators: Assumes responsibility for system administration post-go-live

Network Admin: Knowledge of the current systems, networking infrastructure, and capacity

AST Roles

Project Manager : Project Planning, Project Management, Status Reporting and Project Team Communication, Issues Resolution Management, Consulting Resource Allocation, Scope Control, Project Communication with Stakeholders.

Technical and Functional Team - Responsible for Instance Planning and Deployment, Requirements Validation, Solution Design, System Configuration, Issue etc...

4.3 PM Name

Vedang Thakur

4.3 PM Email

vedang.thakur@azdoa.gov

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?

Yes

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

Est. Implementation Start Date

Est. Implementation End Date

5/1/2025 12:00:00 AM

4/29/2026 12:00:00 AM

5.3 How were the start and end dates determined?

Based on project plan

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 Kickoff : Discover	05/05/25	06/02/25
Provide signed SOW to ADOA-ASET	05/05/25	05/16/25
25% payment(\$335,920) after project kickoff	06/02/25	06/13/25
Solution Design Accepted : Deliver: Build, Solution Validation	06/02/25	06/30/25
Sprint 1: Building Interface Module, SDR Interface, Public Interface	07/01/25	07/29/25
10% payment (\$134,368) after the solution design is accepted	07/01/25	07/11/25
Sprint 2: Preventative Maintenance, Adjacent Ways, API	07/30/25	08/20/25
Sprint 3: New Construction Module, Staff Interface, SDR Interface	08/21/25	09/18/25
Sprint 4: Emergency Deficiency Module, Staff Interface, SDR Interface	09/19/25	10/24/25
Sprint 5: Facilities Condition Module, Inspector Application integration, Staff Interface, SDR Interface	10/27/25	11/24/25

Provide SSP to ADOA-ASET	11/03/25	12/05/25
Sprint 6: Annual Reporting Module, Staff Interface, SDR Interface	11/25/25	12/24/25
15% payment (\$201,552) for sprint work	12/15/25	12/31/25
Sprint 7: Change Order Process, Staff Interface, SDR Interface	12/25/25	01/15/26
15% payment (\$201,552) for consolidated sprint testing	01/13/26	01/17/26
UAT Completed : Deploy: Migrate to Production	01/19/26	03/16/26
15 % payment (\$201,552) after UAT is completed	03/16/26	03/31/26
Go-Live Deployment Completed : Deploy: Postproduction Support	03/16/26	03/30/26
Trainings to staff	03/16/26	04/30/26
Postproduction Support Completed	04/01/26	04/29/26
10% payment (\$134,368) after go-live	04/06/26	04/16/26
Final payment (10% - \$134,368) after post production	04/20/26	04/30/26
Project closure and lessons learned	04/20/26	04/30/26

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?

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?

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:

Salesforce platform is already in production.

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)?

No

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.

Inhouse-built system development started in 1998.

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

Existing systems are hosted in AWS and therefore no hardware exists.

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 number of hours of P&OS were determined in the response to the task order. Disk capacity determined by existing usage in the legacy system. Number of licenses is determined by number of SFD Staff.

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:

We would be collaborating with AST for the SASI Modernization Project.

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:

Other

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:

80% as security and basic common functionality such as file uploads and field level data validations structures are built-in.

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:

Complies with Governor's cloud initiative and is aligned with the SFD's existing Building Renewal Grant (BRG) System.

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?

No

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:

The salesforce solution is AZRAMP and FEDRAMP compliant.

10. AREAS OF IMPACT

Application Systems

Other

Enhancement to existing solution

Database Systems

Other

Salesforce

Software

Other

Salesforce

Hardware

Hosted Solution (Cloud Implementation)

Other

Salesforce

Security

Other

Salesforce

Telecommunications

Enterprise Solutions

Other

We are already using Salesforce as a statewide enterprise solution. This project aims to build on the existing system to better support business and add value.

Contract Services/Procurements

11. FINANCIALS

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
Project Kickoff : Discover	Professional & Outside Services	Development	1	1	\$335,920	\$335,920	0.00%	\$0	\$335,920
Salesforce License - Year 1	License & Maintenance Fees	Development	1	1	\$26,081	\$26,081	860.00%	\$2,243	\$28,324
Solution Design Accepted : Deliver: Build, Solution Validation	Professional & Outside Services	Development	1	1	\$134,368	\$134,368	0.00%	\$0	\$134,368
Automated Test Software - Year 1	Software	Development	1	3	\$6,000	\$18,000	860.00%	\$1,548	\$19,548
Go-Live Deployment Completed : Deploy: Postproduction Support	Professional & Outside Services	Development	2	1	\$134,368	\$134,368	0.00%	\$0	\$134,368

Postproduction Support Completed	Professional & Outside Services	Development	2	1	\$134,368	\$134,368	0.00%	\$0	\$134,368
Salesforce License - Year 2	License & Maintenance Fees	Development	2	1	\$52,094	\$52,094	860.00%	\$4,480	\$56,574
Automated Test Software - Year 2	Software	Development	2	3	\$6,000	\$18,000	860.00%	\$1,548	\$19,548
50% of Sprints Completed : Deliver: SIT	Professional & Outside Services	Development	2	1	\$201,552	\$201,552	0.00%	\$0	\$201,552
50% of Sprints Completed : Deliver: UAT	Professional & Outside Services	Development	2	1	\$201,552	\$201,552	0.00%	\$0	\$201,552
UAT Completed : Deploy: Migrate to Production	Professional & Outside Services	Development	2	1	\$201,552	\$201,552	0.00%	\$0	\$201,552
Post Go-Live Support	Professional & Outside Services	Operational	3	1	\$112,896	\$112,896	0.00%	\$0	\$112,896

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
\$1,705,836	\$0	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
\$1,705,836	\$1,467,674
Total Budget To Be Req	Total Operational Cost
\$0	\$112,896
Total Budget	Total Cost
\$1,705,836	\$1,580,570

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

The new software is expected to increase the responsiveness of school districts to the statutorily required annual reporting items by 10% in the first year of production of the new system. With the current tool, on - time reporting stands at 24% & late at 76%.

The increase will be due to the ability of the modern system to automate communications with school district stakeholders at every level of the need for submission.

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 June 15,2025.

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 goal of ADOA-ASET is to transform Arizona into a nationwide leader of advanced IT strategies, methodologies, services and business processes. By leveraging technology as a catalyst for state reform ADOA-ASET enables efficient, innovative and sustainable services. ADOA-ASET sets the technology, security, privacy, and communication strategies, policies, and procedures for the state of Arizona. In addition, it is the body responsible for monitoring and overseeing high-risk technology projects across all state agencies and managing large, state-wide programs and initiatives such as Digital Government, the Health Information Exchange, 911 and Digital Arizona. In addition, ADOA - ASET manages critical operations and state services including the State telecommunications and data network, the State Data Center and disaster recovery. Other services offered by ADOA-ASET include application design, architecture and integration, process automation and business intelligence.

In alignment with the strategic missions of state agencies, ADOA-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.

Business Justification

Modernize the State of Arizona's Department of Administration – School Facility Division's (SFD) IT systems by building a "one-stop-shop" for stakeholders (SFD staff and school district representatives) to manipulate, view, and analyze data for the state's Building Inventory of school districts.

The project is a key deliverable for a federal grant, Supporting America's School Infrastructure (SASI) aimed at increasing the capacity of the Division to support public school infrastructure improvements ensuring facilities are safe, healthy, and sustainable. This new system is aimed to enhance performance and scalability so that day to day operations are streamlined using Salesforce.

We are already using Salesforce as a statewide enterprise solution. This project aims to build on the existing system to better support business and add value.

The proposed solution is developing all the existing business modules listed below in Salesforce to create a unified environment for the School Facilities Division (SFD) data infrastructure. The new system will consist of interactive dashboards and reports so that all users maintain visibility of Active/Requested Projects, Reporting Requirements and Assessment Processes. Additionally, KPI dashboards will be enhanced with information pertaining to the Modules developed.

Existing Business Modules:

1. Building Inventory
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4. Adjacent ways
5. Emergency Deficiency Correction
6. New Construction
7. Annual Reporting Calendar
8. Change Order Process
9. Application Programming Interfaces (API)

Implementation Plan

The solution is vendor hosted in AWS cloud. The salesforce solution is AZRAMP and FEDRAMP compliant. System Security Plan is required.

Project Manager: Vedang Thakur

Vendor Responsibilities: AST Roles

Service Delivery Manager (SDM) - Responsible for providing overall management of operations for services provided by AST.

Functional Support Analysts - Responsible for providing functional support of enhancement services and/or support services as directed.

Technical Support Analysts - Responsible for providing technical support of enhancement services and/or support services as directed.

Agency Responsibilities: State Roles

1. Project Sponsor Group - Review, approve/reject change requests, enhancement requests presented by the support team
2. Support Manager/ Coordinator - Review and prioritize incidents, change requests, enhancement requests taking suggestions from Subject Matter Experts (SME)
3. L1 System Administrator - Responsible for user and access management (new account creation, assignment of roles, and/or support with password reset issues)
4. L1 Help Desk Support - Ticket triaging
5. L2 Support / Subject Matter Experts (SME)
6. Infrastructure/Network Admin

Vendor Selection

Considered Vendors: The following vendors responded to our Task Order,
Mastek ; Journey Blazers; AST

Selected Vendor: We would be collaborating with AST(Applications Software technology LLC) for this School Infrastructure Modernization Project.

3 Quotes Obtained: Yes

Exception Reason: NA

Vendor selection reason:

The vendor demonstrated strong internal processes during their presentation.

The vendor's understanding of SFD business needs and goals was evident in their presentation.

Demonstrated a team driven value for project success.

Budget or Funding Considerations

The budget will be available through the following sources:

100% Federal

Start Date: 11/15/2023

End Date: 11/15/2028

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Rebecca Perrera

Agency CIO (or Designee)

John Penczar

Agency ISO (or designee)

John Penczar

OSPB Representative

ASET Engagement Manager

ASET SPR Representative

Chris Reynolds

Agency SPO Representative

Agency CFO
