

## Project Investment Justification

# AH - Licensing - IT Modernization - Centralized Licensing Software Project Contract Award (Phase 2)

**AH25002**

Department of Agriculture

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## 1. GENERAL INFORMATION

**PIJ ID:** AH25002

**PIJ Name:** AH - Licensing - IT Modernization - Centralized Licensing Software Project Contract Award (Phase 2)

**Account:** Department of Agriculture

**Business Unit Requesting:** OOD Licensing

**Sponsor:** Sheldon Jones

**Sponsor Title:** Deputy Director

**Sponsor Email:** sjones@azda.gov

**Sponsor Phone:** (602) 342-3384

## 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 Arizona Department of Agriculture (Agency) issues over 70 types of licenses for certain agriculture occupations and organizations. Over 150,000 licenses are issued to individuals and organizations. The Agency currently uses numerous custom homegrown applications that were programmed by contracted software developers who are no longer employed with the Agency. These applications run on frameworks/programs that date back to the year 2000. None of the applications are under vendor contract for maintenance and operations. The department can no longer effectively maintain, improve, or secure the data that flows through them due to lack of funding, human resources, internal source code documentation, and the institutional knowledge of past architecture and design of the existing software required for support of the software's framework. The existing systems utilized through the licensing process have created gaps in efficiency and imposed disjointed processes, resulting in the delayed fulfillment of a license and/or permit request.

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

Commission and integration of a new licensing and permits system will elevate the Agency's licensing service to modern day standards, and a more secure and maintainable architecture. By integrating a secure applications platform, the department will begin its journey to centralize all licensing and compliance tools, enhance service delivery efficiency and effectiveness to the customer community, and improve internal service management practices by centralizing its licensing and permitting services into one tool. An updated software solution will eliminate agency silos resulting in cohesive cross-departmental communication and overall functionality. Manual tasks will be replaced by software system features thus increasing measurable administrative productivity. Accountability and traceability will be bolstered for employees and customers alike. The current system lacks efficacy when holding and processing the movement of customers' license requests throughout the multi-departmental structure. Modernization will provide the public with an interface that enables the visibility of and interactive with licenses and permits. The state of Arizona will benefit by providing a stable centralized environment for Agriculture data to be transmitted and processed securely.

## 2.3 Describe the proposed solution to this business need.

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Initially, the Agency looked for Commercial-Off-The-Shelf (COTS) licensing solutions. However, those were deemed to be far too expensive and beyond the budget available. As a result, ADOA-ASET asked ADOT's Motor Vehicle Modernization (MvM) group if they could help the Agency. The ADOT MvM team has successfully delivered several large software projects benefiting the State of Arizona.

The Licensing Solution will be specifically tailored for the Agency and will be developed following the successful process and approach previously implemented by the ADOT MvM team. This approach will follow the model that was successful in delivering Arizona Business One-Stop, a collaboration between ADOA-ASET, ADOT, and several other State agencies, authorities, and commissions to provide one portal to plan, start, and operate businesses in Arizona. This was accomplished through ADOT's eGov contract and agreements between ADOA-ASET and ADOT. This would follow the same process with an agreement between the Agency and ADOA-ASET and an updated agreement with ADOA-ASET and ADOT. Thus, no procurements are needed.

The scope of the Licensing Solution will encompass licensing, mobile friendly consumer portal, document management, payment, compliance, reporting, and interfaces. The solution will be built using Microsoft tools and technologies (.NET, C#, SQL Server, Azure Cloud Hosting) and select open-source tools. It will be modern technology, API-based, work across all major web browsers, and be highly secure. The solution will operate in a separate AZDA tenant within Microsoft Azure Cloud. The Statewide Payment Gateway will be integrated and used for payment processing. Identity authentication technologies used in MVD's portal, AZ MVD Now, eAZ, and Arizona Business One-Stop will be leveraged for employee and customer access.

The ADOT MvM Team also will provide ongoing maintenance and operations, on-call support, and public portal call center support with the same call center/support team as AZ MVD Now and Arizona Business One-Stop. If desired, AZDA could take over maintenance, operations, and support internally at any point in the future.

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

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Yes

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

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

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Yes

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

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## 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?

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No

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

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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?

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No

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

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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?

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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).

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The department will manage the relationship with ADOT MvM; act as a liaison between the ADOT MvM and business; work with the ADOT MvM to lead the project and ensure that it is completed on time, within budget, and meets the needs of the Agency; and status reporting. ADOT MvM partner will assess the requirements and report provided by BerryDunn; perform a gap analysis of the aforementioned requirements; produce a project; manage the project with the department's project manager; gather additional requirements for review of feasibility; create design concepts for review and approval; establish interfaces and perform data migration; provide a test user space for quality assurance; assist with producing training materials for the tool (not process); provide support during and post-go-live; transition all knowledge to the department for administration and general maintenance and operations; assume full responsibility of complex maintenance and operations, and development work.

4.3 PM Name

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Heather Flowers

4.3 PM Email

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hflowers@azda.gov

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

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Yes

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

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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

4/1/2025 12:00:00 AM

6/30/2026 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
Project Planning: Develop Detailed GANTT Project Plan	04/01/25	04/15/25
Cloud Infrastructure: Design Cloud Infrastructure	04/01/25	04/30/25
Project Planning: Project Kick-off Meeting	04/01/25	04/01/25
Requirements/Gaps Analysis: Review Requirements from Previous Project	04/01/25	04/11/25
Project Planning: Write Project Charter	04/01/25	04/15/25
Project Planning: Identification of Resources	04/01/25	04/10/25
Project Planning: Setup and Configure Azure DevOps	04/01/25	04/15/25
Requirements/Gaps Analysis: Identify Gaps	04/14/25	04/25/25
Requirements/Gaps Analysis: Conduct Design Work Sessions	04/14/25	04/25/25
Completion of Interagency Service Agreement	04/28/25	05/26/25
Requirements/Gaps Analysis: Create and/or Map to Epics and Features	04/28/25	05/09/25
Cloud Infrastructure: Setup Azure Tenant	05/01/25	05/15/25

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DEPARTMENT OF ADMINISTRATION  
TECHNOLOGY

Requirements/Gaps Analysis: Build Backlog	05/05/25	05/30/25
Cloud Infrastructure: Configure Dev and Test Environments	05/16/25	06/15/25
Requirements/Gaps Analysis: Load into ADO	05/19/25	05/30/25
Solution Configuration: Install Components	06/01/25	06/13/25
Cloud Infrastructure: Configure Production Environment	06/16/25	06/30/25
Solution Configuration: Configure Components	06/16/25	07/29/25
Completion of System Security Plan	06/23/25	07/21/25
Solution Configuration: Configure Lookup Tables	06/30/25	07/29/25
Development (Agile – design, develop, test): Solution Planning	07/01/25	07/31/25
Cloud Infrastructure: Tuning and Optimization	07/01/25	07/31/25
Development (Agile - design, develop, test): ADO Setup	07/15/25	07/31/25
Development (Agile - design, develop, test): Sprint Planning	07/15/25	07/31/25
Solution Configuration: Test Configuration	08/01/25	08/31/25
Development (Agile - design, develop, test): <3 week sprint> Sprint 1 - Foundation	08/04/25	08/22/25
Development (Agile - design, develop, test): <3 week sprint> Sprint 2 - Customer	08/25/25	09/12/25
Development (Agile - design, develop, test): <3 week sprint> Sprint 3 - License Issuance	09/15/25	10/03/25
Development (Agile - design, develop, test): <3 week sprint> Sprint 4 - License Issuance	10/06/25	10/24/25
Development (Agile - design, develop, test): <3 week sprint> Sprint 5 - License Renewal	10/27/25	11/14/25
Development (Agile - design, develop, test): <3 week sprint> Sprint 6 - Compliance	11/17/25	12/05/25

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DEPARTMENT OF ADMINISTRATION  
TECHNOLOGY

Development (Agile - design, develop, test): <3 week sprint> Sprint 7 - Portal	12/08/25	12/26/25
Development (Agile - design, develop, test): <3 week sprint> Sprint 8 - Payment	12/29/25	01/16/26
Testing/UAT: System testing	02/01/26	02/21/26
Development (Agile - design, develop, test): <3 week sprint> Sprint 10 - Miscellaneous/Finalization	02/09/26	02/28/26
Testing/UAT: Integration Testing	02/15/26	02/28/26
Testing/UAT: UAT Planning	03/01/26	03/31/26
Testing/UAT: Security Testing	03/01/26	03/15/26
Data Conversion: Examine Data Structures and Data	04/01/26	04/30/26
Data Conversion: Data Cleansing	04/01/26	05/15/26
Training: Develop Training Plan	04/01/26	04/15/26
Testing/UAT: UAT Execution	04/01/26	05/31/26
Training: Develop User Assistance Tools	04/10/26	05/15/26
Training: Develop Training Tools for External Users	05/01/26	05/31/26
Training: Train Internal Users	05/01/26	05/15/26
Data Conversion: Develop ETL Methods	05/01/26	05/15/26
Data Conversion: Test Data Conversion	05/16/26	06/15/26
Deployment: Develop Deployment Plan and Timeline	06/01/26	06/05/26
Deployment: Push Code to Prod	06/08/26	06/08/26
Deployment: Test Prod Code	06/11/26	06/19/26
Data Conversion: Final Data Conversion	06/19/26	06/20/26
Deployment: Go-live Support	06/20/26	06/30/26
Deployment: Go-live	06/20/26	06/20/26
Close-out: Final Payments	06/22/26	06/30/26
Close-out: Lessons Learned Retrospective	06/22/26	06/30/26



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?

Yes

6.2a Please identify the projects or procurements.

The department presently lacks the corresponding funding to satisfy the estimation provided by the vendor. The department and the project are dependent on a favorable review from the Joint Legislative Budget Committee (JLBC) to expend the remaining Automated Project Funds (APF) coupled with a favorable review for an extension of said funds into FY 27 in order to guarantee payment to the vendor. The project also is dependent on the department requesting an exception to the AZDA FY 26 budget to ensure that the maintenance and operation (M&O) ongoing general funding is included in the overall budget request, and that APF be granted to cover the department's current APF allotment. If the ongoing general fund are not received, this may result in an unfavorable outcome during the review of the project with the Information Technology Authorization Committee (ITAC). This may also impede the department's ability to move forward with a useable product and thus hinder the overall modernization and centralized licensing efforts. In addition, agreements need to be executed between the Agency and ADOA-ASET and extended between ADOA-ASET and ADOT.

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.?

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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.?

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Yes

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

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Yes

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

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Yes

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

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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.

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There is not a statewide enterprise solution available

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

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Yes

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

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Yes

8.3a Describe how the software was selected below:

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The department solicited the open market for vendors under state contract for a solution beginning in October of 2023. The department performed an extensive review and evaluation process of the vendors and their solutions in March of 2024. Due to budgeting constraints, it was determined that the proposed costs do not meet the needs of the department. In an effort to assist the department in discovering a more affordable solution, the ADOA-ASET team proposed that the department explore the software development services and solutions provided by the ADOT Motor Vehicle Division (MVD). The MVD's proposed cost and development project timeline, and proven outcomes, have contributed to the department's decision to partner with this State division on a licensing solution that will meet the needs of the citizens and the business, and support the State's efforts for modernization and collaboration between departments. The department sees this as an opportunity to also contribute to the forecasted strategic plan of uniting elements of data to improve business outcomes and services provided to the citizens of Arizona.

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?

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Yes

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

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No

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

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Yes

8.7 Does the project involve any coordination across multiple vendors?

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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?

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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?

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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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There is approximately 7+ custom built applications and programs used within the department to produce licenses and permits. They were developed at different phases in time with some ranging 5-7 years ago and others 20-30 years ago. Internally built applications have reached end-of-life for support of their frameworks. These applications are Credentials and OFC Manager which are running on .NET frameworks with an end-of-life date of April 26, 2022; CTU Tools and NPP were developed using Classic ASP 3.0 with an end of life for support as of December 31, 2021; and MS Access 2003 database used to support the Animal Services Division's AZ Entry Permits, Horse Titles, and Citrus, Fruit and Vegetable licensing tool with an end of life for support as of April 14, 2009.

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

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The department has plans to retire the homegrown software modules developed in the program where appropriate. The department will work with the MVD through a data accommodation which will allow the Licensing team to access data for reporting purposes and meet the requirements of the State's retention schedule.

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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The department has advanced its server database technology into the Azure Cloud as part of the State's 'Cloud First' initiative. As such, the department has saved on disk capacity. Licenses for the tools presently utilized by the department's Licensing group do not exist or are nominal in cost. Labor hours are not presently quantified by the group, but the department anticipates that it will see a significant savings in time and cost due to a minimization of rework of errored forms, status inquiries received by applicants, and in-person submissions of forms due to lagging technology.

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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Yes

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

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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?

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 department will be partnering with the ADOT Motor Vehicle Division (MVD) for the development and support of the solution. The applications will be provided using a proven approach for Business One Stop, MVD's MAX and AZ MVD Now applications. The solution will be provided by the same team that developed the aforementioned applications.

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:

75% custom development to a known framework

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](http://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:

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## 9. SECURITY

9.1 Will the proposed solution be hosted in a vendor managed environment?

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Yes

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

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Commercial data center environment, e.g AWS, Azure

9.1b Describe the rationale for selecting the vendor-hosted option below: Ex. following cloud smart goal, lower cost?.....

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The department will have the application hosted in a separate instance of the Microsoft Azure Cloud. This was selected as it is the same environment as the Arizona Business One-Stop and all ADOT-MVD applications. ADOT has extensive experience and expertise in the Microsoft Azure Cloud.

9.1c Has the agency been able to confirm the long-term viability of the vendor hosted environment? Ex. is the environment setup in an efficient and effective way/-Has a cloud specialist reviewed the environment (Agency is mainly focused on cost of operation)

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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?

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Yes

9.1e Has a Network Architecture Diagram and/or System Security Plan (draft or finalized version) being provided and reviewed by AZDOHS?

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Yes

9.1f Has the spreadsheet located at [https://azdohs.gov/sites/default/files/azramp-level-1-prerequisite-control-sheet\\_0.xlsx](https://azdohs.gov/sites/default/files/azramp-level-1-prerequisite-control-sheet_0.xlsx) already been completed by the vendor and approved by AZDOHS?

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Yes

9.2 Will the proposed solution be hosted in a state managed environment?

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No

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

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9.2b Were vendor-hosted options available and reviewed?

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

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

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9.3 Will any Confidential state data as defined in the 8110 Statewide Data Classification Policy be transmitted, stored, or processed within this system?

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Yes

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

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Security infrastructure/controls that are used in the ADOT MAX and AZMVDNOW solution will be used to protect PII. This is also what was used to protect PII in the Arizona Business One-Stop. Controls are part of Microsoft Azure Infrastructure, native Microsoft tools, and custom MAX controls. Controls include, but are not limited to: Palo Alto firewalls, Microsoft Azure active directory and Azure active directory B2C, SQL server encryption while at REST, encryption in transit, role-based access controls, security logging, and many other controls. The Microsoft Azure Cloud is FedRAMP certified.

## 10. AREAS OF IMPACT

Application Systems

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New Application Development

Database Systems

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MS SQL Server;Other

Azure SQL

Software

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COTS Application Customization

Hardware

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Hosted Solution (Cloud Implementation)

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Microsoft Azure

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
Solution including configuration and customization	Software	Development	1	1	\$190,000	\$190,000	0.00%	\$0	\$190,000
Implementation services	Professional & Outside Services	Development	1	1	\$160,000	\$160,000	0.00%	\$0	\$160,000
Solution including configuration and customization	Software	Development	2	1	\$760,000	\$760,000	0.00%	\$0	\$760,000
Implementation services	Professional & Outside Services	Development	2	1	\$640,000	\$640,000	0.00%	\$0	\$640,000
Licensing, Support, Hosting	Professional & Outside Services	Operational	3	1	\$380,000	\$380,000	0.00%	\$0	\$380,000
Change Requests	Professional & Outside Services	Operational	3	1	\$70,000	\$70,000	0.00%	\$0	\$70,000
Licensing, Support, Hosting	Professional & Outside Services	Operational	3	1	\$399,000	\$399,000	0.00%	\$0	\$399,000
Change Requests	Professional & Outside Services	Operational	3	1	\$73,500	\$73,500	0.00%	\$0	\$73,500
ADOA Fee (10%)	Other	Operational	3	1	\$47,250	\$47,250	0.00%	\$0	\$47,250
ADOA Fee (10%)	Other	Operational	3	1	\$45,000	\$45,000	0.00%	\$0	\$45,000
Licensing, Support, Hosting	Professional & Outside Services	Operational	4	1	\$418,950	\$418,950	0.00%	\$0	\$418,950
Change Requests	Professional & Outside Services	Operational	4	1	\$77,175	\$77,175	0.00%	\$0	\$77,175



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TECHNOLOGY

ADOA Fee (10%)	Other	Operational	4	1	\$49,613	\$49,613	0.00%	\$0	\$49,613
ADOA Fee (10%)	Other	Operational	5	1	\$52,093	\$52,093	0.00%	\$0	\$52,093
Licensing, Support, Hosting	License & Maintenance Fees	Operational	5	1	\$439,898	\$439,898	0.00%	\$0	\$439,898
Change Request	License & Maintenance Fees	Operational	5	1	\$81,034	\$81,034	0.00%	\$0	\$81,034

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$0	\$1,418,625	44%
APF (Available)	APF (To Be Req)	APF % of Project
\$1,820,540	\$0	56%
Other Appropriated (Available)	Other Appropriated (To Be Req)	Other Appropriated % of Project
\$0	\$0	0%
Federal (Available)	Federal (To Be Req)	Federal % of Project
\$0	\$0	0%
Other Non-Appropriated (Available)	Other Non-Appropriated (To Be Req)	Other Non-Appropriated % of Project
\$0	\$0	0%

Total Budget Available	Total Development Cost
\$1,820,540	\$1,750,000
Total Budget To Be Req	Total Operational Cost
\$1,418,625	\$2,133,513
Total Budget	Total Cost
\$3,239,165	\$3,883,513

## 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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The department currently fulfills approximately 70 license and permit types, and process over 100,000 applications annually. Due to slow processing times, businesses within the state have suffered. An example of this is that during the business' hiring process of applicators, they have lost potentially qualified applicants because the process of approval had taken too long to fulfill and the candidate found employment elsewhere. The department hopes to increase their productivity and fulfillment timelines for the community which in turn will raise the community's level of confidence and satisfaction of Agricultural licensing services. The department assumes that within 12 months of project completion it will:

- improve processes for our seed, free sale, native plant, horse hauling programs by reducing IT ticket submissions to fix issues encountered by database functionality by 75%
- improve processes for our Weights and Measures program by 100% by improving invoices processing time, invoice printing, tracking data, eliminating program time outs.
- increase the customer service experience by at least 50% for the Pest Management Division by providing customer access to view their application status and reducing processor errors/time delays with automated processes.
- reduce/help the amount of deposit errors by 75% with deposits being in a centralized location.

## Responsible Owner for KPI

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Danelle Keyes

## Email Address

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## 13. CONDITIONS

Conditions for Approval

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## 14. OVERSIGHT SUMMARY

Project Background

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Business Justification

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Implementation Plan

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Vendor Selection

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Budget or Funding Considerations

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## 15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

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Sheldon Jones

# ARIZONA

DEPARTMENT OF ADMINISTRATION  
TECHNOLOGY

Agency CIO (or Designee)

Heather Flowers

Agency ISO (or designee)

Heather Flowers

OSPB Representative

ASET Engagement Manager

ASET SPR Representative

Chris Reynolds

Agency SPO Representative

Doug Marsh

Agency CFO

Louise Houseworth