



ADOA-ASET

Project Investment Justification

Version 03.31.15

A Statewide Standard Document for Information Technology Projects

Project Title:

Drupal

Agency Name:	Department of Economic Security
Date:	06/02/2015
Agency Contact Name:	Kim Hartleroad
Agency Contact Phone:	
Agency Contact Email:	

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I. Project Investment Justification (PIJ) Type

Yes No Is this document being provided for a Pre-PIJ / Assessment phase?

If Yes,

Identify any cost to be incurred during the Assessment phase.	\$
Based on research done to date, provide a high-level estimate or range of development costs anticipated for the full PIJ.	\$

Explain:

[Click here to enter text.](#)

Yes No Will a Request for Proposal (RFP) be issued as part of the Pre-PIJ or PIJ?

II. Business Case

A. Business Problem

The Department of Economic Security (DES) use of the Ektron Content Management System (CMS) product presents many challenges to DES. Technical support for it is limited. While this product, in new releases, could potentially support the Department business requirements, it would involve a major upgrade to the product at a considerable increase in initial and ongoing costs.

After assessing the Arizona Department of Administration’s Content Management System (ADOA CMS) called Drupal, the DES has elected to use this service to avoid the costs associated with upgrading Ektron.

B. Proposed Business Solution

The DES proposes to migrate and convert its current Ektron CMS environment to the ADOA Drupal service offering for internet content and to SharePoint for intranet content. In making these decisions, consideration was given to the following:

- Lack of DES technical support for Ektron
- Cost of upgrading the Ektron product
- Cost of ongoing support for Ektron
- Cost for new hardware for Ektron latest release
- Functional capabilities of Ektron as compared to Drupal

At the conclusion of the internet and intranet migrations off Ektron, the Ektron servers will be decommissioned providing a reduction in support and maintenance costs to DES as well as the elimination of the annual Ektron licensing cost of approximately \$23k / year.

C. Quantified Benefits

- Service enhancement
- Increased revenue
- Cost reduction

- Problem avoidance
- Risk avoidance

Explain:

Service enhancement

Internet: The Drupal platform is an open source software product that provides for improvements in functional capabilities that will increase the ability for the citizens of Arizona and DES personnel to easily access DES web-based service and benefit information.

Intranet: The SharePoint platform is covered in the DES Microsoft enterprise agreement at no extra cost. This includes server license and client access licenses (CAL's). This environment is always current and has a development environment. As long as we keep the Microsoft EA agreement we are covered for support, new releases, and patching. The yearly cost would only change based on user count and is paid for by the users division.

Cost reduction

The total cost associated with maintaining the Ektron CMS environment is higher than migrating to newer more functional platforms such as Drupal for internet content and SharePoint for intranet content. Looking at the 5-year fully loaded costs:

- Ektron \$2.3M
- Drupal & SharePoint \$1.61M
- Savings \$690K

Problem avoidance

DES will not have to hire or train personnel on the support and maintenance of the Drupal CMS products as these functions are provided by the Arizona Department of Administration (ADOA) as part of their service offering. Additionally, DES has internal resources that support SharePoint eliminating the need to hire or train new personnel.

III. Technology Approach

A. Proposed Technology Solution

Internet Content

The DES, through an interagency agreement, will partner with the ADOA for Drupal CMS services. The Arizona Department of Administration (ADOA) will be responsible for ensuring the performance, support, and maintenance of their Drupal CMS environment.

The DES will contract with Eagle Creek Consulting to set up the new DES and the Arizona Developmental Disabilities Planning Council (ADDPC) sites on Drupal and migrate all internet content from Ektron to Drupal. Eagle Creek is on State contract and has assisted other State Agencies in the migration to ADOA CMS services.

Major technology milestones:

- Eagle Creek Consulting will build new Drupal and the ADDP sites and migrate internet content to new Drupal sites. Content here is limited to static pages and does not include migrating any DES applications that the current DES internet site links to, for example, the Arizona Early Intervention Program (AzEIP). However, this site has to be included if DES is to migrate from Ektron to Drupal.
- Eagle Creek Consulting will QA test new sites prior to delivering to DES and ADDPC.
- DES and ADDPC will perform User Acceptance Testing on their respective sites.
- DES will update or remove any F5 or firewall rules established for the existing DES and ADDPC internet sites to redirect to the new Drupal sites.
- DES will update DNS to point to new ADOA Drupal sites.
- DES and ADDPC Drupal sites will be available to the public on the new ADOA Drupal platform.

Intranet Content

SharePoint is becoming the preferred platform for corporate intranet sites. In an intranet site contest from 2009, half of the winning intranet sites used SharePoint and that trend continues to rise. DES has already implemented and is using the SharePoint solution for intra-departmental content sharing and collaboration and it provides a sound platform to host the DES intranet site. Internal DES resources already exist that support and maintain this environment so no additional contract or internal resources are required to make this transition to SharePoint.

B. Existing Technology Environment

DES currently uses the Ektron CMS to publish the DES internet site (<https://www.azdes.gov>), the Arizona Developmental Disabilities Planning Council (ADDPC) site (<https://www.azdes.gov/ADDPC/Home/>) and the DES intranet site (<https://intranet.azdes.gov>).

The Ektron CMS in its current implemented version no longer meet the business requirements of the Department. The DES is faced with either making a major upgrade to the Ektron product or seeking lower priced alternatives of providing web access to DES service information to the public and DES personnel.

C. Selection Process

Internet: The ADOA Drupal CMS solution was selected based on it being a standard service offering provided to other state agencies and was determined to be a cost effective solution. In addition, it eliminates the need for DES to hire technical support personnel for maintaining any new or upgraded software solution.

Intranet: The decision to make use of the MS SharePoint product was based on several discovery sessions with the Public Information Office (PIO) who manage the DES intranet site, the Department's experience with the product, no associated license costs and the availability of trained FTEs.

IV. Project Approach

A. Project Schedule

Project Start Date: 9/17/2014 Project End Date: 12/31/2015

B. Drupal Project Schedule

Major Milestones	Start Date	Finish Date
Business Requirements (Discovery)	11/10/14	07/31/15
Design Requirements	12/08/14	07/31/15
Construction	07/06/15	10/23/15
Testing	10/26/15	11/20/15
Implementation	11/23/15	12/04/15
Project Closure	12/07/15	12/31/15

C. SharePoint Project Schedule

Major Milestones	Start Date	Finish Date
Business Requirements	07/01/15	08/28/15
Design	08/01/15	08/28/15
Construction	08/28/15	10/30/15
Testing	11/02/15	11/26/15
Implementation	11/28/15	12/04/15
Project Closure	12/07/15	12/31/15

D. Project Roles and Responsibilities

Project Sponsor – Stephen Welsh - Mr. Welsh will provide the project team with leadership and direction and will allocate resources from the Division of Technology Services for software installation and technical support for the project team.

Project Requestor – Tasya Peterson – AZ DES Director of Communications. Ms. Peterson will ensure the new site is properly branded according to standards set forth by the State of Arizona.

PMO Deputy Administrator – Leisa Bell – Ms. Bell's role is to be the representative of the Project Management Office (PMO) with the overall responsibility of facilitating the management of all projects in the organization, leading the improvement of the organization's processes, and ensuring that staff is properly trained. In this process model, the PMO representative helps guide continuous improvements to the organization's processes.

Project Manager – John Gavin – Mr. Gavin is responsible for the activities of the project team, technical team, along with coordination, communication, issue tracking/resolution, scope management, change management, status reporting, quality assurance and auditing deliverables and is ultimately responsible for leading the project to a successful conclusion.

Chief Information Security Officer – Carl Carpenter - Mr. Carpenter will take the lead on IT security policy and compliance throughout the lifecycle of the project.

Vendor Management – Michael Scheller – Mr. Scheller will participate in all vendor-related meetings with Eagle Creek, a vendor ADOA has worked with in the past on other state agency migrations to Drupal.

ADOA Representatives – J.R. Sloan & Yvette Villanova. Provide insight into Drupal platform and help coordinate meetings with Eagle Creek.

Web-master (Current) – Dlear Kosa – Mr. Kosa will provide feedback on Drupal platform as far as confirming new platform’s workflow is congruent with the current content management workflow and editing / updating content is in fact easy for Content Managers and Editors. (Mr. Kosa is not responsible for many industry standard skill-sets defined for a Web-master. As such, will bring in new-hire or contract Web-Master to oversee proper build of new DES Drupal site.)

Web-Master (New) – DES will seek an experienced Web-Master who will perform industry standard tasks associated with web-site design, build, and maintenance. Skillsets include debugging issues that arise with the performance of the website, liaison for performance issues between IT partners and state agencies, troubleshooting the site as issues arise, review statistics and monitor analytics, maintain responsive design, and planning for future changes to the website. Web-master will additionally be well versed in Internet Information Services (IIS) and maintenance of Domain Name Systems (DNS).

Eagle Creek Consulting – Provide project team including technical resources to create the new DES site on DOA’s Drupal platform, migrate current DES static content from Ektron to Drupal, perform QA testing of new DES Drupal site, train DES Content Mangers and Content Editors on using the new Drupal CMS, and support new DES Drupal site for the duration of the ‘Warranty’ period.

Eagle Creek Consulting has worked with DOA in migrating 70 plus state agencies to Drupal and has a proven track record of successful internet site migrations.

V. Risk Matrix, Areas of Impact, Itemized List, PIJ Financials

The Major Federal Funding sources (shown in the Project Investment Justification.xlsx Project Financials tab) comprise:

- TANF (Temporary Assistance for Needy Families)
- WIAG (Workforce Investment Act Grant)
- SSBG (Social Services Block Grant)
- CCDF (Child Care Development Fund)

VI. Project Approvals

A. Agency CIO/ISO Review and Initials Required

Key Management Information	Yes	No	Initials
1. Is this project for a mission-critical application system?	x		JG
2. Is this project referenced in your agency's Strategic IT Plan?		x	
3. Have you reviewed and is this project in compliance with all applicable Statewide policies and standards for network, security, platform, software/application, and/or data/information located at https://aset.az.gov/resources/psp ? If NO , explain in detail in section "VIII. Additional Information" below.	x		JG
4. Will any PII, PHI, or other Protected Information as defined in the 8110 Statewide Data Classification Policy located at https://aset.az.gov/resources/psp be transmitted, stored, or processed with this project? If YES , the Protected Data section under "VII. Security Controls" below will need to be completed.		x	JG
5. Will this project migrate, transmit, or store data outside of the agency's in-house environment or the State Data Center? If YES , the Hosted Data section under "VII. Security Controls" below will need to be completed.		x	JG
6. Is this project in compliance with the Arizona Revised Statutes and GRRC rules?	x		JG
7. Is this project in compliance with the Statewide policy regarding the accessibility to equipment and information technology for citizens with disabilities?	x		JG

B. Project Values

The following table should be populated with summary information from other sections of the PIJ.

Description	Section	Number or Cost
Assessment Cost (if applicable for Pre-PIJ)	I. PIJ Type - Pre-PIJ Assessment Cost	\$0
Total Development Cost	V. PIJ Financials tab	\$297,880
Total Project Cost	V. PIJ Financials tab	\$342,880
FTE Hours		11,425

C. Agency Approvals

Approver	Printed Name	Signature	Email and Phone
Project Manager:	John Gavin	Sent under another cover	
Agency Information Security Officer:	Carl Carpenter	Sent under another cover	
Agency CIO:	Stephen Welsh		
PMO Deputy Administrator:	Leisa Bell	Sent under another cover	
Agency Chief Financial Officer - FSA:	Debra Peterson	Sent under another cover	

VII. Security Controls

Collaboration with the ADOA-ASET Security, Privacy and Risk (SPR) team may be needed to complete this section, which is only required for those projects that involve data that is protected or hosted outside of the Agency or State Data Center. Additional information can be found in the NIST FRAMEWORK section under RESOURCES at <https://aset.az.gov/resources/psp> or you may wish to contact ASET-SPR directly at secadm@azdoa.gov for assistance.

A. Protected Data

None

B. Hosted Data

Check here if the <https://aset.az.gov/arizona-baseline-security-controls-excel> spreadsheet is attached. Otherwise explain below what information/ support is needed to complete the spreadsheet and/or why no sheet is attached:

Click here to enter text.

Check here if a Conceptual Design / Network Diagram is attached. Otherwise explain below what information/support is needed to complete the diagram and/or why no diagram is attached:

Click here to enter text.

VIII. Additional Information

NA

IX. Attachments

The following are examples of supporting documents that should be sent as email attachments when required:

- A. *Vendor Quotes – sent under other cover*
- B. *Conceptual Design / Network Diagram*

X. Glossary - NA

Other Links:

[ADOA-ASET Website](#)

[ADOA-ASET Project Investment Justification Information Templates and Contacts](#)

Email Addresses:

[Strategic Oversight](#)

ADOA-ASET_Webmaster@azdoa.gov