ADOA-ASET
Arizona Strategic Enterprise Technology

Project Investment Justification
(PIJ)

A Statewide Standard
Document for Information Technology Projects

Project Title: ***Motor Vehicle Division Legacy Systems Replacement***

Agency Name: ***Arizona Department of Transportation (ADOT)***
Date: ***January 2014***
Prepared By: ***David Knigge***

Revised PIJ Version – January 2014

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PROJECT INVESTMENT JUSTIFICATION (PIJ) TEMPLATE DECISION MATRIX

After determining the category of project, complete the sections of the PIJ or PIJ Lite document as indicated below. All projects with $25,000 or more in development expense require that a PIJ or PIJ Lite be approved by ASET. All projects with $1,000,000 or more in development expense require a PIJ to be approved by the Information Technology Authorization Committee (ITAC) as well.

ASET may request additional information or require completion of additional sections, if the project is deemed critical in nature.

Category	PIJ Lite	Pre PIJ *	PIJ	ITAC Review
Low Risk projects: Including Operational Infrastructure Upgrades *(i.e. PC Replacement/Refresh, Network Upgrades)*	●			
Medium Risk projects		Optional	●	
High Risk projects		Optional	●	
Very High Risk projects		Optional	●	
$1.0M and Above projects		Optional	●	●

Section	Category	PIJ Lite	Pre PIJ *	PIJ	Add for ITAC $1.0M+
I.	**General Information**				
I.A	**General Information**	●	●	●	
I.B	**Special Funding Considerations**		●	●	
II.	**Project Overview**				
II.A	**Management Summary**	●	●	●	
II.B	**Existing Situation & Problem, "As Is"**	●	●	●	
II.C	**Proposed Changes & Objectives, "To Be"**	●	●	●	
II.D	**Proposed Technology Approach**		●		
III.	**Project Approach**				
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III.B	**Other Alternatives Considered**			●	
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IV.	**Policies, Standards & Procedures**				
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IV.C	**Disaster Recovery Plan & Business Continuity Plan**			●	
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V.	**Roles and Responsibilities**				
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VII.	**Project Timeline**				
VII.A	**Project Schedule**	●	●	●	
VIII.	**Project Financials**				
VIII.A	**Pre-Assessment Project Financials**		●		
VIII.B	**Detailed Project Financials**	●		●	
VIII.C	**Funding Source**	●	●	●	
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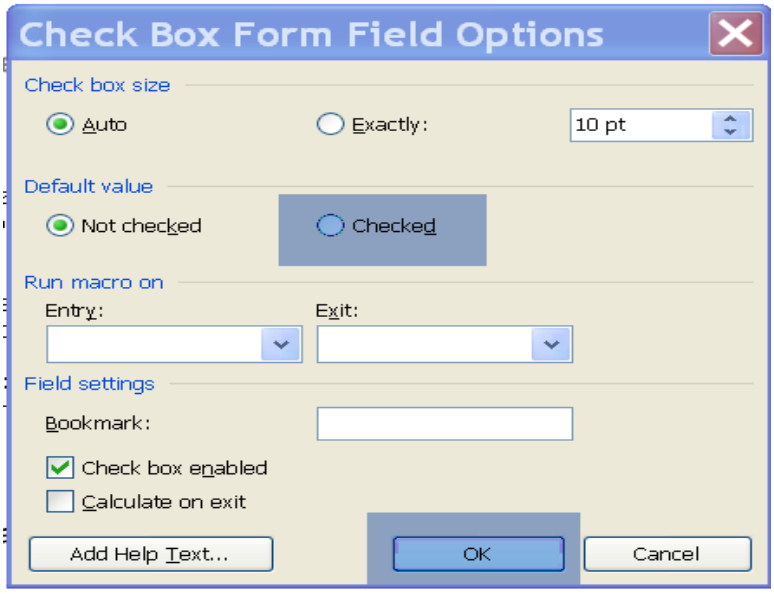
VIII.E	**Full Time Employee (FTE) Hours**	●		●	
IX.	**Project Classification & Risk Assessment**				
IX.A	**Project Classification & Risk Assessment Matrix**	●		●	
X.	**Project Approvals**				
X.A	**CIO Review**	●	●	●	
X.B	**Project Values**	●	●	●	
X.C	**Project Approvals**	●	●	●	
Appendix					
A	**Itemized List with Costs**	●		●	
B	**Connectivity Diagram**				●
C	**Gantt Chart, Project Management Summary**				●
D	**NOI (Web Projects Only)**	●		●	

* **Pre PIJ** is optional for agencies seeking approval from external entities to contract for outside labor or resources to assess scope, technology and approach. After the assessment is completed, full project details will be added to the PIJ for final PIJ Approval.

NOTE: ***Pre PIJ Assessments are not required for all projects but up to the discretion of the Agency.***

Document Instructions:

Double click on square ☒ **Yes** ☐**No** and select “checked” for the appropriate box then select “OK”.



ASET Forms:

Project forms are available on the ADOA ASET website – see links below

Project Investment Justification Documents - http://aset.azdoa.gov/content/project-investment-justification

Project Oversight Status Report and Change Request Form – http://aset.azdoa.gov/sites/default/files/media/docs/StatusRpt%26ProjChangeForm_0.xls

Web Development Initiatives - Notice of Intent (NOI) form – http://aset.azdoa.gov/node/15

I. General Information {A}

I.A General Information {A}

Agency CIO:	Joe Throckmorton	**Contact Phone:**	
Agency Contact Name:	David Knigge	**Contact Phone:**	
Agency Contact Email:		**Prepared Date:**	1/15/2014

I.B Special Funding Considerations {A}

☐ **Yes** ☒**No - Does this project require funding approved for a Pre PIJ Assessment phase?**

If **YES**, provide details for the **Pre PIJ Assessment** funding needs by filling out the areas marked with **{A}** or **{Required for Pre-PIJ Assessment only}**. Further information and details will be required after the assessment for the Final PIJ approval.

If **NO**, provide details for the Final PIJ by filling out **all** areas **excluding** those sections marked with **{Required for Pre-PIJ Assessment only}**.

II. Project Overview

II.A Management Summary {A}

I. Problem Description

AZ MVD, as with many motor vehicle agencies throughout the nation, faces multiple challenges: increased citizen expectations for accessible, cost-effective services, replacement of an expensive, legacy computer systems that was designed and built in the 1970s and 1980s, and staff & skills shortage related to the legacy system. Additional challenges include:

- An increasing permanent and part-time resident population resulting in multiple license and vehicle registration transactions, straining the capacity of MVD to meet required customer service wait times.
- More and more state and federal agencies requiring speedy access to reliable credential and vehicle data to support a variety of legal, social, security and safety missions that range from child support enforcement, traffic safety, insurance compliance, and border enforcement.
- Heightened security requirements initiated by an increase in identity fraud and credential authentication standards as required by the Western Hemisphere Travelers Initiative and REAL ID Act.
- State-wide budgetary challenges that amplify the need for MVD to efficiently and fairly collect all fees and taxes due the state.

II. Solution

AZ MVD's vision is to implement a more customer service focused enterprise solution by leveraging open, flexible system architecture, tools and standards based on industry trends and best practices within the motor vehicle industry and in the commercial sector. By continually moving business processes to the security and stability of the Internet, MVD will enable customers and motor vehicle administrators' access from any place, any time and from any machine or phone. The automation and interoperability of routine processes will eliminate costly paper based operations.

The MVD vision will reduce the current system complexity and make the supporting solution more intuitive to use by staff and customers. An agile, modular system design will allow MVD to more quickly and less expensively incorporate future business changes and needs. Additionally, a modern information support infrastructure will allow quicker response to the increasing information demands of the legislature, state agencies and MVD.

III. Quantified Justification

In February of 2008, IBM completed the third and final phase of the AZ MVD Needs Assessment. The associated business case presented a favorable justification for modernization based on Net Present Value, Return on Investment, and Payback Period measurements as outlined in the table below. Also, the resulting Strategic Design Report identified several key quantitative benefits including a potential Total Revenue Increase of approximately $18M and a potential Total Cash Saving of approximately $5M per year.

While the study is more than 5 years old and expected costs for Modernization are expected to be higher than those used in the study, ADOT strongly believes several logical factors makes the quantitative case for Modernization even more compelling:

- Problems with existing systems have become worse making savings potential substantially greater,
- The payment model visualized for the study expected appropriated funds would be required; however, the current Modernization approach is being funded without required appropriated funds,
- Taking the additional time and expense to update the Assessment would not likely yield any additional insight into Modernization or its justification.

MVD Modernization Business Case Summary	
5 Year Net Present Value	$ 11.8 Million
5 Year Return on Investment	37 %
Payback Period	4.2 years

Among various documented risks associated to delaying modernization, the Strategic Design Report also outlines the financial costs of delay in terms of Net Present Value over a 3-year period as outlined below.

	1 Year	2 Year	3 Year
Projected 9 Year NPV	$86,043,233	$86,043,233	$86,043,233
Discounted 9 Year NPV (3%)	$83,537,120	$81,104,000	$78,741,747
Cost of Delay	$2,506,114	$4,939,234	$7,301,486

A modernized MVD system will provide benefits for many stakeholders. Arizona citizens will be provided convenient service through the use of the Internet to process transactions, submit forms, access records, make payments, and obtain statuses. Customers will also experience decreased wait times in offices through the streamlining of business processes and increased efficiency in customer transaction processing. A more effective and efficient system will also increase revenue collections by Department of Economic Security, the Attorney Generals Office and the Counties. The real-time electronic submission of driver control actions will provide Law Enforcement officers real time status of drivers. Law Enforcement also benefits from real time transmission of court decisions and administrative hearings resulting in faster notice of license issues.

Ultimately, MVD will be able to improve customer service, provide more efficient operations, and enhance financial accountability & regulatory compliance while increasing the ability to retain employees and domain expertise.

II.B Existing Situation and Problem, "As Is" {A}

Current systems used to support MVD are mainframe-based character applications that are 30 - 40 years old. Resulting business processes are significantly constrained by these obsolete motor vehicle technologies. The existing legacy systems have serious fundamental limitations and issues related to system operability, security, maintainability, and customer service. Designed to handle the business and customer needs of nearly 40 years ago, the existing system is challenged to keep pace with the increasing demands of today's business environment.

Application structural and technical architectural problems inherent in the legacy MVD systems severely restrict these systems' ability to support the need for business users to efficiently access and maintain common customer information. These "siloed" systems do not provide a customer centric view for authorized users and customers with a need to readily obtain licensing, vehicle registration, titling, and inventory information. Driver's licensing and vehicle registration systems serve primarily the same set of customers, but do not share common customer information. Each system requires maintenance of customer identifying information and historical reference information resulting in unevenly duplicated customer information and an extra work burden.

The systems do not provide graphical user interfaces that are intuitive and easy to use. As a result, customer service personnel must go through extensive, time-consuming training to learn all of the transactions and codes needed to complete the work.

What's more, the legacy system's rigid environment makes it difficult for MVD to upgrade policies, respond to legislative mandates, manage workloads, and administer business activities. Maintaining the legacy systems continually is becoming more challenging as it is increasingly difficult to find and retain technical resources skilled in the outdated technologies. Imminent retirement and recent turnover of existing support staff makes support resource issues particularly acute.

II.C Proposed Changes and Objectives, "To Be" {A}

Modernization provides technology support and transformation capabilities to meet ADOT's objectives. An immediate objective is to transform MVD's business into a comprehensive, integrated client-centric organization enabled by modern technology. All licensing, titling, registration, inventory, and driver records of MVD are to be supported by contemporary, adaptable, integrated, customer-centric technologies.

Such change requires not only new technology but a comprehensive effort focused on all aspects of change management.

Important goals for MVD modernization include:

- Provide easy access to all transactions and customer interactions
- Improve the efficiency, effectiveness, and accuracy of MVD business processes
- Increase customer self-service capabilities to maximize client convenience

- Reduce overall process times
- Improve data and information access, accuracy, consistency, and security
- Improve customer assistance and communication
- Streamline internal processes
- Reduce paperwork and paper flow
- Reduce fraud
- Implement business and IT best practices
- Improve the ability to modify systems more readily to adjust to legislative and policy changes
- Improve reporting capabilities and business intelligence
- Improve access and quality of information for use by law enforcement

II.D Proposed Technology Approach {Required for Pre-PIJ Assessment Only}

III. Project Approach

III.A Proposed Technology {Required for PIJ Approval}

Three primary alternatives for replacing the aging MVD legacy systems include utilizing:

- A Commercial Off The Shelf (COTS) solution requiring substantial customization
- An In-house driven approach using experienced resources
- An approach between the two above leveraging the Intellectual Property (IP) from a proven COTS as a starting point or baseline as a design jumpstart to In-house development

ADOT has been pursuing the last two of these Legacy System Replacement (LSR) approaches, In-house and Leveraged IP, simultaneously. The COTS approach was not selected for a variety of reasons with a particular understanding that the MVD requirements (e.g. Public/Private delivery channels for MVD services) would be problematic in implementing a COTS solution. The two approaches pursued are very similar with the primary difference being whether or not IP is acquired as a starting point. Both approaches necessitate assembling a highly experienced team of experts with specific successful experience in MVD Modernization. To date, the needed core team of experts has been assembled and the Department is confident it can continue to fill out the remaining resource requirements with top quality experienced candidates.

At this time, the Department is prepared to proceed with either alternative (In-house or Leveraged IP). After careful evaluation of the two approaches from the perspective of cost, time, risk, resulting quality of outcome and overall value, the Department prefers to proceed with the In-house approach and cancelling the solicitation for the Leveraged IP approach.

This project will be managed by the Department utilizing Department staff and a team of experienced Modernization consultants. Knowing the significant risks and challenges of such a project, the Department will start the project with an ongoing integrated risk mitigation function within the Project Management Team. It is anticipated that the LSR project will be implemented using a phased approach over a six to eight year period with the pace of release influenced by the timing of available funding.

Previously, ITAC approved an initiative called eGov2U, which described a two-part effort to be addressed in two separate projects each with a potential solicitation. The first solicitation was issued replacing the existing ADOT portal for MVD and Fuel Tax functions. ADOT, working with IBM (the winning firm for the first solicitation), engaged in a new contract and have successfully deployed the first phase of the new eGov solution. With this eGov implementation, the funding source for the second solicitation is in place. The second project identified in eGov2U was the LSR modernization effort outlined in this document.

ADOT issued solicitation number ADOT13-00002655 on 5/3/2013 to select one or more vendors to participate in the Leveraged IP approach for LSR. Leaders from the industry responded and ADOT has chosen a preferred vendor and is actively negotiating with this vendor. Notwithstanding the progress made on this solicitation to date, ADOT is seeking ITAC approval to proceed with In-house development of

LSR and to cancel the solicitation. The current LSR team includes individuals who have successfully developed and implemented Motor Vehicle solutions in other jurisdictions.

The guiding principles used for the Legacy System Replacement project will leverage the Department's 2014 Information Technology Strategic Plan (ITSP). LSR will support MVD transformation into a comprehensive, integrated client-centric organization that is enabled by modern technology. The proposed technology platform will utilize the Microsoft .NET Framework and the Microsoft SQL Server database management system. A robust Service Oriented Architecture (SOA) will be implemented to provide reliability and maintainability of the many internal and external interfaces required for the MVD business. Various access channels, including web and mobile, will be enabled to provide internal users and external consumers with secure access to MVD information. The system shall conform to the State of Arizona's and to the Department's architecture, security and standards as described in: (ASET_ADOA_PSP).

III.B Other Alternatives Considered

1. Do Nothing – To remain with the current legacy solution would mean that short-term ADOT would continue to experience inefficiencies and high cost in responding to changing legislation and business conditions. Long-term, as legacy resources continue to decline, with little to no current workforce available to backfill outdated technology roles, ADOT would experience increasing challenges in meeting mandated services to the public. Additionally, refer to the Quantified Justification section above related to cost(s) of "Do Nothing".

2. Implement a COTS Solution – In today's MVD marketplace, COTS solutions available would provide only a subset of the requirements of Arizona's MVD. This deficiency would cause ADOT significant challenges in meeting legislated mandates.

3. Re-platform – Inherently, re-platforming may solve certain challenges, such as outdated technology, but ignore other key pain points for ADOT, such as the need for a modernized business solution that can easily adapt to future changes and mandates. Typically, re-platform approaches are seen as only a short term 'buying time' strategy with system replacement ultimately planned.

III.C Major Deliverables and Outcomes

1. A modernized MVD solution that leverages more effective and efficient business processes to improve service for ADOT customers. The modernized MVD solution will include:
    a. MVD Financial and Cashiering functionality integrated to BREAZ
    b. MVD Vehicle functionality
    c. MVD Drivers functionality including both Issuance and Driver Control
    d. ADOT Licensing and Contracting functionality including Dealer Management
    e. Cross Functional capabilities and supplemental solutions including Third Party Management, Consumer Portal and Fuel Tax

2. An innovative solution that supports more reliable and supportable technology able to more readily adapt to changing legislation.

3. Increased revenue collection through improved financial management and accountability.

4. An improved service-oriented solution to provide improved collaboration with other Arizona agencies.

IV. Policies, Standards & Procedures

IV.A Enterprise Architecture

☒ **Yes** ☐**No -** Does this project meet all standards and policies for Network, Security, Platform, Software/Application, and/or Data/Information as defined in http://aset.azdoa.gov/security/policies-standards-and-procedures as applicable for this project?

If **NO** please describe ***NEW*** or ***EXCEPTIONS*** to Standards {Network, Security, Platform, Software/Application and/or Data/Information}:

IV.B Service Oriented Architecture Planning and Implementation

☒ **Yes** ☐**No -** Does this project qualify as an SOA application by improving application delivery for technology reuse and /or application reuse and / or services reuse?

IV.C Disaster Recovery Plan and Business Continuity Plan

☒ **Yes** ☐**No -** Does this project require a Disaster Recovery Plan and Business Continuity Plan?

IV.D Project Operations

☐ **Yes** ☒**No -** Is there a written assessment of short-term and long-term effects the project will have on operations?

IV.E Web Development Initiative

☐ **Yes** ☒**No -** Is this a Web Development initiative? If **YES**, a Notice of Intent (**NOI**) must be provided. Link: http://aset.azdoa.gov/node/15

IV.F IT State Goals

Please check which goal the project is in support of; if more than one, indicate only the primary goal.

☐ Accelerate Statewide Enterprise Architecture Adoption
☐ Champion Governance, Transparency and Communication
☒ Invest in Core Enterprise Capabilities
☐ Proactively Manage Enterprise Risk
☐ Implement a Continuous Improvement Culture
☐ Adopt Innovative Sustainability Models
☐ Reduce Total Cost of Ownership
☐ Improve Quality, Capacity and Velocity of Business Services
☐ Strengthen Statewide Program and Project Management
☐ Build Innovative and Engaged Teams
☐ Other_____

V. Roles and Responsibilities

V.A Project Roles & Responsibilities:

Please identify Project Roles & Responsibilities:

The Legacy System Replacement project will be staffed with industry accepted roles & responsibilities for the implementation of an enterprise software project. A detailed list of software project disciplines and associated software project roles and responsibilities are outlined below. These roles will be performed by experienced Department staff, industry experts identified by the Department, and / or resources acquired through the State Master Service Agreement. Early in the project, a comprehensive staffing plan will be derived that will include the source, effort and availability of the best potential staff required. Considerations for this plan will include factors such as a greater concentration of Department staff will be planned to participate during the deployment and maintenance phases of the project. Additionally, while some of the roles identified, such as project management positions, will be relatively static during the project, it is expected that over the life of the LSR project, the staffing mix of many of the roles identified will fluctuate. For example, during the early requirement and design phases of the project, there will be a greater need for analytical and architect roles. Conversely, during the deployment phases of the project, there will be a greater need for support staff such as testers.

Project Discipline	Project Role & Responsibility
Project Management	Project Director Project Manager Project Coordinator Project Management Specialist Resource Manager Admin Support
Technical	Infrastructure Architect Network Architect Network Administrator Security Specialist Database Architect Database Administrator
Functional	Solutions Architect Industry Expert Business Analyst Data Conversion Analyst BPR Analyst
Development	Applications Architect Data Architect Development Manager Developer Software Build Specialist Data Conversion Developer User Interface Specialist
Support	Testing/QA Manager Tester Trainer Technical Writer Documentation Specialist

Specialist	OCM Specialist Quality Assurance Specialist Other Specialist

Please indicate Project Manager Certification:

The **project manager** assigned to the project is:
☐ Project Management Professional (PMP) Certified
☐ State of Arizona Certified
☒ PM Certification not required

The project will establish a Project Management Team (PMT) that will include multiple Project Management certified resources.

VI. Project Benefits

VI.A Benefits to the State

***Score:* 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.**

Description	*Score*
Agency Performance: The extent to which duties and processes will improve or positively affect business functions. Consider reduced redundancy and improved consistency for the agency.	5
Productivity Increase: The improvements in quantity or timeliness of services or deliverables. Consider improved turnaround time or expanded capacity of key processes.	5
Operational Efficiency: Efficiencies based on improved use of resources, greater flexibility in agency responses to stakeholder requests, reduction or elimination of paperwork, legacy systems, or manual tasks.	5
Accomplishment Probability: The extent to which this project is expected to have a high level of success in completing all requirements for the division or agency.	3
Functional Integration: The impact the project will have in eliminating redundancy or improve consistency. Consider the impact of information sharing between departments, divisions, or agencies in the State.	5
Technology Sensitive: The implementation of the right types of technology to meet clear and defined goals and to support key functions. Consider technologies and systems already proven within the agency, division, or other similar organizations.	5
Total	28

Additional Information *(provide details on Benefits that score > 3)*

Describe additional details on benefits > 3 score. Also provide details on any savings that may be applicable.

Agency performance will benefit from improved processes of modernized business functions based on current and future needs.Productivity will increase through a more intuitive and proactive system that will leverage innovative techniques such as lead-through-processing and information that will be in context of key processes being performed.

Operational efficiency will be achieved through increased automation, reliability of data and the use of innovative business intelligence solutions.

Functional Integration will be implemented through an agency approved service-oriented framework that will improve collaboration and reliability between agencies.

Technology will be based on agency experience with the Microsoft framework and proven solutions successfully deployed in similar organizations.

VI.B Value to the Public

***Score:* 0=None, 1=Minor, 2=Moderate, 3=Considerable, 4=Substantial, 5=Extensive.**

Description	*Score*
Client Satisfaction: Rate how stakeholders may respond to anticipated improvements. This could apply to health and welfare services, quality of life or life safety functions.	4
Customer Service: Rate anticipated improvements to internal and external customer service delivery. Give consideration to faster response, greater access to information, elimination or reduction in client complaints.	5
Life Safety Functions: Applies to public protection, health, environment, and safety. Consider how this project will reduce risk in these functions.	3
Public Service Functions: Applies to licensing, maintenance, payments, and tax. Consider how this project will enhance services in these functions.	5
Legal Requirements: Consideration should be given to projects mandated by federal or state law. Other consideration could be given if there are interfaces with other federal, state, or local entities.	3
Total	20

Additional Information *(provide details on Value to the Public scores > 3)*

Describe additional details on scores > 3.

Client satisfaction will increase with the ability to conduct business with more accurate data provided in a timelier manner.

Customer Service will be able to provide faster and more reliable service to customers by having access to a more intuitive system with improved access and views of customer information.

Public Service Functions will be re-engineered to streamline business processes and provide increased financial accountability.

VII. Project Timeline {A}

VII.A Project Schedule

Provide estimated schedule for the development of this project. These dates are estimates only; more detailed dates will be required at project start up once the project schedule is established.

Project Start Date: February 2014 **Project End Date: June 2020**

VIII. Project Financials

Project Funding Details

Select One

☐ **Pre PIJ Assessment Funding Details Only**
☒ **Full PIJ Project Funding Details**

VIII.A Pre-Assessment Project Financials {Required for Pre-Assessment PIJ Only}

Project Funding Details for Pre-Assessment Project Investment Justification Only

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

ESTIMATED COSTS						
Category	*FY13*	*FY14*	*FY15*	*FY16*	*FY17*	*Total*
Assessment Costs						$ -
Development Costs						$ -
Total Development Costs (including Assessment)	$ -	$ -	$ -	$ -	$ -	$ -
Operational Costs (if estimate is available)						$ -
Total Estimated Project Costs	$ -	$ -	$ -	$ -	$ -	$ -

VIII.B Detailed Project Financials {Required for PIJ Approval}

Development and Operational Project Funding Details

Funding Categories:

Professional and Outside Services: *The dollars to be expended for all third-party consultants and contractors.*
Hardware: *All costs related to computer hardware and peripheral purchases for the project.*
Software: *All costs related to applications and systems related software purchases for the project.*
Communications: *All costs related to telecommunications equipment, i.e. switches, routers, leased lines, etc.*
Facilities: *All costs related to improvements or expansions of existing facilities required to support this project.*
License & Maintenance Fees: *All licensing and maintenance fees that might apply to hardware, software and any other products as up-front costs to the project (ongoing costs would be included under Operational expense).*
Other: *Other IT costs not included above, such as travel, training, documentation, etc.*
NOTE*: FTE costs may be included in section VIII.e below, as required.*

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

VIII.c Funding Source {A}

(Double click on table below – add funding in **whole dollars** and then click outside the table to return to Word doc)

		Development Budget	Operational Budget	Development Budget)	Operational Budget	
General Fund						$ -
Federal ARRA Fund						$ -
Federal Fund						$ -
Other Appropriated Funds						$ -
Other Non Appropriated Funds	eGov Funding Model	$ 56,000,000				$ 56,000,000
TOTAL PROJECT COSTS (Should = development and operational totals above)		$ 56,000,000	$ -	$ -	$ -	$ 56,000,000

At current MVD portal utilization rates and according to the pricing model set with the new e-Government contract, funding available to the modernization effort will likely range from $6.5 to $9 million per year.

VIII.D Special Terms and Conditions (if required) {A}

Special Terms and Conditions (if required)

VIII.E Full Time Employee Project (FTE) Hours

Provide estimated FTE Development hours that will be utilized for the duration of the project. Include IT as well as Business Unit FTE hours, if available. Enter into Project Values table on Approvals page. **Enter FTE costs (if known) as well.**

Total Full Time Employee Hours	42,000 hours

IX. Project Classification and Risk Assessment

IX.A Project Classification and Risk Assessment Matrix

Rate each question to determine risk level at Low (0), Medium (1), High (2), Very High (3).

Enter Risk Score into Project Values table on Approvals page.

RISK EVALUATION RANGES	
LOW RISK PROJECT	0 - 8
MEDIUM RISK PROJECT	9 - 25
HIGH RISK PROJECT	26 - 42
VERY HIGH RISK PROJECT	43 +

Add Project Risk Details (if required)

PIJ Project Classification & Risk Evaluation					
Risk Factor	**Low (0)**	**Medium (1)**	**High (2)**	**Very High (3)**	**Score**
Project Management Complexity					
Project Team Size (# of people)	1-5	6-10	11-15	> 15	3
Project Manager (PM) Experience	Deep experience in this type of project	Some experience in this type of project and able to leverage subject matter experts	Some experience in this type of project and has limited support from subject matter experts	New to this type of project	0
Team Member Availability	Dedicated staff for project activities only as assigned	Staff is in place, few interrupts for non project tasks are expected and have been accounted for	Available, some turnover expected, some interrupts for non project issues likely	Dedicated team not available; staff will be assigned based on capacity	0
# of Agencies involved in Development activity	1	2	3	> 3	1
Vendor (if used)	No Vendor required	Vendor has been used previously with success	Vendor has been used previously with some management support required	New Vendor and/or multiple vendors	3
Project Schedule	Schedule is flexible	Schedule can handle minor variations, but deadlines are somewhat firm	Scope or budget can handle minor variations, but deadlines are firm	Scope, Budget and Deadlines are fixed and cannot be changed	0
Project Scope	Scope is defined and approved	Scope is defined and pending approval	Scope being defined	High level definition only at this point	1
Budget Constraints	Funds allocated	Funds pending approval	Allocation of funds in doubt or subject to change without notice	No funding allocated	0
Project Methodology	Defined methodology	Defined methodology, no templates	High level methodology framework only	No formal methodology	0
IT Solution Complexity					
Product Maturity (if purchased)	Product implemented & working in > 1 state agency or business of similar size	Product implemented & working in 1 agency or business of similar size	Product implemented & working only in an agency or business of smaller size	Product not implemented in any agency or business	0
Solution Dependencies	No dependencies or interrelated projects	Some minor dependencies or interrelated projects but considered low risk	Some major dependencies or interrelated projects but considered medium risk	Major high-risk dependencies or interrelated projects	1
System Interface Profile	No other system interfaces	1-2 required interfaces	3-4 required interfaces	> 4 required interfaces	3
IT Architectural Impact	Follows State IT approved design; principles, practice & standards	New to the State but follows established industry standards	Evolving "industry standard"	No standards, leading edge technology	1
Deployment Impact					
Process Impact	No business process changes	Agency wide process changes	Multi-State Agency process changes	State-wide process changes	1
Scope of End User Impact	Department or Division level only	Multiple Division or Agency wide impacts	Multi-Agency impacts	State-wide impacts	3
Training Impact	No training is required	Minimal training is required	Considerable training is required	Extensive training is required	2
				Total Risk Score	**19**

X. Project Approvals

X.A CIO Review {A}

Key Management Information	Yes	No
1. Is this project for a mission critical application system?	X	
2. Is this project referenced in your agency's Strategic IT plan?	X	
3. Is this project consistent with agency and State policies, standards and procedures?	X	
4. Is this project in compliance with the Arizona Revised Statutes and GRRC rules?	X	
5. Is this project in compliance with the statewide policy regarding the Accessibility to Equipment and Information Technology for Citizens with Disabilities?	X	
6. Is this project mandated by law, court case or rule? If yes, cite the federal requirement, ARS Reference or Court Case. Details: *Provide details related to technology as part of the requirement.*		X

X.B Project Values

The following table contains summary information taken from the other sections of the PIJ document.

Description	Section	Significance
Assessment Cost *{A)*	VIII. Project Financials **{Required for Pre-Assessment PIJ Approval Only}**	$0
Economic Benefits	VI. Benefits to the State	28
Value Rating	VI. Value to the Public	20
Total Development Cost	VIII. Project Financials	$55,773,464
Total Project Cost	VIII. Project Financials	$56,000,000
FTE Hours	VIII. Project Financials	42,000
Project Risk Factors	IX. Risk Summary	16

The PIJ must be transmitted to ASET by email as a Word document. Project approvals may be sent to ASET by email in PDF format. Include the Project Title below for identification. Send to your ASET Oversight Manager, or if not sure who is assigned to your Agency, PIJ docs can be sent to ASET_Projects@azdoa.gov.

X.C Project Approvals {A}

Select One ☐ **Pre PIJ Assessment Approval Only** ☒ **PIJ Project Approval**

Project Title: ***Motor Vehicle Division, Legacy Systems Replacement***

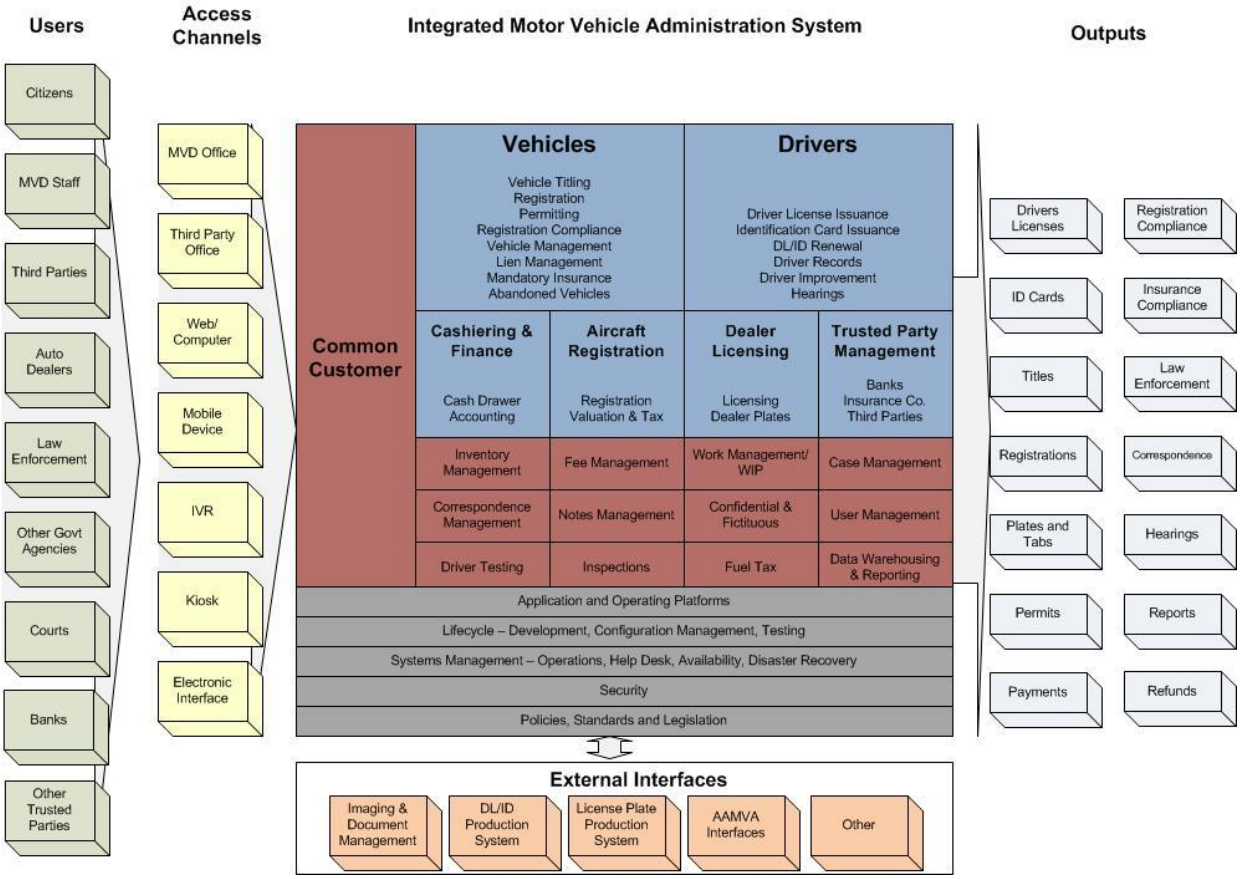
Responsibility	*Printed Name*	*Approval Signature*	*Date*
Project Manager:	David Knigge		
Agency ISO:	Thomas Branham		
Agency CIO:	Joe Throckmorton		
Project Sponsor:	Charles Saillant		
Agency Director:	John Halikowski		

Appendix

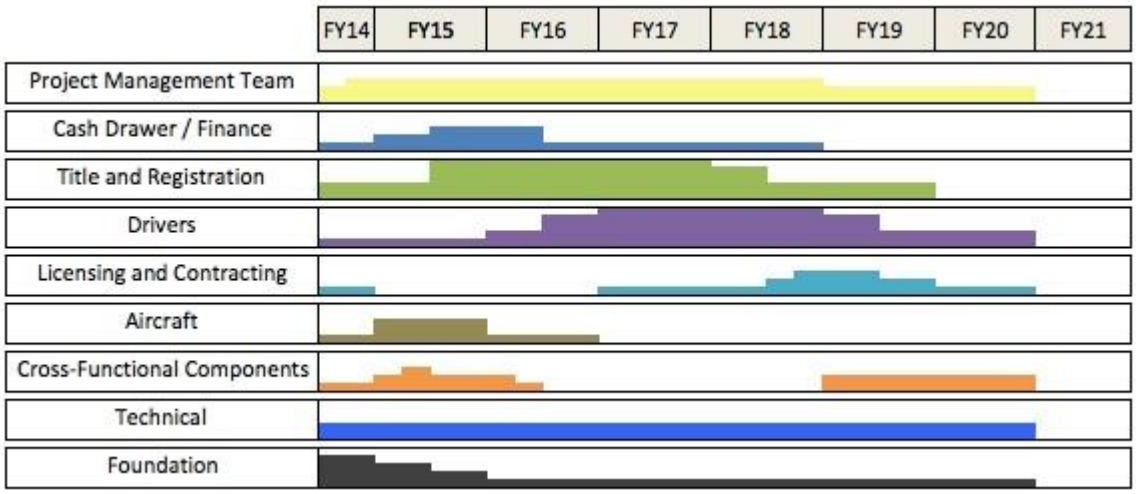
A. Itemized List with Costs

Cost information is available upon closure of current LSR replacement solicitation.

B. Connectivity Diagram



C. Project Schedule - Gantt Chart or Project Management Timeline



D. NOI (Web Projects Only)

N/A

Glossary

Document Information

Title:	Project Investment Justification – PIJ Version January 2013
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Date:	January 2013
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Contacts:	**ASET Oversight Managers:** http://aset.azdoa.gov/content/project-investment-justification **Web Design (NOI Contact):** http://aset.azdoa.gov/webtools