

Project Investment Justification

Licensing System Implementation

HS20003

Department of Health Services

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1. GENERAL INFORMATION

PIJ ID: HS20003

PIJ Name: Licensing System Implementation

Account: Department of Health Services

Business Unit Requesting: Division of Licensing

Sponsor: Colby Bower

Sponsor Title: Assistant Director, Division of Licensing

Sponsor Email: colby.bower@azdhs.gov

Sponsor Phone: (602) 542-6383

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...):

In 2011, the Arizona Department of Health Services (ADHS) was tasked with implementing the Arizona Medical Marijuana Act. The voter initiative gave ADHS 120 days to develop a comprehensive Medical Marijuana (MM) system to support the program implementation. During the program planning and implementation period minimal historical data was available to forecast the number of customers, the system's load characteristics, usability requirements (e.g. user stories, business requirements) and other critical factors that would traditionally be available in advance when architecting a system of this magnitude, criticality, and visibility. ADHS developed a web-based MM System being completed concurrently with the generation of the rules and characteristics that defined the requirements of the MM System. For licensed individuals, the current system leverages an online application process that results in a printed card being issued to all cardholders. For licensed facilities, all initial and renewal applications for medical marijuana facilities (dispensaries, cultivation sites, kitchens, and laboratories) must be submitted through a paper process. While there is no electronic application for licensed facilities, the program does have to rely on approximately 19 separate applications to conduct our various regulatory responsibilities.

This project seeks to leverage newer technology and replace all paper and printing processes associated with the current system. The current printing procedures to create cards are incredibly labor-intensive and costly. Currently, the program processes approximately 1,250 applications a day resulting in printing and mailing the cards the following day. To produce the cards, there are 4 computers with card printers and specialized software. Six staff members work collectively all day to print the cards, print the approval letter associated with the card and then place them in envelopes for mailing. Due to the size of printing operation ADHS has dedicated a room that stores the equipment and supplies. Each month the MM program uses approximately 25,000 blank cards, 25,000 envelopes, 25,000 pieces of copy paper, 62 rolls of laminate and 62 rolls of print ribbon. The program must order supplies 6 months in advance and store them to meet the demands of the printing operation.

In addition to the agency's burden with printing cards for individual licensees, the user community continually requests the implementation of a digital card. The digital card will allow cardholders to have their license instantly eliminating an approximate week time delay caused by physical mailing the card. Thus, allowing patients to have access to their medicine more quickly. The intention of ADHS is to implement a user portal allowing the licensee access to their digital card. Additional functionality will be contained in the user portal such as, current application status, allowing for submittal of renewal applications, MM purchase history and card history.

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

The intention of this project is to deliver a Medical Marijuana System that will replace the current Licensing Division Application processes related to the Medical Marijuana Program that will technically, operationally, and financially improve the Program. A new System will provide the user community with the key functionalities of a modern web-based system. This new System will be inclusive of current business tasks that are manual, postponed, and or managed in auxiliary Systems. A new System will provide a user interface and application workflows that will mirror the business processes and procedures that will eventually increase overall functionality and customer and agency satisfaction. Providing a digital card solution will alleviate the cost and burden of printing, support digital government services by not sending the cards and paper, and provide the citizens with the requested functionality.

A digital card will eliminate the need for individuals to apply for lost or stolen cards. Providing cardholders with a portal to view their allotments and transaction history will provide a self-service solution that immediately meets their needs. By leveraging available technology to implement a new fully electronic MM system, including the digital card, the licensees will receive their license more quickly. In addition to the cardholder benefit, ADHS will experience a decrease in operations associated with printing and mailing the physical cards. By implementing a user portal the licensee will have access to additional information that currently requires the individual to call the program or visit a dispensary. This will enable the licensee to view additional information themselves and reduce the number of calls received by the program. Surveyors will have an electronic survey tool, which will allow them to complete and send Statements of Deficiencies to licensees more quickly, lowering the time it will take the facilities to correct the deficiencies, thus improving health and safety. Having one comprehensive and intuitive system will also help the agency train new employees more quickly, consistently, and efficiently.

2.3 Describe the proposed solution to this business need.

The ADHS mission is to work with the agency stakeholders and external partners to identify emerging technologies and best practices and to apply them to departmental business and program needs. This project will align with the agency's goals to provide services to the public utilizing standardized and industry-proven technology. The ADHS vision is to provide the Licensing Department with a secure, highly available, agile, and mobile Information Technology services stack. ADHS is aware that a new design and updated technical infrastructure will be the culmination of various technologies and architectures. This MM system project will use an application service provider model that will create a separation of duties relating to the application's functions allowing for application scalability, increased security, better performance, and reliability. The primary goal of the MM system is to ensure a ten-year life span. This will enable the department to continue meeting the increasing demands of the program's services in a more timely and efficient manner.

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?

Yes

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

The scope of this assessment is the discovery process to determine the scope, business and system requirements, architecture, data sources, and further planning around the first two releases for the implementation (Release 1a: estimated Nov 2019) of Cardholder Registry and Facility licensing (in accordance with the December statutory requirements of SB1494) as well as the overall implementation of all Medical Marijuana related features and functionality (Release 1b: estimated March 2020).

The deliverables of the assessment are: Product Backlog, Roadmap, Release Plan, Build-Ready User Stories (Sprint 1), Solution Architecture, Solution Architecture (Salesforce Object Data Model), Interface Inventory, Delivery Phase Estimate, Stakeholder Assessment, Data Conversion Strategy, Data Profiling Assessment, and RAID Log.

3.2b Provide the estimated cost, if any, to conduct the assessment phase and/or Pilot and/or RFP/solicitation process.

207900

3.2e Based on research to date, provide a high-level cost estimate to implement the final solution.

4849983.84

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).

Sponsor, Colby Bower

Steering - Colby Bower, Paula Mattingly, Thomas Salow, Don Herrington, Kathy McCanna

SME - Colburn, Montez, Whitby

Architect - Pekin

UI/UX - Gledhill

Solution Owner - Thomas Salow, Paula Mattingly

Stakeholders - Thomas Salow, Kathy Mccanna, Medical Marijuana Dispensaries, Card Holders, and Labs

IT Stakeholder - Paula Mattingly, Ryan Sadler, David Gilbert

IT Project Manager - Radhakrishnan

Programmatic PM - Claudia Montes (Megan Whitby and Krystal

Training and Comms Team Darryl McCray, Kim Crawford, Nicole Heath, and Travis Connors

Testers-McCray, Crawford, Heath, Connors, Daniels,

QA - Karthik Rapala

Data - Karthik Dodda

Vendor Management. - Ryan Sadler

IT SME - Avinash Veerlapati

Salesforce - Provide Licensing and Support

Slalom - Implementation Services and Support

Christopher Richardson - Project Manager

Adam Canova - Tech Architect

Clint Helling - Solutions Architect

BA - Farah Naweed

UI/UX - TBD

Dev Team

4.3 Will a PM be assigned to manage the project, regardless of whether internal or vendor provided?

Yes

4.3a If the PM is credentialed, e.g., PMP, CPM, State certification etc., please provide certification information.

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

Yes

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

Yes

5. SCHEDULE

5.1 Is a project plan available that reflects the estimated Start Date and End Date of the project, and the supporting Milestones of the project?

No

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

Est. Implementation Start Date

8/5/2019 12:00:00 AM

Est. Implementation End Date

4/30/2020 12:00:00 AM

5.3 How were the start and end dates determined?

Dates provided

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
AMMA Discovery	09/05/19	09/30/19
Release 1a - Development and Configuration	10/01/19	10/31/19
Release 1a - Data Loads & Testing	10/16/19	11/08/19
Release 1a - Deployment, Training & Support	11/01/19	11/22/19
Release 1a Go-Live + Hyper Care	11/23/19	11/30/19
Release 1b - Development & Configuration	12/01/19	12/31/19
Release 1b - Data Loads & Testing	12/09/19	02/07/20
Release 1b - Deployment, Training & Support	01/20/20	02/29/20
Release 1b - Go Live + HyperCare	02/28/20	03/20/20
Post-Go-Live Support	03/23/20	04/30/20

5.4 Have steps needed to roll-out to all impacted parties been incorporated, e.g. communications, planned outages, deployment plan?

No

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?

Yes

8. TECHNOLOGY

8.1 Please indicate whether a statewide enterprise solution will be used or select the primary reason for not choosing an enterprise solution.

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:

ADOA ASET - Statewide Enterprise Licesning Solution

8.4 Does the project involve technology that is new and/or unfamiliar to your agency, e.g., software tool never used before, virtualized server environment?

Yes

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

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?

Yes

8.8 Does this project require multiple system interfaces, e.g., APIs, data exchange with other external application systems/agencies or other internal systems/divisions?

Yes

8.9 Have any compatibility issues been identified between the proposed solution and the existing environment, e.g., upgrade to server needed before new COTS solution can be installed?

No

8.9a Describe below the issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you.

8.10 Will a migration/conversion step be required, i.e., data extract, transformation and load?

Yes

8.11 Is this replacing an existing solution?

Yes

8.11a Indicate below when the solution being replaced was originally acquired.

Developed by ADHS in 2011

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

Utilizing subscription services that will be discontinued.

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?

Based on current and projected users, transactions, and technology needs and provided by - Slalom and Carasoft

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?

No

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

Other

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?

Yes

8.16b Describe who will be customizing the solution below:

ADHS will work with Slalom for any required customization.

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:

The amount of customization is unknown at this time. Slalom is conducting an analysis with a deliverable to provide this information. The goal is to have an 80/20 approach with 20% customization or less. The Salesforce platform is configurable in a way that it will be configured to match ADHS needs.

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?

Yes

8.18a Please explain all unidentified high risk project issues below:

Competing priorities with existing projects and daily work.

HS19009 Implementation of SB 1494 - Medical Marijuana licensing processes changes

9. SECURITY

9.1 Will the proposed solution be vendor-hosted?

Yes

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

Vendor's data center environment

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

It is salesforce preferred architecture

9.1c Has the agency been able to confirm the long-term viability of the vendor hosted environment?

Yes

9.1d Has the agency addressed contract termination contingencies, e.g., solution ownership, data ownership, application portability, migration plans upon contract/support termination?

Yes

9.1e Has a Conceptual Design/Network Diagram been provided and reviewed by ASET-SPR?

No

9.1f Has the spreadsheet located at <https://aset.az.gov/arizona-baseline-security-controls-excel> already been completed by the vendor and approved by ASET-SPR?

Yes

9.2 Will the proposed solution be hosted on-premise in a state agency?

No

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

9.2b Were vendor-hosted options available and reviewed?

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

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

9.3 Will any PII, PHI, CGIS, or other Protected Information as defined in the 8110 Statewide Data Classification Policy be transmitted, stored, or processed with this project?

Yes

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

Utilizing current ADHS policies, procedures, and tools and protections within the Salesforce Government Cloud, and the Salesforce Shield data security product.

10. AREAS OF IMPACT

Application Systems

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

Database Systems

Database Consolidation/Migration/Extract Transform and Load Data; Oracle; Other
Salesforce Database

Software

COTS Application Customization; COTS Application Acquisition

Hardware

Hosted Solution (Cloud Implementation)

Vendor Hosted

Security

Other

Salesforce Govt. Cloud and Shield Solution

Telecommunications

Enterprise Solutions

Business Intelligence System; E-Signatures; Geographic Information Systems; Other Imaging - Photos, Fingerprints, etc.; Document Management/Imaging; eLicensing; Disaster Recovery/Business Continuity

Contract Services/Procurements

11. FINANCIALS

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
Salesforce - Service Cloud Unlimited	License & Maintenance Fees	Development	1	100	\$1,595	\$159,504	860.00 %	\$13,717	\$173,221
Conga Premium Support	License & Maintenance Fees	Development	1	1	\$31,346	\$31,346	860.00 %	\$2,696	\$34,041
Service Events for Conga Batch/Conga Trigger	Software	Development	1	300000	\$0	\$138,000	860.00 %	\$11,868	\$149,868
Conga Sign Salesforce - Transactions	Software	Development	1	1000	\$0	\$460	860.00 %	\$40	\$500
Conga Sign - Site License	Software	Development	1	1	\$10,806	\$10,806	860.00 %	\$929	\$11,736
Address Validation Tool	Software	Development	1	1	\$40,000	\$40,000	860.00 %	\$3,440	\$43,440
Data Integration/Migration Tool	Software	Development	1	1	\$100,000	\$100,000	860.00 %	\$8,600	\$108,600
Salesforce - Customer Community Plus Members	License & Maintenance Fees	Development	1	40001	\$10	\$388,810	860.00 %	\$33,438	\$422,247
Salesforce Shield	License & Maintenance Fees	Development	1	1	\$342,254	\$342,254	860.00 %	\$29,434	\$371,688
Salesforce - Unlimited Edition Government Cloud	License & Maintenance Fees	Development	1	1	\$152,599	\$152,599	860.00 %	\$13,124	\$165,723
Salesforce - Customer Community Members	License & Maintenance Fees	Development	1	500001	\$2	\$975,002	860.00 %	\$83,850	\$1,058,852
Salesforce - Einstein Analytics Growth	License & Maintenance Fees	Development	1	5	\$973	\$4,863	860.00 %	\$418	\$5,281
Integrator - Digital Discovery	Professional & Outside Services	Development	1	1	\$178,790	\$178,790	0.00 %	\$0	\$178,790
Integrator - Organizational Change Management Assessment	Professional & Outside Services	Development	1	1	\$29,106	\$29,106	0.00 %	\$0	\$29,106

Integrator - Release 1a Compliance Build Sprints	Professional & Outside Services	Development	1	1	\$115,192	\$115,192	0.00 %	\$0	\$115,192
Integrator - Release 1b Build Sprints	Professional & Outside Services	Development	1	1	\$1,736,996	\$1,736,996	0.00 %	\$0	\$1,736,996
Integrator - Discovery (Non-AMMA)	Professional & Outside Services	Development	1	1	\$56,826	\$56,826	0.00 %	\$0	\$56,826
Integrator - Post-Go-Live Support	Professional & Outside Services	Development	1	6	\$7,167	\$43,000	0.00 %	\$0	\$43,000
Conga Composer	Software	Development	1	1	\$2,594	\$2,594	860.00 %	\$223	\$2,817
IV&V (Oversight for 5 Million \$ Project)	Professional & Outside Services	Development	1	6	\$25,000	\$150,000	0.00 %	\$0	\$150,000
ADHS IT PM (Contractor)	Professional & Outside Services	Development	1	1408	\$100	\$140,096	0.00 %	\$0	\$140,096
ADHS IT QA (Contractor)	Professional & Outside Services	Development	1	1408	\$76	\$106,445	0.00 %	\$0	\$106,445
ADHS IT DBA (Contractor)	Professional & Outside Services	Development	1	630	\$101	\$63,504	0.00 %	\$0	\$63,504
ADHS UI/UX (Contractor)	Professional & Outside Services	Development	1	630	\$67	\$42,103	0.00 %	\$0	\$42,103
ADHS BA (Contractor)	Professional & Outside Services	Development	1	1040	\$77	\$80,080	0.00 %	\$0	\$80,080
ADHS IT QA (Contractor)	Professional & Outside Services	Development	1	640	\$76	\$48,384	0.00 %	\$0	\$48,384
ADHS Developer SME (Contractor)	Professional & Outside Services	Development	1	1000	\$85	\$85,100	0.00 %	\$0	\$85,100
Salesforce - Service Cloud Unlimited Edition	License & Maintenance Fees	Operational	2	100	\$1,595	\$159,504	860.00 %	\$13,717	\$173,221

Data Integration/Migration Tool	License & Maintenance Fees	Operational	2	1	\$100,000	\$100,000	860.00 %	\$8,600	\$108,600
Address Validation Tool	License & Maintenance Fees	Operational	2	1	\$40,000	\$40,000	860.00 %	\$3,440	\$43,440
Service Events for Conga Batch/Conga Trigger	License & Maintenance Fees	Operational	2	300000	\$0	\$138,000	860.00 %	\$11,868	\$149,868
Conga Premium Support	License & Maintenance Fees	Operational	2	1	\$31,346	\$31,346	860.00 %	\$2,696	\$34,041
Conga Sign for Salesforce - Transactions	License & Maintenance Fees	Operational	2	1000	\$0	\$460	860.00 %	\$40	\$500
Conga Sign - Site License	License & Maintenance Fees	Operational	2	1	\$10,806	\$10,806	860.00 %	\$929	\$11,736
BA (Contractor)	Professional & Outside Services	Operational	2	2080	\$77	\$160,160	0.00 %	\$0	\$160,160
Salesforce - Customer Community Plus Members	License & Maintenance Fees	Operational	2	40001	\$10	\$388,810	860.00 %	\$33,438	\$422,247
Salesforce - Shield	License & Maintenance Fees	Operational	2	1	\$342,254	\$342,254	860.00 %	\$29,434	\$371,688
Salesforce - Unlimited Edition Government Cloud	License & Maintenance Fees	Operational	2	1	\$152,599	\$152,599	860.00 %	\$13,124	\$165,723
Salesforce - Customer Community Members	License & Maintenance Fees	Operational	2	500001	\$2	\$975,002	860.00 %	\$83,850	\$1,058,852
Salesforce - Einstein Analytics Growth	License & Maintenance Fees	Operational	2	5	\$973	\$4,863	860.00 %	\$418	\$5,281
Conga Composer	License & Maintenance Fees	Operational	2	1	\$2,594	\$2,594	860.00 %	\$223	\$2,817
System Administration - Dev	Professional & Outside Services	Operational	2	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
System Administrator - Dev	Professional & Outside Services	Operational	2	2080	\$100	\$208,000	0.00 %	\$0	\$208,000

System Administrator - Dev	Professional & Outside Services	Operational	2	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
QA	Professional & Outside Services	Operational	2	640	\$77	\$49,280	0.00 %	\$0	\$49,280
Salesforce - Service Cloud Unlimited Edition	License & Maintenance Fees	Operational	3	100	\$1,595	\$159,504	860.00 %	\$13,717	\$173,221
Conga Premium Support	License & Maintenance Fees	Operational	3	1	\$31,346	\$31,346	860.00 %	\$2,696	\$34,041
Conga - Service Events for Batch/Conga Trigger	License & Maintenance Fees	Operational	3	300000	\$0	\$138,000	860.00 %	\$11,868	\$149,868
Conga Sign for Salesforce - Transactions	License & Maintenance Fees	Operational	3	1000	\$0	\$460	860.00 %	\$40	\$500
Conga Sign - Site License	License & Maintenance Fees	Operational	3	1	\$10,806	\$10,806	860.00 %	\$929	\$11,736
Data Integration/Migration Tool	License & Maintenance Fees	Operational	3	1	\$100,000	\$100,000	860.00 %	\$8,600	\$108,600
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System Administrator - Dev	Professional & Outside Services	Operational	3	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
System Administrator	Professional & Outside Services	Operational	3	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
System Administrator -Dev	Professional & Outside Services	Operational	3	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
QA	Professional & Outside Services	Operational	3	2080	\$77	\$160,160	0.00 %	\$0	\$160,160
Salesforce - Service Cloud Unlimited Edition	License & Maintenance Fees	Operational	4	100	\$1,595	\$159,504	860.00 %	\$13,717	\$173,221
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Conga Sign - Site License	License & Maintenance Fees	Operational	4	1	\$10,806	\$10,806	860.00 %	\$929	\$11,736
Data Integration/Migration Tool	License & Maintenance Fees	Operational	4	1	\$100,000	\$100,000	860.00 %	\$8,600	\$108,600
Address Validation Tool	License & Maintenance Fees	Operational	4	1	\$40,000	\$40,000	860.00 %	\$3,440	\$43,440
BA (Contractor)	Professional & Outside Services	Operational	4	2080	\$77	\$160,160	0.00 %	\$0	\$160,160
Salesforce - Customer Community Plus Members	License & Maintenance Fees	Operational	4	40001	\$10	\$388,810	860.00 %	\$33,438	\$422,247
Salesforce Shield	License & Maintenance Fees	Operational	4	1	\$342,254	\$342,254	860.00 %	\$29,434	\$371,688

Salesforce - Unlimited Edition Government Cloud	License & Maintenance Fees	Operational	4	1	\$152,599	\$152,599	860.00 %	\$13,124	\$165,723
Salesforce - Einstein Analytics Growth	License & Maintenance Fees	Operational	4	5	\$973	\$4,863	860.00 %	\$418	\$5,281
Salesforce - Customer Community Members	License & Maintenance Fees	Operational	4	500001	\$2	\$975,002	860.00 %	\$83,850	\$1,058,852
Conga Composer	License & Maintenance Fees	Operational	4	1	\$2,594	\$2,594	860.00 %	\$223	\$2,817
System Administrator	Professional & Outside Services	Operational	4	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
System Administrator	Professional & Outside Services	Operational	4	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
System Administrator	Professional & Outside Services	Operational	4	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
QA	Professional & Outside Services	Operational	4	2080	\$77	\$160,160	0.00 %	\$0	\$160,160
Salesforce - Service Cloud Unlimited Edition	License & Maintenance Fees	Operational	5	100	\$1,595	\$159,504	860.00 %	\$13,717	\$173,221
Salesforce - Customer Community Plus Members	License & Maintenance Fees	Operational	5	40001	\$10	\$388,810	860.00 %	\$33,438	\$422,247
Salesforce Shield	License & Maintenance Fees	Operational	5	1	\$342,254	\$342,254	860.00 %	\$29,434	\$371,688
Salesforce - Unlimited Edition Government Cloud	License & Maintenance Fees	Operational	5	1	\$152,599	\$152,599	860.00 %	\$13,124	\$165,723
Salesforce - Einstein Analytics Growth	License & Maintenance Fees	Operational	5	5	\$973	\$4,863	860.00 %	\$418	\$5,281
Salesforce - Customer Community Members	License & Maintenance Fees	Operational	5	500001	\$2	\$975,002	860.00 %	\$83,850	\$1,058,852

Conga Composer	License & Maintenance Fees	Operational	5	1	\$2,594	\$2,594	860.00 %	\$223	\$2,817
QA	Professional & Outside Services	Operational	5	2080	\$77	\$160,160	0.00 %	\$0	\$160,160
System Administrator - Dev	Professional & Outside Services	Operational	5	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
System Administrator - Dev	Professional & Outside Services	Operational	5	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
System Administrator - Dev	Professional & Outside Services	Operational	5	2080	\$100	\$208,000	0.00 %	\$0	\$208,000
Address Validation Tool	License & Maintenance Fees	Operational	5	1	\$40,000	\$40,000	860.00 %	\$3,440	\$43,440
Data Integration/Migration Tool	License & Maintenance Fees	Operational	5	1	\$100,000	\$100,000	860.00 %	\$8,600	\$108,600
Conga Sign Site License	License & Maintenance Fees	Operational	5	1	\$10,806	\$10,806	860.00 %	\$929	\$11,736
Conga Sign for Salesforce - Transactions	License & Maintenance Fees	Operational	5	1000	\$0	\$460	860.00 %	\$40	\$500
Conga Service Events for Batch/Conga Trigger	License & Maintenance Fees	Operational	5	300000	\$0	\$138,000	860.00 %	\$11,868	\$149,868
Conga Premium Support	License & Maintenance Fees	Operational	5	1	\$31,346	\$31,346	860.00 %	\$2,696	\$34,041

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$19,121,929	\$0	100%
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
\$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
\$19,121,929	\$5,423,635
Total Budget To Be Req	Total Operational Cost
\$0	\$13,698,293
Total Budget	Total Cost

\$19,121,929	\$19,121,929
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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

Upon implementation of the project, ADHS would hope to immediately cease the manual process of printing and mailing the individuals cards and facility licenses. ADHS expects that 100% of all licenses issued will be done so digitally. The number of lost or stolen applications received by the department will be limited to existing card holders who were licensed prior to implementation. Post-implementation, no new licensees will need to submit a lost or stolen application. As a result, the program expects to experience a reduction in the number of phone calls received by the program from customers seeking information on their application status or to replace lost/stolen calls. The programs estimate a reduction of approximately 200 calls a month from customers seeking this information that will now be available for them to view in the applicant portal. Overall, the new system will lead to decreased licensing timeframes, decreased time between inspection and SOD submission to the licensee, decreased phone calls, eliminate paper application processes, decrease in mail received, sent, and return mail received, increase data/reports available to management to make decisions

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.

14. OVERSIGHT SUMMARY

Project Background

The ADHS Division of Licensing Services licenses and monitors health and child care facilities and providers throughout Arizona. Licensing inspections, on-site surveys, and complaint investigations are conducted to promote quality care and safety and ensure that performance standards are met for facility operation and maintenance. In 2011, the Arizona Department of Health Services (ADHS) was tasked with implementing the Arizona Medical Marijuana Act. ADHS developed a web-based MM (Medical Marijuana) System being concurrently with the generation of the rules and characteristics that defined the requirements of the MM System. With this project, ADHS seeks to implement a Medical Marijuana System to replace the current licensing system that will leverage newer technology and replace all paper and printing processes associated with the current system, including a digital card solution.

Business Justification

Currently, the program processes approximately 1,250 applications a day. To produce the cards, there are 4 computers with card printers and specialized software. Six staff members work collectively all day to print the cards, print the approval letter associated with the card and then place them in envelopes for mailing. Due to the size of printing operation ADHS has dedicated a room that stores the equipment and supplies. Each month the MM program uses approximately 25,000 blank cards, 25,000 envelopes, 25,000 pieces of copy paper, 62 rolls of laminate and 62 rolls of print ribbon. Upon implementation of the project, ADHS plans to immediately cease the manual process of printing and mailing the individuals cards and facility licenses. ADHS expects that 100% of all licenses issued will be done so digitally. The number of lost or stolen applications received by the department will be limited to existing card holders who were licensed prior to implementation. Post-implementation, no new licensees will need to submit a lost or stolen application. As a result, the program expects to experience a reduction in the number of phone calls received by the program from customers seeking information on their application status or to replace lost/stolen calls. The programs estimate a reduction of approximately 200 calls a month from customers seeking this information that will now be available for them to view in the applicant portal.

Overall, the new system will lead to decreased licensing timeframes, decreased time between inspection and SOD submission to the licensee, decreased phone calls, eliminate paper application processes, decrease in mail received, sent, and return mail received, increase data/reports available to management to make decisions

Implementation Plan

The solution will be vendor hosted in the Salesforce Government Cloud.

Vendor Roles and Responsibilities:

Project Manager

- Owns overall accountability for the successful delivery of the project
- Provide sample data for integration components adhering to data model

Solution Owner

- Work with ADHS IT, Business and Architect stakeholders to ensure alignment of the solution vision
- Owns the definition of the MVP design

Solution Architect

- Application architect for the team, defining the technical direction for development solutions
- Work with ADHS IT and Architect stakeholders to align technical integrations (enterprise integration, environments, development)

UI/UX Designer

- Conduct visualization sessions and offer process and UX design best practices
- Provide guidance and standards to drive consistency in UI

Business Analyst

- Configure Salesforce to address business requirements; produce requirements document and design

Sr. Developers

- Develop core Salesforce solution (Apex development, workflow, validations, triggers, security, sharing rules, custom objects)

Data Analyst

- Data Field Mapping and Profiling

Data Developer

- Responsible for the development of Integrations required to move data from application to application

Data Architect

- Implement the data model and data schedule; implement the integration security requirements around the integration points
- Provide sample data for integration components adhering to data model

Technical Architect

- Responsible for overall technical architecture assessment
- Performs review and provides recommendations on integrations and approach
- Identifies key dependencies, risk and identifies remediation recommendations

- Aligns solution to ADHS technical standards, security requirements and data policies
- OCM Lead
- Define and Execute Change Management Plan and artifacts (sponsor coaching, talking points, executive presentations, change network structure)
 - Prepare for Go-live Readiness
- OCM Consultant
- Develop Communication Plan and Messages
- OCM Trainer
- Develop Training Plan
- QA Lead
- QA resources will create integration tests for end-to-end testing

Vendor Selection

A statement of work was distributed to a group of authorized salesforce integrators. As a result, three proposals were reviewed and the vendor was selected based on the following criteria:

- Ability to meet all business requirements
- Ability to adapt to future technology and industry changes
- Ability to integrate and automate processes
- AZ Enterprise Solution
- Approach
- Timeline
- Cost

Budget or Funding Considerations

No budget or funding considerations.

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Colby Bower - Assistant Director

Agency CIO (or Designee)

Paula Mattingly

Agency ISO (or designee)

John Stark

OSPB Representative

ASET Engagement Manager

Brandon Kent

ASET SPR Representative

Thomas Considine

Agency SPO Representative

Christine Ruth

Agency CFO

Justin Lepley

