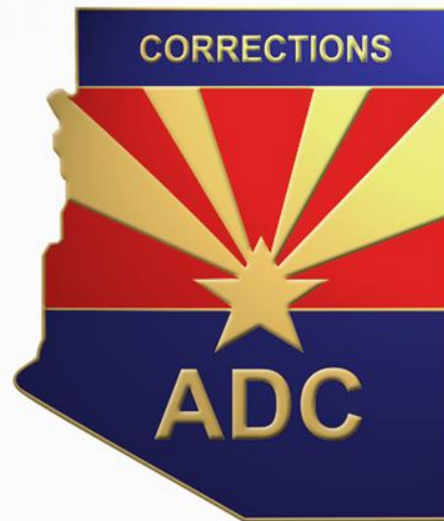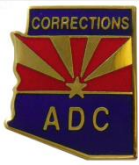# Arizona Department of Corrections

Adult Inmate Management System (AIMS) Replacement Project

Stephen W. Welsh

Chief Information Officer, Department of Corrections

Strategic Alignment

Governor Janice K. Brewer - Executive Budget (Fiscal Year 2014)
"For the Executive Recommendation includes continued progress towards efficiency improvements throughout State government, with an emphasis on information technology (IT), employee quality, environmental quality, debt repayment, and the structuring of fees collected by State services.

Information Technology
Over the last several years, the State has taken important steps to modernize systems and increase technological efficiency. To this end, the State began the process of investing in technology modernization projects in FY 2013, and the Executive recommends expanding these projects in scope and number in FY 2014."

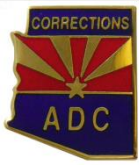**Director Charles L. Ryan - Arizona Department of Corrections**
STRATEGIC ISSUE 4: Integration of ADC Technology and Service Delivery in Support of Knowledge Management and Business Intelligence
In order for the Department to ensure relevance and sustainability in carrying out its mission, there is a need to ensure that technological systems and services support the collection of accurate data, the synthesis of data into information, and the creation of knowledge and expertise on which to base current and future decisions.
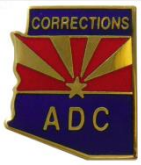
AIMS – Business Problem

- Outdated technology (COBOL, CICS, IMS, green screens)

    - COBOL language developed in 1959; AIMS implemented in 1985

- Increasingly scarce support resources

    - High turnover (50% in < 2 years, mostly retirements)

- Multiple different answers regarding same or similar questions regarding inmate data.

- Lack of flexibility to meet changing business or statutory requirements (e.g. multiple statutory sentencing codes)

- Lack of efficient data sharing with other entities such as DES (Unemployment benefits erroneously paid), Corizon (Health Contractor is building new EHR), AHCCCS (Affordable Care Act, inmate eligibility), and Courts (paper files)

- Lack of Vendor Support

Progress To Date

- **Pre-PIJ (DC11001) approved by ASET in September 2010 to issue a Request for Proposal (RFP) for an assessment and evaluation for replacing the legacy AIMS system** – *pending funding*

- **PIJ advising ASET regarding plans to issue the RFP in October 2011 -** *discussions re: possible approaches to this moving forward*

- **Published a Request for Information (RFI) in January 2012**

- **DC11001 assessment phase formally started in July 2012**

- **Hired a consultant with national experience (PCG) in July 2012 to assist in creating the RFP**
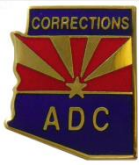
Public Consulting Group (PCG)

Public Consulting Group (PCG)

- A $200M+ national consulting company with 43 offices across the USA, Canada and Europe
- Supporting Corrections organizations for over 9 years
- Active sponsor of Corrections Technology Association (CTA)
- Assisted in the procurement and recent successful implementation of California's Strategic Offender Management System ($450M procurement covering 33 Adult Prisons - largest in country)

Jonathan Taylor

- Vice President of PCG Technology Consulting - Public Safety Service Line
- Senior certified project manager (PMI PMP) with 18 years IT management experience, including business process and systems integration projects.
- Managed 100+ multi-disciplinary project teams staffed with client, contract staff, system integrator and other consultants.
- Certified Systems Analyst and SSADM Analyst, Masters in Computer Applications
- Technical Project Manager (TPM) on California's Strategic Offender Management System (SOMS) Project

Progress to Date (Cont.)

PIJ for Offender Management System (OMS) AIMS Replacement (DC13007) approved by ITAC in May 2013, with condition allowing ADE to issue RFP
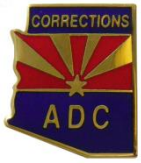
Published the RFP in August 2013

Proposals were submitted by four (4) Offerors on November 5, 2013

- Business & Decision, North America (PA), Inc. (Business & Decision)
- Abilis Solutions, Inc. (Abilis)
- Capita Technologies, Inc. (Capita)
- Hewlett Packard Enterprise Services (HPES)

- Capita deemed non-susceptible for award
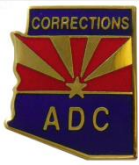
Evaluation Team Project Approach & Time Investment

- Exhaustively defined business analysis
- 60 review meetings (356 + hours each member)
- 48 subject matter experts that attended events when appropriate
- Formal vendor demonstrations: 4 days per vendor
  - ADC staff visited other State Correctional sites for an on-site solution review
- Recommendation based on consensus

Proposed Solution

- **In compliance with State and Agency strategic initiatives**

- **Modern, Cloud based, vendor system with significant COTS component**

- **Vender maintained and hosted**

- **Open standards based**

- **Integration through middleware queuing solution**

- **Core components exist, can be configured and modified to conform with requirements**

Project Risks and Mitigation

Risk - Customization and "Scope Creep"
Mitigation

- Strong Governance and Dedicated ADC Staff involvement throughout process
- Study business processes and adjust to vendor software where appropriate and not jeopardize safety
- Apply formal Project Management principles

Risk - Local Hosting or Vendor Hosting
Mitigation

- Ensure awarded vendor proposes best value for State while ensuring maximum safety and disaster recovery
- SLA's require 99.96% uptime with sanctions if not achieved

Risk – Strategic rollout
Mitigation

- Choose local pilot facility (female prison – Perryville) to ensure functionality and contain costs prior to State-wide rollout

Risk – Testing and training
Mitigation

- Budget incorporates funding to backfill existing positions and to pay for training costs

Project Risks and Mitigation (Cont.)

- **Centralized, strong governance structure is in place to make quick decisions and affect necessary change throughout the organization where appropriate**

- **Partner support and buy-in to adopt modern interface standards**

- **Dedicate a full-time ADC Team to the project**

- **Local vendor presence**

AIMS Replacement Project

Questions?