



# ADOA - ASET

Arizona Strategic Enterprise Technology

## Project Investment Justification

Version 01.01

A Statewide Standard Document for Information Technology Projects

### Project Title:

**Child Protective Service IT Modernization**

Agency Name:	Department of Child Safety (DCS)
Date:	08/14/2014
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## I. Management Summary\*

The Department of Child Safety (DCS) is requesting approval for the issuance of Requests for Proposals (RFP) for defining the requirements for the replacement of the Department's automated system – Children's Information Library and Data Source (CHILDS). The Department seeks approval to issue an RFP for a contractor to lead the Department in defining requirements and the identification of development alternatives and other analysis functions to assist Department Management on determining the best method for system replacement. CHILDS was introduced to Arizona in 1997 due to the Social Security Act of 1993 to interface and provide an efficient, effective and economical method of exchanging information between various State and Federal information systems. By federal law, all Statewide Automated Child Welfare Information Systems such as CHILDS are required to support the reporting of data to the Adoption and Foster Care Analysis Reporting System (AFCARS) and the National Child Abuse and Neglect Data System (NCANDS).

The DCS is currently in the process of finalizing a series of recommendations to improve the processing of case/client information from a comprehensive Business Processing Re-engineering (BPR) project recently undertaken by the Department. The new functions determined to be the most important to the DCS as a result of the BPR include the creation, control, and management of visitations, court records, case worker decision support, real-time management dashboards with drill downs, and a user friendly web based system that can support all CPS shareholders.

On May 29, 2014, the State of Arizona created an independent DCS that is separate from the Department of Economic Security (DES). DES will work in conjunction with DCS by providing administrative and Subject Matter Experts (SME) as needed to ensure the successful completion of the project.

## II. 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.	\$0
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Explain:

DCS and DES personnel will work together in the development and award of the RFP needed for the contracting of a qualified contractor for defining requirements for a replacement system and alternative development options. This effort also includes the development of a RFP for obtain a contractor for the development of a replacement system (Phase 2).[Click here to enter text.](#)

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

## III. Business Case

**A. *Business Problem\****

The CHILDS application was designed around client server technology with the DES mainframe containing the system's databases in an IBM DB2 structure. The system uses three hardware platform tiers with local workstations responsible for providing data entry and update functions. The system is available 24X7 in support of Child Protective Service (CPS) functions. Information retention is critical to DCS operations as a client/case has the potential of being active for a period of 18 years. The CHILDS application no longer meets the business processing needs due to changes in workflow in support of BPR recommendations and DCS management. In addition the CHILDS system was not designed for web usage and access by DCS workers and authorized external users. The replacement system must be accessible to a broad user base through common web-based technology. Also, the current CHILDS system does not provide real-time information for the placement of children in care facilities and timely data entry capabilities. This leads to available child placement resources not being accounted for in a timely manner, leading to placements that may not be in the best interest of the child's placement in emergency care facilities. Remote access by mobile workers is not adequate; the workers need a robust and location (GPS) aware system to help with retrieval of potential placement information and data entry.

**B. *Proposed Business Solution\****

The DCS seeks to explore alternatives for the replacement of the CHILDS system in order to address new business requirements based on; recommendations from the BPR, reduce development/enhancement timeframes, and operational costs. The DCS will issue separate RFPs for the two defined phases of this project in accordance with Federal requirements which define the issuance of two RFP: 1) Planning; 2) Implementation.

Prior to issuance of the Phase 1 RFP, the Department will submit a Planning Advance Planning Document (PAPD) to the US Department of Health and Human Services – Children's Bureau. The PAPD will outline the Department's proposed planning process that will be completed in Phase 1. Federal approval of the PAPD will allow the Department to draw 50/50 federal to state matching funds to complete the planning activities. The Department will also submit the draft Phase 1 RFP for federal approval with the PAPD submittal.

Once the Phase 1 planning activities have been completed, the Department will submit an Implementation Advance Planning Document (IAPD), along with the draft Phase 2 RFP. The IAPD will provide a summary of the planning activities, including requirements definition and analysis of potential technology solutions to meet the defined requirements from Phase 1. Federal approval of the IAPD will allow the Department to receive matching funds for system development and implementation.

The objective of the Phase 1 planning RFP is to:

- Obtain a consulting firm with experience in Statewide Automated Child Welfare Information System (SACWIS) processing requirements, advance technology products, and information security requirements. The firm should have the knowledge and resources to support conducting multiple concurrent Joint

Application Design Session (JADS) in order to meet the timelines defined for the documentation of system requirements.

- The planning RFP contains wording to inform potential bidders that the winner of this competitive procurement process will not be eligible for submission of proposals for the implementation phase of the project.
- Definition of user requirements (functional and non-functional) to a level of detail sufficient to all competitive bidding on the second phase of the project.
- Alternative analysis, cost benefit analysis and a feasibility study will be completed.
- Provide Alternative Analysis, Cost Benefit Analysis, Feasibility Study, and the presentation of the Post Project Report to DCS management.
- Propose an implementation budget and cost allocation formula.

Phase 2 – The Implementation RFP. Using the requirements and analysis documents developed with the assistance of the planning vendor, the Department will issue an Implementation RFP seeking a vendor to design, develop, and implement the system solution in accordance with State and DCS technical standards. This system solution will be selected by DCS from a competitive bid process initiated at the completion of Phase 1. The Phase 2 project will span multiple fiscal years.

**C. Quantified Benefits\***

<b>X</b>	Service enhancement
<b>X</b>	Increased revenue
<b>X</b>	Cost reduction
<b>X</b>	Problem avoidance
<b>X</b>	Risk avoidance

Explain:

**Service enhancement:** The replacement of the CHILDS system will provide the program with new functional capabilities in support of revised business requirements.

**Increased Revenue:** The IV-E penetration rate is lower than expected; a new system will be able to close the gap and recover more IV-E money from the FEDs.

**Cost reduction:** The current CHILDS system is very complex in design and requires highly skilled technical personnel to make changes to business processing rules. The CPS will be requesting functional capabilities to allow the modification of business rules by CPS business analysts.

**Problem avoidance:** The design of the current CHILDS system makes system access and usage a complex task for the CPS workforce. Replacement of the system will address current system access and usage problems. CHILDS is essentially a data entry system, and the current recommendations are to move to a decision support system that provides assistance to case workers in the management of case/client family situations.

**Risk Avoidance:** With the implementation of a new CHILDS system that provides decision support to CPS workers, the potential of making mistakes in the processing of

case actions will reduce the risk associated with the current decision making process which is totally the responsibility case worker.

#### IV. Technology Approach

##### A. **Proposed Technology Solution\***

The technical solution will be determined as an outcome of the Phase 2 procurement process defined for this project. The Phase 2 RFP will define requirements that the proposed system be in compliance with defined Federal, ASET and DCS IT policies and standards for web based systems as well as addressing all user requirements information security requirements.

##### B. **Technology Environment**

The technical environment will be determined by the proposal selected as part of the currently defined Phase 2 RFP process and in accordance with any technical requirements defined in the RFP.

##### C. **Selection Process**

The DCS will work with SPO in the development, evaluation, and award of contracts for each phase of the CHILDS Replacement Project based on the submission of competitive proposal submission. The membership of the evaluation teams will be comprised of individuals with program, technical, procurement, and business knowledge to ensure a comprehensive evaluation of all proposal submissions.

#### V. Project Approach

##### A. **Project Schedule\***

**Project Start Date:** 12/18/2014      **Project End Date:** 6/10/2015

##### B. **Project Milestones**

<u>Major Milestones</u>	<b>Start Date</b>	<b>Finish Date</b>
Governance & Decision Making	03/01/2014	05/01/2014
Develop Pre-PIJ	03/15/2014	07/15/2014
Develop Phase 1 RFP Document	03/15/2014	07/30/2014
Develop Planning Advance Planning Document (PAPD)	03/01/2014	07/30/2014
Submit PAPD and Phase 1 RFP to DHHS for approval	07/31/2014	09/29/2014
Send Agency signed PIJ to ASET	8/7/2014	8/07/2014
Pre-PIJ final approval by ASET	08/08/2014	8/15/2014
Phase 1 RFP Issuance, Procurement and Vendor Selection	10/01/2014	12/19/2014
Requirements Analysis	4/16/2015	6/17/2015
Functional Requirement Document	5/21/2015	07/06/2015
Non-Functional/System Design Documents	5/21/2015	07/06/2015
Alternative Analysis	06/19/2015	07/16/2015
Cost Benefit Analysis	06/19/2015	07/16/2015

<u>Major Milestones</u>	Start Date	Finish Date
Feasibility Study and Recommendation	07/17/2015	08/10/2015
Post Project Report and Presentation	08/11/2015	08/21/2015
Develop Budget/Cost Allocation	07/17/2015	08/7/2015
Develop Phase 2 Implementation Advance Planning Document (IAPD), RFP and Project Investment Justification (PIJ)	2/02/2015	09/30/2015
Receive ASET Approval of the Phase 2 PIJ	10/01/2015	10/15/2015
DHHS Review and Approval of the Phase 2 IAPD and RFP	10/01/2015	12/01/2015

## VI. Roles and Responsibilities

### A. Project Roles and Responsibilities

Role	Function	Responsibility	Responsible Individual
Project Roles and Responsibilities Sponsor	Executive	Initiate project, obtain funding, champion project, team staffing	Eric Jorgensen, DCS Deputy Director
Project Manager	Contractor	Manage overall project to include user test and acceptance	Dennis Espeland
Manager, Division of Technology Services	Hardware Acquisition Coordinator (limited role in Phase 1)	IT Project Manager, works with AZNet and DTS DCSO to install/setup VM and VOIP	Alan Platt – DES/DTS
Network engineer	Configuration and deployment; testing and evaluation (limited role in Phase 1)	Identify staff to help with install and equipment configurations, deploy equipment, coordinate setup and trials	Paul Wills - DES/DTS

### B. Project Manager Certification

- Project Management Professional (PMP) Certified
- State of Arizona Certified
- Project Management Certification not required

**C. Full-Time Employee (FTE) Project Hours**

<b>Total Full-Time Employee Hours</b>	14,000
<b>Total Full-Time Employee Cost</b>	\$895,200

**VII. Risk Matrix, Areas of Impact, Itemized List, PIJ Financials**



Project Investment  
Justification.xlsx

## VIII. Project Approvals

### A. Agency CIO Review\*

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 in compliance with all agency and State standards and policies for network, security, platform, software/application, and/or data/information as defined in <a href="http://aset.azdoa.gov/security/policies-standards-and-procedures">http://aset.azdoa.gov/security/policies-standards-and-procedures</a> , and applicable to this project? If <b>NO</b> , explain in detail in the "XI. Additional Information" section below.	X	
4. Will this project transmit, store, or process sensitive, confidential or Personally Identifiable Information (PII) data? If <b>YES</b> , in the "XI. Additional Information" section below, describe what security controls are being put in place to protect the data.	X	
5. Is this project in compliance with the Arizona Revised Statutes (A.R.S.) and GRRC rules?	X	
6. Is this project in compliance with the statewide policy regarding the accessibility to equipment and information technology for citizens with disabilities?	X	

### 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)	II. PIJ Type - Pre-PIJ Assessment Cost	\$0
Total Development Cost	VII. PIJ Financials tab	\$722,668
Total Project Cost	VII. PIJ Financials tab	\$775,568
FTE Hours	VI. Roles and Responsibilities	14,000

### C. Agency Approvals\*

Contact	Printed Name	Signature	Email and Phone
Project Manager:	Dennis Espeland		<a href="mailto:DEspeland@azdes.gov">DEspeland@azdes.gov</a> , (602) 264-3376 ext:3223
Agency CIO:	Eric Jorgensen (Deputy Director)		<a href="mailto:EJorgensen@azdes.gov">EJorgensen@azdes.gov</a> (602) 542-5844
Project Sponsor:	Eric Jorgensen		<a href="mailto:EJorgensen@azdes.gov">EJorgensen@azdes.gov</a> (602) 542-5844
Agency Director:	Charles Flanagan		<a href="mailto:CFlanagan@azdes.gov">CFlanagan@azdes.gov</a>

IX. Optional Attachments

**A. *Vendor Quotes***

X. Glossary

XI. Additional Information

Links:

[ADOA-ASET Website](#)

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

Email Addresses:

[Strategic Oversight](#)

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