



ADOA-ASET

Project Investment Justification

Version 03.31.15

A Statewide Standard Document for Information Technology Projects

**Project Title: Replacement Analysis for the
Arizona Tracking and Locate Automated System (ATLAS)**

Agency Name:	Department of Economic Security Division of Child Support Services (DES-DCSS)
Date:	August 20, 2015
Agency Contact Name:	Kim Hartleroad
Agency Contact Phone:	602-274-5359 x1263
Agency Contact Email:	khartleroad@azdes.gov

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I. Project Investment Justification (PIJ) Type

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

If Yes,

Identify any cost to be incurred during the Assessment phase.	\$800,000 - \$1,500,000
Based on research done to date, provide a high-level estimate or range of development costs anticipated for the full PIJ.	\$0

This pre-PIJ describes the DES-DCSS intended plan to procure a contracted firm to evaluate modernization/replacement options for the Arizona Tracking and Locate Automated System (ATLAS). DES-DCSS is drafting an RFP for selection and procurement of a vendor to conduct the evaluation. The RFP will be released upon approval of this pre-PIJ and additional approvals as required. Upon vendor selection and prior to vendor award, this pre-PIJ will be updated and submitted for review and approval to ADOA-ASET as a PIJ.

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

II. Business Case

A. Business Problem

The DES-DCSS response to this section is sub-divided into three sections to provide additional context and clarity to the challenges presented by ATLAS in its current form. The first sub-section is an Overview of the business problem and purpose of this pre-PIJ. The second sub-section, Description of ATLAS and Customers, provides a description of ATLAS and Arizona’s child support services program including customers served. The third sub-section, ATLAS Deficiencies, describes the primary categories of business problems created by continued operation of ATLAS.

Overview:

ATLAS is the core system for managing and processing approximately 325,000 active child support cases in Arizona, including the Navajo Nation. The system is mainframe-based and is approximately 20 years old. It is in need of modernization or replacement to better satisfy Federal and State processing mandates, upgrade aging software architectures, avoid expensive future maintenance costs, and better support the core mission of DES-DCSS.

An evaluation of options, which includes definition of functional requirements for a new or modernized system, is needed for DCSS management to determine the most cost effective method for improving automation services to case workers and customers while addressing changes in business process.

The project will adhere to the rules of a prescribed process for states desiring to update or replace their child support processing systems as required by the federal Office of Child Support

Enforcement (OCSE), an Administration within the U.S. Department of Health and Human Services (HHS). The initial phase of the OCSE process is known as the “Planning Phase”, which corresponds with the scope of this project. Additional phases of the OCSE process build upon the results of the Planning Phase and could include an “Implementation Phase” and ongoing operations of a new or modified system.

The OCSE process allows states to utilize federal government funding for approximately two-thirds of the cost for each project phase, provided the State provides the remaining one-third of necessary funding. DES-DCSS has the approximate one-third State funding requirement within its budget for the Planning Phase and is in process of requesting the two-thirds federal contribution. The federal funding request is occurring concurrently with this pre-PIJ review and approval process.

The scope of this pre-PIJ is limited to the Planning Phase of the OCSE process; additional phase(s) of the ATLAS replacement/modification project will be reported in subsequent PIJ documents. The high-level estimate range for the initial phase is targeted at \$800,000 - \$1,500,000. A high-level estimate for all phases of the ATLAS replacement/modernization project will be determined when DCSS decides what direction it will take in the ATLAS modernization/replacement effort.

Description of ATLAS and Customers

ATLAS is the core system for administering child support cases in Arizona. The system is mainframe-based and is approximately 20 years old. It is one of the oldest child support enforcement systems in the country and it supports two primary categories of child support cases:

- IV-D: DES-DCSS is mandated and authorized through Title IV-D of the Social Security Act to provide child support enforcement services for children and parents. Services include locating non-custodial parents, establishing paternity and child support orders, enforcing court orders and distributing and disbursing child support collections. DCSS’s caseload is comprised of clients who request IV-D child support services by completing IV-D applications and those who are referred to DCSS because they are receiving other DES client services. There are twenty-two child support offices throughout the state that provide IV-D services. In Federal Fiscal Year (FFY) 2014 the ATLAS IV-D system processed over \$378,000,000 in child support payments.
- Non IV-D: The non IV-D program differs from the IV-D program primarily because it has only minimal enforcement remedies available. Non IV-D child support cases typically have paternity and child support orders established and do not require enhanced monitoring and collection efforts. The program is administered by the AZ Superior Court – Clerk of the Court. A simplified version of ATLAS is utilized by the Superior Court for case tracking and monitoring purposes. This simplified version of ATLAS operates on the same infrastructure and shares many attributes as the IV-D ATLAS system. In FFY 2014 the ATLAS non IV-D system processed over \$364,000,000 in child support payments.

ATLAS is semi-integrated with periphery systems for document imaging and retrieval, document creation, business intelligence, and web-based services (such as case information for DES-DCSS

clients, payment acceptance services and employer information). Additionally, ATLAS has 27 interfaces with other systems operating in real-time and batch file transfer methods. Each of the periphery systems and interfaces is included in the scope of the replacement analysis study.

ATLAS Deficiencies:

ATLAS deficiencies are categorized in six primary areas:

- Technical platform
- Usability
- System security
- Inflexibility
- Data reliability and reporting
- Customer access

Technical Platform: The core ATLAS application is mainframe-based and is almost 20 years old. The application runs on an IBM Z-Series OS with NATURAL programming language and ADABAS database technologies. Several of the periphery systems discussed in the prior section also utilize COBOL, Java, MS SQL Server and DB2. Technical resources needed to support the maintenance and operations of the mainframe system are increasingly difficult to locate, often requiring significant in-house training. Many DCSS developers familiar with NATURAL, ADABAS and other mainframe languages are reaching retirement age. The unit that currently works with ATLAS has a staff of eight mainframe programmers, all near 60 or in their 60's. The portfolio manager of this business unit reports that all eight could potentially retire in the near future. Should they retire, and DCSS not upgrade its ATLAS technology platform, DCSS would be at risk to replace these individuals with new hires who have knowledge of the older languages to maintain the current system.

Usability: The current system utilizes an older mainframe user interface (UI) "green screen" approach. Navigation between the 720 screens in ATLAS is not intuitive and users require an extended period of time to become proficient in its use. Many transactions require data input and/or queries on multiple, disconnected screens causing redundant, error-prone work.

System Security: The security infrastructure of ATLAS is complex and difficult to maintain. Although the mainframe security tools used to support ATLAS are considered a strong point, when combined with the independent security components utilized in the periphery systems and the complexity of the ATLAS application itself, maintaining appropriate security controls are proving to be increasingly difficult. Due to the sophistication of today's security threats and the sensitivity of data stored within ATLAS (such as Personally Identifying Information (PII), Federal Tax Information (FTI), and cases involving a protective order), system security concerns are becoming more pronounced.

Inflexibility: Changes to business processes to achieve efficiencies or changes to comply with updated state laws and OCSE rules are very difficult and time-consuming to implement in ATLAS. The system has over four million of lines of code and has a long history of revisions by internal staff and external contractor staff. Significant analysis and testing is

required even for simple changes, and difficult changes are often delayed for extended periods. This condition often manifests as a significant limitation for Arizona to claim additional federal dollars to operate the IV-D child support program. The OCSE ranks the states via a series of efficiency measures; states which have the most efficient operations are eligible to receive the greatest share of federal program dollars.

Data Reliability and Reporting: Accurate reporting of program statistics is a challenge for DCSS staff to comply with federal reporting requirements. The reporting process is complex and requires significant manual intervention and staff time to execute. Data reliability issues are a constant source of concern and often require ad hoc jobs to update errant entries. Some of the data reliability issues are resultant from staff entering incorrect information due to the complexity of ATLAS which is exacerbated by a lack of comprehensive error checking within the system to catch errors earlier in the process. A recent addition of the Tableau business intelligence tool has provided an opportunity to apply predictive analytics in certain circumstances but it is limited in effectiveness, due to the data integrity issues brought forward by ATLAS.

Customer Access: The current system does not provide advanced real-time customer access to case information through the DES-DCSS website. This lack of customer self-service opportunities increases telephone traffic to the DCSS call center, which often results in extended call wait times. Additionally, caseworker staff efficiency is decreased due to walk-in clients visiting DCSS offices to complete even simple transactions which could be handled with a robust self-service web portal.

B. Proposed Business Solution

The proposed business solution is to engage in a competitive solicitation process to procure a contracted firm to evaluate modernization/replacement options for the Arizona Tracking and Locate Automated System (ATLAS). This proposed solution is consistent with the initial “Planning Phase” of the OCSE-prescribed systems replacement process. Although the scope of this pre-PIJ is limited to the Planning Phase, this section provides a basic description of the overall OCSE-prescribed systems replacement process to provide additional context. A detailed description of applicable Phases of the OCSE process is also provided.

Summary of the OCSE-prescribed Systems Replacement Process:

The OCSE systems replacement process has generated positive results for other states implementing new or modified child support enforcement systems and is a prerequisite for obtaining the two-thirds federal funding contribution for each phase of a project. The process hallmark is a specific Advance Planning Document (APD) completed for each project phase. The process:

- Provides a roadmap for planning, developing and implementing a state system
- Identifies the purpose, terms and costs of needed procurements and acquisitions
- Provides the federal government with the data required to determine allowable and appropriate funding for a state project

It is the DES-DCSS intent to submit appropriate pre-PIJ and PIJ documents to ADOA-ASET as required for each project phase concurrently with an APD document submitted to the OCSE.

DES-DCSS envisions the following APD documents will be required for the ATLAS replacement / modernization project:

- PAPD – Planning Advance Planning Document (“PAPD”)
- IAPD – Implementation Advance Planning Document (“IAPD”)

Details of the OCSE Planning “PAPD” and Implementation “IAPD” Phases

Planning “PAPD”

The following tasks are key deliverables for the Planning Phase of the OCSE systems replacement process. These deliverables are consistent with the Planning Phase RFP which, upon approval, will solicit a consulting firm with experience in child support enforcement systems processing requirements, advanced technology products, and information security requirements. The selected consulting firm will:

- Provide planning services and methodology;
- Evaluate the current ATLAS system;
- Develop system objectives;
- Identify constraints and assumptions;
- Define user requirements (functional and non-functional) to a level of detail sufficient to all competitively bidding on the Implementation phase of the project;
- Define new functional and operational enhancements/replacement requirements;
- Complete a feasibility study to include:
 - Analysis of alternatives
 - Cost/benefit analysis for each alternative including estimated costs, risks, and implementation durations and resource requirements;
- Develop a draft project schedule (for the Implementation Phase);
- Provide a recommendation to DCSS Management of the most cost effective solution;
- Provide DCSS Management with a presentation of the Feasibility Study and recommended solution;
- Support all Federal reviews;
- Draft a scope of work for Independent Verification and Validation (IV&V); and
- Develop an Implementation Advanced Planning Document (IAPD).

Upon completion of vendor activities, DCSS Management will decide whether to maintain the status quo or move forward to the Implementation Phase for an acceptable cost effective solution that will improve worker productivity and processing efficiencies.

Implementation “IAPD”

The Implementation phase is contingent on completion of the Planning Phase with a determination to proceed. The implementation phase includes the following tasks:

- Establishing project governance;
- Developing general and detailed designs;
- Preparing solicitations for system hardware, software, and services;
- Performing PMO, QA, and Independent Verification & Validation (IV&V);
- Developing and testing application software;
- Training staff;
- Installing hardware, software, networking, and other site preparations;

- Data clean-up and conversion;
- Preparing for System Certification;
- Warranty.

C. Quantified Benefits

X	Service enhancement
X	Increased revenue
X	Cost reduction
X	Problem avoidance
X	Risk avoidance

The following benefits for upgrade or replacement of ATLAS are anticipated but are not easily quantified at the start of this Planning Phase of the process. The benefits will likely not be realized upon completion of this Planning Phase. However, upon completion of additional project phases (Implementation Phase) the benefits become applicable.

Service Enhancement:

Customers currently have limited access to their case information via self-service web and IVR interfaces. Much of the data available to customers is not timely as it is driven from a data extract from the core ATLAS system which is generated once per day following nightly batch processing. DCSS would like to add real-time self-service capabilities to increase customer satisfaction and improve timeliness of data presented to customers. Additionally, caseworker staff efficiency will be increased due to an anticipated reduction of walk-in clients visiting DCSS offices to complete even simple transactions which could be handled with a robust self-service portal. The current lack of customer self-service opportunities also increases telephone traffic to the DCSS Call Center, which often results in extended call wait times.

Increased Revenue:

A modern case management system will increase child support collections by allowing for enhanced tracking of payment sources, automated data cross-matches with more financial institutions to increase the sources of funds intercepted, and enhanced predictive analytics for targeted case management activities to include enforcement and early intervention. A new system will more adeptly handle the complexity of debt calculations which will prevent delayed efforts for additional child support collections and improve the ability to promptly issue and track income withholding orders to ensure wage deductions are received sooner.

Cost Reduction:

It is anticipated that a new or updated system will require less ongoing expenditures than ATLAS in its current form. Major sources of savings will be platform expenditures (if platform is changed) and support resources. DCSS currently spends approximately \$1,200,000 per year on mainframe platform resources, which is increasing on a yearly basis. Technical resources needed to support the maintenance and operations of the mainframe system are increasingly difficult to locate, often requiring significant in-house training.

Another key source of savings will be the capability to implement certain cost-saving business process improvements. Many improvements to DCSS' business processes are delayed or not implemented due to ATLAS complexity and lack of flexibility to model new business processes. For example, certain processes force case managers to manually enter data that is readily available from other systems and organizations.

Problem Avoidance:

ATLAS is not user friendly for caseworkers. There are many complex screens to navigate and the opportunity for error is significant. Errors can have significant impact for DCSS customers. Additionally, errors in data reliability and reporting create potential audit problems for DCSS. A new or updated system will further automate work flow processes for caseworkers. It will also provide simplified, intuitive user interface screens and query tools. A simplified system will also ease the support burden for DCSS staff. For example, DCSS is required to send various notices to customers advising them of the status of their case(s). The notices are currently generated from five (5) different sources (ATLAS and several sub-systems) and are difficult to track and maintain.

Risk Avoidance:

The risk of maintaining ATLAS for an extended period in its current form is significant. The risk is derived from three primary conditions:

- Finding, attracting and retaining support staff with necessary skills to maintain the aging system;
- Program rules and reporting changes which require systems modifications are increasingly difficult to implement; concern regarding ability and capacity to maintain system to keep up with latest program rules which could result in a non-compliant system;
- Complex security model provides difficulty in securing sensitive information including PII, FTI and cases involving protective orders.

It is anticipated that a new or updated system will alleviate each of these conditions by relying on mainstream technology, simplifying the security model and providing a more effectively partitioned computing environment (functional complexity and coordination complexity).

III. Technology Approach

A. *Proposed Technology Solution**

The alternatives that will be evaluated in the Planning Phase include the following (minimum of three):

Mandatory

- Transfer an existing federally certified system(s) from another state(s) that may be adapted or modified to fit the Arizona requirements and environment; and

- Consortium with other states: Explore a multi- state consortium as a possible solution to maximize cost allocation, resources and leveraging best practices among the states.

Plus one or more of the following alternatives:

- Status Quo - Maintain the current Arizona ATLAS System;
- Enhance Existing System – Enhance the current system by building out to meet established requirements;
- System Conversion and Enhancement – Convert and enhance the current system to a server based platform that can utilize mainstream programming languages (e.g. .Net, Java, etc.) and database technologies (e.g. Oracle, MS SQL, etc.);
- Custom Build – Develop and design from the ground up a system that fully meets all Arizona’s requirements (functional and technical);
- Hybrid – Combine the custom build option and/or transfer from multiple states or existing systems.

B. Existing Technology Environment

The core ATLAS application is mainframe-based and is almost twenty years old. The application runs on an IBM Z-Series OS with NATURAL programming language and ADABAS database technologies.

ATLAS is semi-integrated with periphery systems for document imaging and retrieval, document creation, business intelligence, and web-based services (such as case information for DES-DCSS clients, payment acceptance services and employer information). These periphery systems are a combination of COBOL, Java, MS SQL Server and DB2. Additionally, ATLAS has 27 interfaces with other systems operating in real-time and batch file transfer methods.

A new technology environment is TBD pending results of the Planning Phase of the ATLAS replacement analysis project.

C. Selection Process

Selection of a vendor to complete the Planning Phase analysis will be completed via a competitive procurement process. The competitive procurement process will meet all State and OCSE requirements.

IV. Project Approach

A. Project Schedule

Project Start Date: 3/15/2015 Project End Date: 4/29/2017

Major Milestones	Start Date	End Date
Preliminary draft Feasibility Study RFP to OCSE for review	3/15/2015	5/15/2015
RFP to DES Office of Procurement for approval	4/15/2015	5/15/2015
PAPD to OCSE for review and approval	4/21/2015	4/21/2015
RFP to OCSE for review and approval	6/04/2015	6/04/2015
Pre-PIJ to ADOA-ASET	7/05/2015	7/10/2015
Pre-PIJ to ITAC for approval	8/26/2015	8/26/2015
Feasibility Study RFP issuance and perform vendor selection	8/27/2015	10/29/2015
Selected vendor of Feasibility Study RFP sent to OCSE for approval containing contract for approval (not yet executed)	10/29/2015	12/29/2015
Author Feasibility Study PIJ and send to ASET for approval	10/29/2015	11/29/2015
Award contract to selected vendor	12/29/2015	12/29/2015
Vendor execution of Feasibility Study and Development of the IAPD	12/29/2015	12/29/2016
Final Feasibility Study sent to OCSE for approval	12/29/2016	2/28/2017
OCSE final approval of Feasibility Study	2/28/2017	4/29/2017

B. Project Roles and Responsibilities

Project Executive Team Committee (Governance):

Scott Lekan	Assistant Director (Acting) Division of Child Support Services Department of Economic Security Project Sponsor
Mary Schumacher	Finance Administrator Division of Child Support Services Department of Economic Security
Debra Tanner	Child Support Services Section Chief Council Arizona Attorney General's Office
Stephen Welsh	Assistant Director Division of Technology Services Department of Economic Security
Jeff Starr	Systems and Automation Administrator Division of Child Support Services Department of Economic Security

Lead Subject Matter Experts (SMEs)

Policy	Pat Griffin – DCSS Policy Manager
Finance	Clark Collier – DCSS Deputy Finance Administrator
Procurement	Chris Bucher – DES Office of Procurement
IT and PM	Andy Miller – DCSS Business Analyst Manager
Operations	Heather Noble – DCSS Operations Administrator
Legal	Janet Sell – AZ Attorney General Office
Contracts	Julie Whitley – DCSS Contracts Supervisor

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



Project Investment
Justification.xlsx

Note: P & O pricing listed in the spreadsheet is validated by actual costs for vendor services incurred by other states for execution of a similar Planning Phase for a child support system replacement analysis project.

VI. Project Approvals

A. Agency CIO/ISO Review and Initials Required*

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

C. Agency Approvals

Approver	Printed Name	Signature	Email and Phone
Project Manager, DCSS	Andy Miller	Sent via email	andrewmiller@azdes.gov 602-771-9339
Agency Information Security Officer, DES	Carl Carpenter	Sent via email	CCarpenter@azdes.gov 602-542-0924
Agency CIO (Acting), DTS	Stephen Welsh	Sent via email	Stephen.Welsh@azdes.gov 602-542-5513
DBF Chief Financial Officer	Jim Whallon	Sent via email	JWhallon@azdes.gov 602-542-6080
Chief Technology Officer, DTS	Dennis Myers	Sent via email	DennisMyers@azdes.gov 602-542-0598
Assistant Director, DCSS (Acting) --- and--- Project Sponsor	Scott Lekan	Sent via email	SLekan@azdes.gov 602-542-4500
Agency Deputy Director - Operations - DES:	Todd Bright	Sent via email	TBright@azdes.gov (602) 364-0940
Agency Deputy Director - Programs - DES:	Mark Darmer	Sent via email	MarkDarmer@azdes.gov (602) 364-0940
Agency Director:	Timothy Jeffries		Timothy.Jeffries@azdes.gov 602-542-5757

VII. Security Controls

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

A. Protected Data

N/A for scope of this ATLAS system replacement analysis project

B. Hosted Data

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

N/A for scope of this ATLAS system replacement analysis project

Check here if a Conceptual Design / Network Diagram is attached. Otherwise

VII. Security Controls

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

A. Protected Data

N/A for scope of this ATLAS system replacement analysis project

B. Hosted Data

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

N/A for scope of this ATLAS system replacement analysis project

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

N/A for scope of this ATLAS system replacement analysis project

VIII. Additional Information

IX. Attachments

X. Glossary

Other Links:

[ADOA-ASET Website](#)

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

Email Addresses:

[Strategic Oversight](#)

[ADOA-ASET_Webmaster@azdoa.gov](mailto:Webmaster@azdoa.gov)

**ADOA-ASET - Arizona Strategic Enterprise Technology
Project Investment Justification - Risk Matrix**

Project ID:

DE15010

Date Accepted:

09/02/15

Project Information

Agency Name	Project Name	Date Submitted
Department of Economic Security Division of Child Support Services (DES-DCSS)	Replacement Analysis for the Arizona Tracking and Locate Automated System (ATLAS)	08/20/15

Project Questions	Agency Response (Y/N)
Does the project involve customized software not previously implemented by your agency?	N
Does the project involve a customized application not previously developed by your agency?	N
Does the project involve any technology that is new and/or unfamiliar to your agency?	N
Does the project involve multi-agency and/or multiple vendor coordination?	N
Is there any possibility that project implementation costs could reach \$1 million or more? (Include professional services, hardware, software, license fees, taxes, shipping, etc.)	Y
Will the project require that a Request for Proposal (RFP) be issued?	Y
Are there any known schedule or budget constraints?	N
Does this system interface among 2 or more applications?	N
Will the implementation involve major end user view or functionality changes?	N
Will the implementation require any physical infrastructure improvements, e.g., building reconstruction, etc.?	N
Are there other high risk project items not identified? If so, please explain below:	N
Does the project fall into one of the following categories: - hardware technology refresh, e.g., PCs, laptops, radios, peripherals, etc.? - software version refresh, e.g., MS Office 2010 replacing 2007? - enhancements to an existing application, e.g., web app, internal system?	N
Will the technology and all required services be acquired off existing State contract(s)?	N
Does the project have the correct skillset and number of in-house resources assigned to meet the objectives?	Y
Will a dedicated Project Manager (PM) be assigned?	Y
Will the PM managing the project be credentialed (if costs could reach \$1 million or more)?	Y
Does your agency have experience with the vendor (if used)?	Not known until vendor is selected
Does the vendor have professional experience with similar projects?	Not known until vendor is selected

Investment Sustainability Questions	Agency Response (Y/N)
Are ongoing/5-year support costs, once the project has been implemented, reflected in the operational costs for the PIJ?	N/A
Has your agency addressed supporting components to ensure the investment can be sustained, e.g., documentation, application ownership, portability, plans upon contract/support termination?	Y
Does the production site have sufficient failover and disaster recovery plans in place to assure your agency will be able to recover from an unplanned incident?	N/A
Does your agency and/or the proposed vendor have the resources and supporting infrastructure currently in place to sustain the proposed investment?	N/A

Agency Questions	Agency Response (Y/N)
Are all current agency projects in "Green" status, with no outstanding issues that ADOA-ASET is monitoring?	Y (DES-DCSS)
Does your agency currently have any projects that are in "Red" status?	N (DES-DCSS)
Has your agency demonstrated a consistent reporting relationship with ADOA-ASET Oversight, e.g. reports submitted on time and accurate (verified by CIO)?	Y (DES-DCSS)
Is this your agency's first PIJ?	N (DES-DCSS)
Has it been more than 2 years since your agency submitted a PIJ?	N (DES-DCSS)
Does your agency have a formal project methodology in place?	Y (DES-DCSS)

ADOA-ASET - Arizona Strategic Enterprise Technology

Areas of Impact

Please check which of the following technology areas will be included in the proposed solution - check all that apply:

Application Systems

- Application Enhancements
- Internal Use Web
- Mobile Application Development
- Arizona Enterprise Solution Platform (AESP) based Application
- New Application Development
- az.gov Web Portal

Database Systems

- Data Warehouse/Mart
- Database Consolidation/Migration/Extract Transform and Load Data
- Database Products and Tools
 - Oracle
 - DB2
 - Other: (Please specify below)
 - MySQL
 - MS SQL Server

Software

- COTS Application Acquisition
- Mainframe Systems Software
- Open Source
- Other: (Please specify below)
- COTS Application Customization
- PC/LAN Systems Software
- Virtualization

Hardware

- LAN/WAN Infrastructure
- Mainframe Infrastructure
- Storage Area Network Devices
- Public Safety Radios, Systems
- Other: (Please specify below)
- PC Purchases, Peripherals
- Tape Libraries/Silos
- UPS Devices

Hosted Solution (Cloud Implementation)

- State Data Center
- Commercially Hosted
 - Amazon (AWS) GovCloud
 - Century Link - I/O Data Center
 - AWS (non-government) cloud
 - Microsoft Azure
- Vendor Hosted
- Other: (Please explain below)

Security

- Encryption
- Security Appliances
 - Firewall
 - Intrusion Detection System (IDS)
 - Intrusion Prevention System (IPS)
 - Other: (Please specify below)
- SecurityControls/Systems - Other: (Please specify below)
- Physical Controls (Badging Systems, Iris Scanners, Other: (Please specify below))

Telecommunications

- Network Communications Infrastructure
- Telephone Upgrade-Business-Specific
- Cabling
- Wireless Access Points
- Other: (Please specify below)
- Telephony Upgrade-EIC Solution
- Trenching
- Videoconferencing

Enterprise Solutions

- Business Intelligence
- E-Signatures
- Geographic Information Systems
- Other Imaging - Photos, Fingerprints, etc.
- Other: (Please specify below)
- Document Management/Imaging
- eLicensing
- Management Systems - Financial, Grants, Asset
- Disaster Recovery/Business Continuity

Contract Services/Procurement

- Contract Project Management
- Contractor Support Services
- Install/Configuration Contract Services
- Other: (Please explain below)
- State Contract
- Vendor provided
- Procurement (RFP, IFB, DPR, etc.)

As necessary to support the Planning Phase of the ATLAS replacement analysis project

**ADOA-ASET - Arizona Strategic Enterprise Technology
Project Investment Justification - Itemized List**

Project ID:

Date Accepted:

Project Information

Project Name	Agency Name	Date Submitted
Replacement Analysis for the Arizona Tracking and Locate Automated System (ATLAS)	Department of Economic Security Division of Child Support Services (DES-DCSS)	08/20/15

Project Cost - Itemized

Item	Description	Category	Development or Operational	Qty or Hours	Unit Cost	Tax (if app)	Extended Cost
1	<p>ATLAS Replacement Analysis Vendor - to be determined via competitive solicitation process. Actual cost will not be known until the competitive solicitation process is completed. The following high-level tasks are incorporated within scope of the vendor's services:</p> <ul style="list-style-type: none"> • Provide planning services and methodology; • Evaluate the current ATLAS system; • Develop system objectives; • Identify constraints and assumptions; • Define user requirements (functional and non-functional) to a level of detail sufficient to all competitively bidding on the Implementation phase of the project; • Define new functional and operational enhancements/replacement requirements; • Complete a feasibility study to include: <ul style="list-style-type: none"> o Analysis of alternatives o Cost/benefit analysis for each alternative including estimated costs, risks, and implementation durations and resource requirements; • Develop a draft project schedule (for the Implementation Phase); • Provide a recommendation to DCSS Management of the most cost effective solution; • Provide DCSS Management with a presentation of the Feasibility Study and recommended solution; • Support all Federal reviews; • Draft a scope of work for Independent Verification and Validation (IV&V); and • Develop an Implementation Advanced Planning Document (IAPD). 	Prof & Outside Services	Development	1	\$1,500,000.00		\$1,500,000.00
2	<p>Notes:</p> <p>1. The \$1,080,000 listed on Line 1 is the amount submitted to the OCSE to request federal funding for vendor services, which will be adjusted pending selection of vendor and negotiated pricing.</p> <p>2. This P & O estimate is validated by analysis of expenditures from other states for a similar comprehensive child support system replacement analysis (as specified by the OCSE process).</p> <p>3. A maximum cost estimate of \$1,500,000 is listed in this spreadsheet to allow auto-calculation cells to function properly. The cost estimate for this project is a <u>range of \$800,000 - \$1,500,000</u></p>	[--Select--]	[--Select--]				\$0.00
3		[--Select--]	[--Select--]				\$0.00
4		[--Select--]	[--Select--]				\$0.00
5		[--Select--]	[--Select--]				\$0.00
6		[--Select--]	[--Select--]				\$0.00
7		[--Select--]	[--Select--]				\$0.00
8		[--Select--]	[--Select--]				\$0.00
9		[--Select--]	[--Select--]				\$0.00
10		[--Select--]	[--Select--]				\$0.00
11		[--Select--]	[--Select--]				\$0.00
12		[--Select--]	[--Select--]				\$0.00

13		[--Select--]	[--Select--]				\$0.00
14		[--Select--]	[--Select--]				\$0.00
15		[--Select--]	[--Select--]				\$0.00

Total of Development Cost \$1,500,000.00
 Total of Operational Cost \$0.00
Total Itemization of Costs: \$1,500,000.00

ADOA-ASET - Arizona Strategic Enterprise Technology
Project Investment Justification - Financials

Project ID: **Date Accepted:**

Project Information

Agency Name	Project Name	Date Submitted
Department of Economic Security Division of Child Support Services (DES-DCSS)	Replacement Analysis for the Arizona Tracking and Locate Automated System (ATLAS)	08/20/15

PIJ Development & Operational Cost Summary

Description	Type	Year 1	Year 2	Year 3	Year 4	Year 5	Extended Cost
Professional & Outside Services	Development	\$800,000 - \$1,500,000					\$800,000 - \$1,500,000
	Operational						\$0.00
Hardware	Development						\$0.00
	Operational						\$0.00
Software	Development						\$0.00
	Operational						\$0.00
Communications	Development						\$0.00
	Operational						\$0.00
Facilities	Development						\$0.00
	Operational						\$0.00
Licensing & Maintenance Fees	Development						\$0.00
	Operational						\$0.00
Other	Development						\$0.00
	Operational						\$0.00
Development Cost:		\$800,000 - \$1,500,000	\$0.00	\$0.00	\$0.00	\$0.00	\$800,000 - \$1,500,000
Operational Cost:		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Cost:							\$800,000 - \$1,500,000

Project Funding (add sources as appropriate)

Funding Source Category	Fund Name	Development Budget (\$)		Operational Budget (\$)		Total (\$)
		Currently Available	New Request	Currently Available	New Request	
General Funds		\$510,000.00				\$510,000.00
Federal Funds	IV-D Funding	\$990,000.00				\$990,000.00
Other Appropriated Funds						\$0.00
Other Non-Appropriated Funds						\$0.00
Total Funding		\$1,500,000.00	\$0.00	\$0.00	\$0.00	\$1,500,000.00