



ADOA - ASET

Arizona Strategic Enterprise Technology

Project Investment Justification

Version 01.01

A Statewide Standard Document for Information Technology Projects

Project Title:

Data Center Security Management

Agency Name:	ADOA-ASET
Date:	September 24, 2013
Agency Contact Name:	Mike Lettman
Agency Contact Phone:	602-542-0030
Agency Contact Email:	Mike.Lettman@azdoa.gov

[Hover for Instructions](#)

I. Management Summary*

In Fiscal Year 2014 (FY14), a number of transformation initiatives were prioritized by Governor Janice K. Brewer, proposed in her budget and subsequently codified into law. Included in the initiatives are a series of measures designed to further protect the State against the ever-increasing threats to its systems and confidential data from a wide range of internal and external sources.

While a number of security protection and risk mitigation measures were successfully implemented in FY13 by the Arizona Strategic Enterprise Technology Office within the Arizona Department of Administration (ADOA-ASET), the State must continue to build upon these efforts. The FY13 *Strengthen Cyber Security Operations* transformation initiative successfully deployed technologies in the State Data Center (SDC) to automate threat management and implement intrusion detection system (IDS) functionality. For this FY14 initiative, ADOA-ASET will enhance its ability to identify attacks, data compromises, and data theft; ensure compliance; and expand protections to include other State of Arizona data centers.

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.	\$
Based on research done to date, provide a high-level estimate or range of development costs anticipated for the full PIJ.	\$

Explain:

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

III. Business Case

A. Business Problem*

While the projects implemented in FY13 enhanced security in the SDC, ADOA-ASET needs to further protect State data from cybersecurity threats that may be directed toward other State agency data centers that lack intrusion detection capabilities. Additional security layers are needed to integrate information generated from multiple sources into consolidated, centralized reporting for ADOA-ASET and other State agencies. This approach will enhance incident detection and response and will help ensure compliance with security policies and standards.

B. Proposed Business Solution*

In alignment with ADOA-ASET strategic goals, this project will address potential threats through expanded monitoring of State internet connections, more sophisticated analytics technology, and additional automated compliance capabilities. Security Operations Center (SOC) subject matter experts (SMEs) will be utilized to further evaluate and report on information generated from the proposed technologies.

C. Quantified Benefits*

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

Explain:

This project is designed to identify and mitigate security risks by enhancing monitoring and compliance throughout the State. The proposed solution will integrate new and existing technologies within the SDC and other State agency data centers in order to expand cybersecurity threat identification and improve responses to cyberattacks.

IV. Technology Approach

A. Proposed Technology Solution*

ADOA-ASET will conduct a proof-of-concept (POC) of a new compliance and analysis tool, to be offered by an existing vendor partner on State contract. This analysis tool will correlate data from a variety of other individual tools to create a dashboard of the current cybersecurity threat situation. In addition, the tool will use the same input to identify regulatory compliance issues and security gaps.

A dedicated server will be required to house the compliance and analysis software and data that will be generated during the expected three (3) year life of the product. Ancillary software tools will be acquired to allow specific data streams to be analyzed, which may include web applications, servers, laptops/desktops, network switches and firewalls. ADOA-ASET will determine which tools are needed based on monitoring requirements and cost. In addition to SDC devices and applications, input from other agency applications can be consolidated, correlated, and analyzed by this tool.

ADOA-ASET will also contract with the U.S. Department of Homeland Security's Multi-State Information Sharing and Analysis Center (MS-ISAC) for monitoring and alert services. MS-ISAC services are currently used to monitor internet communications and receive alerts regarding potential threats for one (1) internet access point. However, additional devices are required to monitor traffic across additional internet access points.

B. Technology Environment

While the SDC is a central hub for much of the data processing and network communication across the State, many agencies currently operate their own data centers which may be at additional risk for cybersecurity threats. By acquiring the proposed solution, ADOA-ASET will be able to integrate information from other data feeds and intrusion detection systems, thereby providing a consolidated view into potential SDC and other State data center cybersecurity threats.

C. Selection Process

Based on previous demonstrations by vendors available on State contract, ADOA-ASET is proposing to conduct an initial POC of the new compliance and analysis software in anticipation of a full-scale implementation. ADOA-ASET will evaluate and select, based on value and cost, the ancillary tools that are capable of feeding the compliance and analysis software in order to determine applicable use. ADOA-ASET will consider whether the proposed solution will be renewed and/or replaced with new technology at the end of the three (3) year period.

MS-ISAC services are already in use, providing a high value to the State. Additional services will be purchased to monitor two (2) additional internet access points. After three (3) years, ADOA-ASET will establish either a billable service for sustainability or drop the service.

V. Project Approach

A. Project Schedule*

Project Start Date: 10/30/2013 **Project End Date:** 6/30/2014

B. Project Milestones

Major Milestones	Start Date	Finish Date
Purchase server and onboard SOC contractors	11/01/13	11/15/13
Perform POC on compliance and analysis software	11/18/13	12/31/13
Identify required ancillary compliance monitoring tools	11/18/13	12/31/13
Implement compliance software and monitoring tools	1/06/14	5/30/14
Operationalize expanded compliance monitoring capabilities	6/01/14	6/30/14
Acquire MS-ISAC expanded services and connection devices	1/06/14	5/30/14
Verify internet access points monitoring by MS-ISAC	6/01/14	6/30/14
Operationalize expanded MS-ISAC alerts	6/01/14	6/30/14

VI. Roles and Responsibilities

A. Project Roles and Responsibilities

Agency Director: Brian C. McNeil, ADOA Director

Agency Chief Information Office (CIO): Aaron V. Sandeen, ADOA Deputy Director, State CIO

Project Sponsor: Mike Lettman, Chief Information Security Officer (CISO), ADOA-ASET

Project Manager: Nancy Brister, Project Manager, ADOA-ASET

Technical Project Manager: Hector Virgen, Information Security Manager, ADOA-ASET

System Administrator(s): Ken Dworshak, Network Analyst, Team Lead, ADOA-ASET

NOTE: Above individuals may be replaced with group members with equivalent skill set.

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

Total Full-Time Employee Hours	150
Total Full-Time Employee Cost	\$

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



Project Investment
Justification.xlsx

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

Project ID:

Date Accepted:

Project Information

Project Name	Agency Name	Date Submitted
Data Center Security Management	Arizona Department of Administration	09/24/13

Project Cost - Itemized

Item	Description	Category	Development or Operational	Qty or Hours	Unit Cost	Tax (if app)	Extended Cost
1	Compliance software licensing	License & Maint Fees	Development	3	\$18,900.00	\$4,706.10	\$61,406.10
2	Compliance software server	Hardware	Development	1	\$14,000.00	\$1,162.00	\$15,162.00
3	Security Operations Center (SOC) contractors	Prof & Outside Services	Development	2	\$102,500.00	\$0.00	\$205,000.00
4	Ancillary compliance monitoring software	Software	Development	1	\$25,000.00	\$2,075.00	\$27,075.00
5	Internet access point connection devices	Hardware	Development	2	\$50,000.00	\$8,300.00	\$108,300.00
6	MS-ISAC monitoring service fee	License & Maint Fees	Development	3	\$98,000.00	\$0.00	\$294,000.00
7		[--Select--]	[--Select--]				\$0.00
8		[--Select--]	[--Select--]				\$0.00
9		[--Select--]	[--Select--]				\$0.00
10		[--Select--]	[--Select--]				\$0.00

Total of Development Cost	\$710,943.10
Total of Operational Cost	\$0.00
Total Itemization of Costs:	\$710,943.10

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

Project ID: To Be Provided by ADOA-ASET

Date Accepted: To be Provided by ADOA-ASET

Project Information

Agency Name	Project Name	Date Submitted
Arizona Department of Administration	Data Center Security Management	09/24/13

PIJ Development & Operational Cost Summary

Description	Type	Year 1	Year 2	Year 3	Year 4	Year 5	Extended Cost
Professional & Outside Services	Development	\$205,000.00					\$205,000.00
	Operational						\$0.00
Hardware	Development	\$123,462.00					\$123,462.00
	Operational						\$0.00
Software	Development	\$27,075.00					\$27,075.00
	Operational						\$0.00
Communications	Development						\$0.00
	Operational						\$0.00
Facilities	Development						\$0.00
	Operational						\$0.00
Licensing & Maintenance Fees	Development	\$355,406.00					\$355,406.00
	Operational						\$0.00
Other	Development						\$0.00
	Operational						\$0.00

Development Cost: \$710,943.00
Operational Cost: \$0.00
Total Cost: \$710,943.00

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						\$0.00
Federal Funds						\$0.00
Other Appropriated Funds	Automation Projects Fund	\$710,943.00				\$710,943.00
Other Non-Appropriated Funds						\$0.00
Total Funding		\$710,943.00	\$0.00	\$0.00	\$0.00	\$710,943.00

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

Project ID:

To Be Provided by ADOA-ASET

Date Accepted:

To be Provided by ADOA-ASET

Project Information

Agency Name	Project Name	Date Submitted
Arizona Department of Administration	Data Center Security Management	09/24/13

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?	Y
Does the project involve multi-agency and/or multiple vendor coordination?	Y
Is there any possibility that project implementation costs could reach \$1 million or more? (Include professional services, hardware, software, license fees, taxes, shipping, etc.)	N
Will the project require that a Request for Proposal (RFP) be issued?	N
Are there any known schedule or budget constraints?	N
Does this system interface among 2 or more applications?	Y
Will the implementation involve major end user view or functionality changes?	N
Will the project involve the use of any Personally Identifiable information (PII) or Protected Health Information (PHI)?	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)?	Y
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
Does your agency have experience with the vendor (if used), and does the vendor have professional experience with similar projects?	Y

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
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
Does your agency and/or the proposed vendor have the resources and supporting infrastructure currently in place to sustain the proposed investment?	Y

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

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
- New Application Development

Database Systems

- Data Warehouse/Mart
- Database Consolidation/Migration/Extract Transform and Load Data
- Database Products and Tools

Hardware

- LAN/WAN Infrastructure
- Mainframe Infrastructure
- PC Purchases, Peripherals
- Public Safety Radios, Systems
- Storage Area Network Devices
- All Other Hardware

Software

- COTS Application Acquisition
- COTS Application Customization
- Mainframe Systems Software
- Open Source
- PC/LAN Systems Software
- All Other Software

Telecommunications

- Network Communications Infrastructure
- Telephony Upgrade-Business-Specific
- Telephony Upgrade-EIC Solution
- Videoconferencing

Web

- az.gov Web Portal Interface
- Internal Use Web Application
- Mobile App Business-Specific Acquisition
- Mobile App Development

Specialty Products

- Business Intelligence System
- Disaster Recovery/ Business Continuity Plan
- Document Management/Imaging
- eLicensing
- E-Signatures
- Geographic Information System
- Management Systems - Financial, Grants, Asset
- Multi-agency project

- Other Imaging - Photos, Fingerprints, etc.
- RFP Required
- Security
- Statewide/Enterprise Solution
- Thin Client/Virtual
- Wireless
- All Other

Services

- Contract Project Mgmt
- Contractor Support Services
- Install/Configuration Contract Services
- Outsource/Hosting
- All Other

Other - Please specify:

- Enter text below.

Security monitoring devices

VIII. Project Approvals

A. Agency CIO Review*

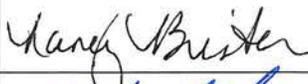
Key Management Information	Yes	No
1. Is this project for a mission-critical application system?	X	
2. Is this project referenced in your agency's Strategic IT Plan?	X	
3. Is this project in compliance with all agency and State standards and policies for network, security, platform, software/application, and/or data/information as defined in http://aset.azdoa.gov/security/policies-standards-and-procedures , and applicable to this project? If NO , 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 YES , 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	\$
Total Development Cost	VII. PIJ Financials tab	\$710,943
Total Project Cost	VII. PIJ Financials tab	\$710,943
FTE Hours	VI. Roles and Responsibilities	150

C. Agency Approvals*

Contact	Printed Name	Signature	Email and Phone
Project Manager:	Nancy Brister		Nancy.Brister@azdoa.gov 602-364-4775
Agency Security Officer (CISO):	Mike Lettman		Mike.Lettman@azdoa.gov 602-542-0300
Agency CIO:	Aaron V. Sandeen		Aaron.Sandeen@azdoa.gov 602-364-4770
Project Sponsor:	Mike Lettman		Mike.Lettman@azdoa.gov 602-542-0300
Agency Director:	Brian C. McNeil		Brian.McNeil@azdoa.gov 602-542-1500

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](#)

ADOA-ASET_Webmaster@azdoa.gov