

# ADG Connect EWFS

State of Arizona – Department of Gaming

Project Investment Justification PIJ # GM24001

3/20/2024



**Arizona Department  
of Gaming**

## Agency Vision

*World-Class Gaming Regulation for a Stronger Arizona*

## Agency Mission

*To ethically and effectively regulate gaming, horse racing, and unarmed combat sports, while ensuring that they are conducted in a socially responsible manner.*



# Project Team Introduction

## Roles Present at ITAC

- Andrew Hawkes - Assistant Director, Business Administration
  - Project Manager
- Abby Medina-Silas - Chief Procurement Officer
- Scott Swanson - I.T. Manager
- John Mazza - Deputy Director, Operations
  - Executive Sponsor

# Project Introduction

## Stated Operational/Business Issue

- Arizona Department of Gaming (ADG) currently utilizes several database applications for licensing activities instead of one.
  - ADG's Strategic Plan includes the objective to retire legacy systems.
- ADG currently uses 4 systems for just Event Wagering and Fantasy Sports (EWFS) licensing. One is for licensing workflow (D3), one is for badging (Red Dice), one is for receiving PDF applications in a secure way (DataMotion), and one for stats and metrics (Google Sheets).
- Event wagering and fantasy sports stakeholders and agency staff do not have a modern, customer-facing solution for regulatory activities (licensing and compliance).

## Benefit to the State Agency and Constituents

- Licensing will be faster, more transparent to customers, more secure, and have a more modernized user experience.
- ADG will be a step closer to consolidating all licensing systems into one.
- Customers will have secure portals to interact with ADG and complete required tasks instead of relying on emails and attachments.
- ADG's ability to track and report on licensees' compliance with rules and statutes will be enhanced and automated.

# Proposed Solution

## Overview of Proposed Solution

- Replace the 4 systems currently used for EWFS Licensing with 1 system, a new module in ADG's existing Salesforce platform.
- Use the new EWFS module to also facilitate EWFS compliance processes, not just licensing.



Certifications

Live since 2022

Revenue  
Reporting

Live since 2023

Event  
Wagering &  
Fantasy  
Sports

**Proposed**

## Provide Information on how the vendor was chosen:

### **Module/Phase 1 (Certification, Live since 2022)**

ADG Created an RFP. Seven Salesforce Integrators provided quotes and demos including the final three considered: MTX, Expert, and MST.

MTX was selected due to the best demo and competitive pricing. After Go-Live, ADG switched Salesforce Integrators to MST/Mastek. Mastek made significant improvements to ADG Connect's architecture and user experience.

### **Module/Phase 2 (Revenue Reporting, Live since 2023)**

Mastek successfully built our Revenue Reporting Module with successful go-live and positive stakeholder feedback.

### **Module/Phase 3 (EWFS, Current Proposal)**

Mastek is a proven, valued tech partner to ADG and knows our system, and they are the logical choice to help build the new EWFS module which will be similar in many ways to existing modules. ADG did receive 3 quotes for this project: Mastek (direct / off contract), Carahsoft (value-added reseller on behalf of Mastek), and SHI (value-added reseller on behalf of Mastek), and ADG selected Carahsoft's quote due to successfully working with Carahsoft on Phase 2 and other IT purchases, a lower price than SHI, and the well-organized invoices that Carahsoft provides at the end of each milestone.

# Project Responsibilities

## Identify Proposed Solutions Responsibilities

### Agency

1. Subject Matter Experts
2. User Acceptance Testing
3. Paying Invoices
4. Updating the PIJ
5. Stakeholder Communications & Change Management

### Shared

1. Project Management
2. Software Development
3. Requirements Gathering and Discovery

### Vendor

1. System Architecture
2. Quality Assurance
3. Invoicing
4. Training



# Project Costs

Project Costs by Category	FY24	FY25	FY26	FY27	FY28	Total
Professional & Outside Services (Contractors)	\$510,720	\$1,167,146.69				\$1,667,866.69
Hardware						
Software						
Communications						
Facilities						
License & Maintenance Fees	\$21,460.64	\$21,460.64	\$21,460.64	\$21,460.64	\$21,460.64	\$107,303.20
Other Operational Expenditures						
<b>Total Development</b>	<b>\$532,180.64</b>	<b>\$1,188,607.33</b>				<b>\$1,720,787.97</b>
<b>Total Operational</b>			<b>\$21,460.64</b>	<b>\$21,460.64</b>	<b>\$21,460.64</b>	<b>\$64,381.92</b>



# What Success Looks Like

## Change Management Success Criteria

- a. Project Milestones
  - a. Communications
    - i. Announcements with milestones and stakeholder expectations
    - ii. User feedback survey
  - b. Training
    - i. Train the trainer model (ADG staff will be trained by Vendor, External users will be trained by ADG staff).
    - ii. User guides published for internal and external users by go-live.

## Measures of Success

- a. **License Intake Touch Time Reduction**
  - i. Licensing Intake Touch Time is measured by the time it takes ADG staff to process one application either in one sitting, or the sum of multiple sittings. We anticipate that this project will result in a **decrease in touch time from approximately 60 minutes per application to only 5 minutes** per application. Approx 300 apps per year.
- b. **Compliance Review Touch Time Reduction**
  - i. EWFS Compliance Submission Review Touch Time is measured by the time it takes ADG staff to review/approve an EWFS Compliance Submission either in one sitting, or the sum of multiple sittings. We anticipate that this project will result in a **decrease in touch time from approximately 10 minutes to 6 minutes** per review.
- c. **# of IT Systems Reduction**
  - i. The systems needed to support EWFS Licensing activities will be **reduced from 4 to 1**. Current State: D3 for Licensing workflow, Red Dice for badging, DataMotion for receiving applications, and spreadsheets for metrics. Future State: Salesforce for all of the above activities.

# Q & A Session

# Appendix

# Proposed Solution

## Due Diligence and Method of Procurement

*When ADG initially procured Salesforce, we met with 7 Integrators, all of whom provided quotes and demos. We selected one, and then after our first module went live we switched to a new Integrator who has improved the system significantly. The new Integrator knows our system, has re-architected much of it, knows our team, and has proven to be a valuable technology partner to the agency. For this purpose, we did not get multiple quotes from Salesforce Integrators for the proposed EWFS module, however, we did get multiple quotes (3) from State Contracted value-added resellers.*

## Technology

*Salesforce, Nintex, Mulesoft, AWS, and OwnBackup*

# Recommended Conditions

## ADOA-ASET Conditions

1. 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.
2. Monthly reporting on the project status is due to ADOA-ASET no later than the 15th of the month following the start of the project. Failure to comply with timely project status reporting will affect the overall project health. The first status report for this project is due on April 15, 2024.
3. Prior to system production environment launch or go live, the Agency must work with the Department of Administration (ADOA) and Department of Homeland Security (AZDOHS) Cyber Command, to assure the System Security Plan document is completed and approved by Cyber Command in order to ensure that the selected solution will provide an appropriate level of protection for State data.

# ITAC Voting Options

## What ITAC May Consider In Review Whether:

- a. The proposed solution addresses the stated problem or situation;
- b. The budget unit is competent to carry out the project successfully;
- c. Sufficient sponsorship and support by budget unit leadership exists;
- d. Cost estimates provided are accurate;
- e. The proposed project aligns with the budget unit's Strategic IT Plan; and
- f. The proposed solution complies with statewide IT standards.

## ITAC Motions:

- a. Move to Approve
- b. Move to Approve with Conditions As Presented
- c. Move to Approve with Conditions
  - i. Committee May Modify or
  - ii. Add Conditions
- d. Move To Deny

Relevant Statutes and Rules