# Project Investment Justification

# DERS DES Return To Work Bonus (RTWB) Portal

**DE21022**

Department of Economic Security

## Contents

# 1. GENERAL INFORMATION

**PIJ ID:** DE21022
**PIJ Name:** DERS DES Return To Work Bonus (RTWB) Portal
**Account:** Department of Economic Security
**Business Unit Requesting:** DES/Department of Employment and Rehabilitation Services (DERS)
**Sponsor:** Leona Hodges
**Sponsor Title:** Deputy Director
**Sponsor Email:** lhodges@azdes.gov
**Sponsor Phone:** (480) 309-4150

# 2. MEETING PRE-WORK

2.1 What is the operational issue or business need that the Agency is trying to solve? (i.e....current process is manual, which increases resource time/costs to the State/Agency, and leads to errors...):

Arizona will offer a $2,000 Back To Work bonus for eligible workers — with a goal of getting as many Arizonans as possible to rejoin the workforce by Labor Day, September 6, 2021. Arizona set aside $300 million of federal resources to offer a one-time bonus. The bonus will be awarded when the individual has left the unemployment insurance program and completed at least 10 weeks of work with an employer.

There is a new solution. DES does not have any software to meet this need. The program is a Governor's initiative.

2.2 How will solving this issue or addressing this need benefit the State or the Agency?

The purpose of this project is to streamline the process for Arizona citizens, reentering the workforce, to apply for the one-time bonus. Department of Economic Security (DES) will provide better customer service and provide a public-facing interface for citizens to submit their applications.

2.3 Describe the proposed solution to this business need.

DES has evaluated three Commercial off-the-shelf (COTS)/Software as a service (SaaS)-based products

1. MTX (Salesforce) - no response

2. Accenture

3. Speridian

Accenture, the selected vendor, already has a SaaS-based product hosted in AWS Commercial data center. It meets most of the business requirements out of the box and the rest can be implemented quickly using customization or configurations. They have previous experience with implementing similar solutions and interfacing with financial institutions.

The quote does not include tax. The tax has been added to the PIJ Financials.

Only Development costs are entered as we do not expect to use this product after December 2021 as it is temporary bonus program due to discontinuation of the pandemic unemployment benefits effective Saturday July

10, 2021.

Approved by Mark Darmer, CIO, on 6/4/2021.

Approved by Michael Wisehart, DES Director, on 6/4/2021.

2.4 Has the existing technology environment, into which the proposed solution will be implemented, been documented?

Yes

2.4a Please describe the existing technology environment into which the proposed solution will be implemented.

2.5 Have the business requirements been gathered, along with any technology requirements that have been identified?

Yes

2.5a Please explain below why the requirements are not available.

# 3. PRE-PIJ/ASSESSMENT

3.1 Are you submitting this as a Pre-PIJ in order to issue a Request for Proposal (RFP) to evaluate options and select a solution that meets the project requirements?

No

3.1a Is the final Statement of Work (SOW) for the RFP available for review?

3.2 Will you be completing an assessment/Pilot/RFP phase, i.e. an evaluation by a vendor, 3rd party or your agency, of the current state, needs, & desired future state, in order to determine the cost, effort, approach and/or feasibility of a project?

No

3.2a Describe the reason for completing the assessment/pilot/RFP and the expected deliverables.

3.2b Provide the estimated cost, if any, to conduct the assessment phase and/or Pilot and/or RFP/solicitation process.

3.2e Based on research to date, provide a high-level cost estimate to implement the final solution.

# 4. PROJECT

4.1 Does your agency have a formal project methodology in place?

Yes

4.2 Describe the high level makeup and roles/responsibilities of the Agency, Vendor(s) and other third parties (i.e. agency will do...vendor will do...third party will do).

Vendor customization

DES secure FTP


4.3 Will a PM be assigned to manage the project, regardless of whether internal or vendor provided?

Yes


4.3a If the PM is credentialed, e.g., PMP, CPM, State certification etc., please provide certification information.


4.4 Is the proposed procurement the result of an RFP solicitation process?

No


4.5 Is this project referenced in your agency's Strategic IT Plan?

No


# 5. SCHEDULE

5.1 Is a project plan available that reflects the estimated Start Date and End Date of the project, and the supporting Milestones of the project?

No


5.2 Provide an estimated start and finish date for implementing the proposed solution.

| Est. Implementation Start Date | Est. Implementation End Date |
|---|---|
| 6/7/2021 12:00:00 AM | 11/30/2021 12:00:00 AM |


5.3 How were the start and end dates determined?

Other


5.3a List the expected high level project tasks/milestones of the project, e.g., acquire new web server, develop software interfaces, deploy new application, production go live, and estimate start/finish dates for each, if known.

| Milestone / Task | Estimated Start Date | Estimated Finish Date |
|---|---|---|
| Design System | 06/08/21 | 07/10/21 |
| User Acceptance Testing & Training | 06/15/21 | 07/10/21 |
| Go-Live | 07/10/21 | 07/10/21 |
| Post Go-Live Support | 07/10/21 | 08/31/21 |
| Payment of Invoices | 09/01/21 | 11/30/21 |

5.4 Have steps needed to roll-out to all impacted parties been incorporated, e.g. communications, planned outages, deployment plan?

Yes


5.5 Will any physical infrastructure improvements be required prior to the implementation of the proposed solution. e.g., building reconstruction, cabling, etc.?

No

5.5a Does the PIJ include the facilities costs associated with construction?

5.5b Does the project plan reflect the timeline associated with completing the construction?

# 6. IMPACT

6.1 Are there any known resource availability conflicts that could impact the project?
No

6.1a Have the identified conflicts been taken into account in the project plan?

6.2 Does your schedule have dependencies on any other projects or procurements?
No

6.2a Please identify the projects or procurements.

6.3 Will the implementation involve major end user view or functionality changes?
Yes

6.4 Will the proposed solution result in a change to a public-facing application or system?
Yes

# 7. BUDGET

7.1 Is a detailed project budget reflecting all of the up-front/startup costs to implement the project available, e.g, hardware, initial software licenses, training, taxes, P&OS, etc.?
Yes

7.2 Have the ongoing support costs for sustaining the proposed solution over a 5-year lifecycle, once the project is complete, been determined, e.g., ongoing vendor hosting costs, annual maintenance and support not acquired upfront, etc.?
No

7.3 Have all required funding sources for the project and ongoing support costs been identified?
Yes

7.4 Will the funding for this project expire on a specific date, regardless of project timelines?
No

7.5 Will the funding allocated for this project include any contingency, in the event of cost over-runs or potential changes in scope?
Yes

# 8. TECHNOLOGY

8.1 Please indicate whether a statewide enterprise solution will be used or select the primary reason for not choosing an enterprise solution.

There is not a statewide enterprise solution available

8.2 Will the technology and all required services be acquired off existing State contract(s)?

Yes

8.3 Will any software be acquired through the current State value-added reseller contract?

Yes

8.3a Describe how the software was selected below:

DES evaluated solutions from three different vendors namely Accenture, MTX Group and Speridian. Accenture has an existing SaaS based product that can be configured quickly to meet our needs.

8.4 Does the project involve technology that is new and/or unfamiliar to your agency, e.g., software tool never used before, virtualized server environment?

No

8.5 Does your agency have experience with the vendor (if known)?

Yes

8.6 Does the vendor (if known) have professional experience with similar projects?

Yes

8.7 Does the project involve any coordination across multiple vendors?

Yes

8.8 Does this project require multiple system interfaces, e.g., APIs, data exchange with other external application systems/agencies or other internal systems/divisions?

No

8.9 Have any compatibility issues been identified between the proposed solution and the existing environment, e.g., upgrade to server needed before new COTS solution can be installed?

No

8.9a Describe below the issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you.

8.10 Will a migration/conversion step be required, i.e., data extract, transformation and load?

No

8.11 Is this replacing an existing solution?

No


8.11a Indicate below when the solution being replaced was originally acquired.


8.11b Describe the planned disposition of the existing technology below, e.g., surplused, retired, used as backup, used for another purpose:


8.12 Describe how the agency determined the quantities reflected in the PIJ, e.g., number of hours of P&OS, disk capacity required, number of licenses, etc. for the proposed solution?

Based on vendor Quote.


8.13 Does the proposed solution and associated costs reflect any assumptions regarding projected growth, e.g., more users over time, increases in the amount of data to be stored over 5 years?

No


8.14 Does the proposed solution and associated costs include failover and disaster recovery contingencies?

Yes


8.14a Please select why failover and disaster recovery is not included in the proposed solution.


8.15 Will the vendor need to configure the proposed solution for use by your agency?

Yes


8.15a Are the costs associated with that configuration included in the PIJ financials?

Yes


8.16 Will any app dev or customization of the proposed solution be required for the agency to use the project in the current/planned tech environment, e.g. a COTS app that will req custom programming, an agency app that will be entirely custom developed?

Yes


8.16a Will the customizations inhibit the ability to implement regular product updates, or to move to future versions?

No


8.16b Describe who will be customizing the solution below:

Vendor will be customizing the Saas Solution

DES will develop end point for secure FTP


8.16c Do the resources that will be customizing the application have experience with the technology platform being used, e.g., .NET, Java, Drupal?

Yes

8.16d Please select the application development methodology that will be used:

Agile/Scrum

8.16e Provide an estimate of the amount of customized development required, e.g., 25% for a COTS application, 100% for pure custom development, and describe how that estimate was determined below:

25% Vendor

1% DES

8.16f Are any/all Professional & Outside Services costs associated with the customized development included in the PIJ financials?

Yes

8.17 Have you determined that this project is in compliance with all applicable statutes, regulations, policies, standards & procedures, incl. those for network, security, platform, software/application &/or data/info found at aset.az.gov/resources/psp?

Yes

8.17a Describe below the compliance issues that were identified and how they have been/will be resolved, or whether an ADOA-ASET representative should contact you:

8.18 Are there other high risk project issues that have not been identified as part of this PIJ?

No

8.18a Please explain all unidentified high risk project issues below:

# 9. SECURITY

9.1 Will the proposed solution be vendor-hosted?

Yes

9.1a Please select from the following vendor-hosted options:

Commercial data center environment, e.g AWS, Azure

9.1b Describe the rationale for selecting the vendor-hosted option below:

SaaS-based product, easy to configure and meet our tight deadlines

9.1c Has the agency been able to confirm the long-term viability of the vendor hosted environment?

Yes

9.1d Has the agency addressed contract termination contingencies, e.g., solution ownership, data ownership, application portability, migration plans upon contract/support termination?

Yes

9.1e Has a Conceptual Design/Network Diagram been provided and reviewed by ASET-SPR?

No

9.1f Has the spreadsheet located at https://aset.az.gov/arizona-baseline-security-controls-excel already been completed by the vendor and approved by ASET-SPR?

Yes

9.2 Will the proposed solution be hosted on-premise in a state agency?

No

9.2a Where will the on-premise solution be located:

9.2b Were vendor-hosted options available and reviewed?

9.2c Describe the rationale for selecting an on-premise option below:

9.2d Will any data be transmitted into or out of the agency's on-premise environment or the State Data Center?

9.3 Will any PII, PHI, CGIS, or other Protected Information as defined in the 8110 Statewide Data Classification Policy be transmitted, stored, or processed with this project?

Yes

9.3a Describe below what security infrastructure/controls are/will be put in place to safeguard this data:

• Hosted in AWS Commercial Cloud which has AZRAMP certification

• PII with SSN, bank account and routing number, drivers license, pay stubs - Arizona Data Sharing Agreement

• DES's data will be segregated and isolated from other client's data

• Data will be accessed with SSO using SAML - Secure flat file transmission via SFTP.

• Data is encrypted in transit as well as "at rest"? TLS1.2/SSL. Data will be encrypted at rest (Triple DES) as well as in-flight (TLS 1.2).

• Where is the data actually hosted? Is the Data Center located within U.S. boundaries? Are the data and any data backups stored within the U.S.? Yes, AWS Commercial DC. Yes, DC and backup located within U.S. boundaries.

• Data passing will be handled in compliance with the state of Arizona Data Sharing Agreement.

# 10. AREAS OF IMPACT

Application Systems

Database Systems

Software

COTS Application Customization

Hardware

Hosted Solution (Cloud Implementation)

AWS (non-government) cloud

Security

Telecommunications

Enterprise Solutions

Contract Services/Procurements

# 11. FINANCIALS

| Description | PIJ Category | Cost Type | Fiscal Year Spend | Quantity | Unit Cost | Extended Cost | Tax Rate | Tax | Total Cost |
|---|---|---|---|---|---|---|---|---|---|
| Development of IT Solution | Professional & Outside Services | Development | 1 | 1 | $735,000 | $735,000 | 0.00 % | $0 | $735,000 |
| License and Maintenance | License & Maintenance Fees | Development | 1 | 1 | $888,000 | $888,000 | 860.00 % | $76,368 | $964,368 |
| Contingency | Professional & Outside Services | Development | 1 | 1 | $84,968 | $84,968 | 0.00 % | $0 | $84,968 |

| Base Budget (Available) | Base Budget (To Be Req) | Base Budget % of Project |
|---|---|---|
| $0 | $0 | 0% |
| **APF (Available)** | **APF (To Be Req)** | **APF % of Project** |
| $0 | $0 | 0% |
| **Other Appropriated (Available)** | **Other Appropriated (To Be Req)** | **Other Appropriated % of Project** |
| $0 | $0 | 0% |
| **Federal (Available)** | **Federal (To Be Req)** | **Federal % of Project** |
| $1,784,336 | $0 | 100% |
| **Other Non-Appropriated (Available)** | **Other Non-Appropriated (To Be Req)** | **Other Non-Appropriated % of Project** |
| $0 | $0 | 0% |

| Total Budget Available | Total Development Cost |
|---|---|
| $1,784,336 | $1,784,336 |
| **Total Budget To Be Req** | **Total Operational Cost** |
| $0 | $0 |
| **Total Budget** | **Total Cost** |
| $1,784,336 | $1,784,336 |

# 12. PROJECT SUCCESS

Please specify what performance indicator(s) will be referenced in determining the success of the proposed project (e.g. increased productivity, improved customer service, etc.)? (A minimum of one performance indicator must be specified)

Please provide the performance objective as a quantifiable metric for each performance indicator specified.
**Note:** The performance objective should provide the current performance level, the performance goal, and the time period within which that performance goal is intended to be achieved.  You should have an auditable means to measure and take corrective action to address any deviations.
**Example**: Within 6 months of project completion, the agency would hope to increase "Neighborhood Beautification" program registration by 20% (3,986 registrants) from the current registration count of 19,930 active participants.

Performance Indicators

Public will be able to apply for the Return To Work Bonus online.

# 13. CONDITIONS

Conditions for Approval

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.

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 July 15, 2021.

Prior to moving any State data into the vendor-hosted environment and/or spending of funds, the Agency must work with the Department of Administration (ADOA) Security to ensure the vendor successfully completes the Arizona Risk and Authorization Management Program (AZRamp) and is AZRamp Authorized to access, transmit, process or store state data.

# 14. OVERSIGHT SUMMARY

Project Background

The Department of Economic Security (DES) strengthens Arizona by helping residents reach their potential through temporary assistance for those in need, and care for the vulnerable. DES invests approximately $4 billion annually to assist more than 2.9 million Arizonans. The Division of Employment and Rehabilitation Services (DERS) operates the Unemployment Insurance (UI) program.

On May 13, 2021 Governor Doug Ducey and DES announced Back To Work programs to help individuals transition from unemployment to a new job. DES is requesting approval to purchase software, licenses, and develop the Governor's initiative Back To Work solution. This public-facing web portal will allow eligible citizens to submit applications online and receive the one-time bonus for accepting employment and returning to work.

Business Justification

Citizens that meet the requirements to receive the Return to Work Bonus (RTWB) will use the web portal to apply and receive the one-time benefit. This portal will meet the Governer's requirements, help individuals transition from unemployment to a new job, and ensure those currently receiving unemployment have support available to help them in this critical step forward.

The system will ensure that the citizen meets the initial qualifications. It will then verify income and determine eligibility for the bonus. The user will be able upload, review, and submit relative pay stubs. The system will then calculate and initiate payment to the citizen. The data gathered from these tasks will be provided to the agency system.

Implementation Plan

The solution will be hosted by the vendor in their AWS AZRAMP authorized environment. Data will be encrypted at rest (Triple DES) as well as in-flight (TLS 1.2). Data passing will be handled in compliance with the state of Arizona Data Sharing Agreement.

DES will be responsible for managing the project milestones and budget for the application. DES will ensure that activity milestones, such as initial training to project manager and kick off training to all DES staff, are met. DES will inform key stakeholders of the progress. Lastly, DES will develop the end point for a secure FTP.

The vendor will design, develop, implement and support the platform for the duration of the contraction. They will provide support, set up the Interactive Voice Response (IVR) and chat bot tools, and manage security services. The

vendor will also provide project management and training.

Vendor Selection

DES evaluated solutions from three different vendors. The chosen vendor has an existing SaaS based product that can be configured quickly to meet the agency's needs. Additionally, they have previous experience with implementing similar solutions and interfacing with financial institutions.

Budget or Funding Considerations

Funding for this effort is 100% federal funds. There are no operational costs as this is a temporary program resulting from the Governor's Initiative.

# 15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Leona Hodges

Agency CIO (or Designee)

Mark Darmer

Agency ISO (or designee)

Mark Darmer for Dan Wilkins

OSPB Representative

ASET Engagement Manager

ASET SPR Representative

Agency SPO Representative

David Steuber

Agency CFO

Mark Darmer for Roberta Blyth