

Project Investment Justification

HANDS System Transfer and eWIC Implementation for Washington DC WIC Program **HS21009** Department of Health Services

Contents

1. General Information	3
2. Meeting Pre-Work	3
3. Pre-PIJ/Assessment	7
4. Project	8
5. Schedule	8
6. Impact	9
7. Budget	10
8. Technology	11
9. Security	13
10. Areas of Impact	14
11. Financials	16
12. Project Success	19

13. Conditions	20
14. Oversight Summary	20
15. PIJ Review Checklist	22

1. GENERAL INFORMATION

PIJ ID: HS21009

PIJ Name: HANDS System Transfer and eWIC Implementation for Washington DC WIC Program

Account: Department of Health Services

Business Unit Requesting: Arizona WIC Program

Sponsor: Marlene Hernandez

Sponsor Title: Bureau Chief, Nutrition and Physical Activity

Sponsor Email: marlene.hernandez@azdhs.gov

Sponsor Phone: (602) 364-1692

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...):

The District of Columbia (DC) WIC Program is requesting to become a member of the Health and Nutrition Delivery System (HANDS) Consortium. The Arizona Special Supplemental Nutrition Program for Women, Infants and Children (WIC) is the lead state agency within the HANDS Consortium and includes the Arizona, American Samoa, Commonwealth of the Northern Mariana Islands (CNMI), Guam, and Navajo Nation WIC Programs. All HANDS Consortium members use HANDS as the Management Information System (MIS) to provide WIC participants with certification services, nutrition education, risk assessment, breastfeeding services, outreach services, and food benefits via online Electronic Benefits Transfer (EBT), known as eWIC.

DC WIC Program provides services to an area of 68 square miles, which is exclusively urban in nature. The DC WIC Program has four Local Agencies which operate fifteen clinics spread geographically throughout the four quadrants of the city, and serves approximately fifteen thousand WIC participants per month. DC WIC Participants receive food instruments (checks) which can be used at any of the thirty-nine authorized vendors (grocery stores) that are in the District and in Maryland. The DC WIC Program current clinic application system, Community Automated Reliant Electronic System (CARES), is an antiquated system that is not capable of issuing eWIC food benefits. The DC WIC Program did not meet the federal mandate to implement eWIC by September 30, 2020. The United States Department of Agriculture (USDA) Food & Nutrition Service (FNS) granted the DC WIC Program an extension of the federal mandate to implement eWIC by April 30, 2022. As the grantor, USDA FNS oversees all WIC MIS/EBT projects. All project plans and expenditures will also be approved by USDA FNS.

The Arizona Department of Health Services (ADHS) Bureau of Nutrition and Physical Activity (BNPA) includes the Arizona WIC Program. WIC is a public health nutrition program administered by the USDA FNS. The Arizona WIC Program's mission is to safeguard the health of low-income women, infants, and children up to age five who are at nutrition risk, by providing nutritious foods to supplement diets, information on healthy eating, and referrals to health care.

The Arizona WIC Program contracts with 20 local agencies to provide services to approximately 130,000 (monthly) WIC participants in over 100 clinic locations throughout the State of Arizona. These local agencies are comprised of County Health Departments and non-profit Health Centers.

In addition to Local Agency partnerships, the Arizona WIC Program contracts with approximately 550 vendors and other food providers for food benefit distribution. These vendors provide participants with nutritious foods, which improve health outcomes for Arizona's children and mothers.

HANDS is a highly scalable, multi-tiered web application implemented using the Microsoft Model-View-Controller (MVC) framework in conjunction with a Service Oriented Architecture (SOA) and an Oracle database management system. The technology stack is primarily comprised of Microsoft ASP.NET MVC framework, Razor View Engine, jQuery, C#, LINQ, DevArt Oracle Data Provider, and Oracle 19c. HANDS interfaces with the eWIC system, called WIC Direct, using the 2014 version of the WIC Universal MIS to EBT Interface (WUMEI). The WUMEI is a standard interface developed and agreed upon by the USDA FNS and grocery retailer community. Each HANDS Consortium member's HANDS environment uses the same code base, interface with WIC Direct, and infrastructure. ADHS hosts and maintains the HANDS infrastructure at the Iron Mountain data center in Phoenix, Arizona with a backup datacenter currently located in Tucson, Arizona.

ADHS contracts with Currier McCabe & Associates (CMA) for HANDS Maintenance and Operations services. CMA maintains the HANDS application by fixing HANDS issues, completing change requests, and maintaining the HANDS technology stack as prioritized by ADHS and the Arizona WIC Program. ADHS and CMA team provides first level help desk support for any application or clinic operational issues, clarifications, or questions related to HANDS. CMA provides second-level technical help desk support for support items requiring development support. Additionally, CMA monitors the end-of-day process to ensure that data is processed successfully for the continued operations of HANDS providing mandatory caseload and financial reporting.

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

ADHS will receive \$393,834.00 per year from the DC WIC Program to support maintenance costs such as staffing, HANDS maintenance & operations support, hardware licensing, software licensing, and datacenter costs.

The ADHS eWIC processing and services monthly costs are based on the quantity of Arizona WIC households served each month multiplied by the cost per WIC household. ADHS receives tiered pricing for the eWIC processing and service costs based on the quantity of WIC households served within the HANDS Consortium each month. As the number of WIC households served each month increases, the cost per WIC household decreases. By adding the DC WIC Program WIC households to the HANDS Consortium, ADHS anticipates lower cost per WIC household and lower eWIC processing and services costs.

The United State Department of Agriculture (USDA) Food & Nutrition Service (FNS) provides better grant opportunities for WIC Management Information Systems (such as HANDS) used by multiple State Agencies. Following the completion of this project, HANDS will be used by six WIC State Agencies. As the Arizona WIC Program is the lead agency within the HANDS Consortium, ADHS is in good position to fund things such as new features, changes, technology improvements, or new projects.

Allowing the DC WIC Program to join the HANDS Consortium provides opportunities for better networking and sharing of ideas and resources. Sharing of ideas and resources is one of the best and most cost effective ways to improve services that are provided to Arizona WIC participants.

2.3 Describe the proposed solution to this business need.

The DC WIC Program will join the HANDS Consortium and utilize HANDS to provide WIC participants with certification services, nutrition education, risk assessment, breastfeeding support, outreach services, and food benefits. ADHS will complete a Memorandum of Agreement and Cooperative Purchasing Agreement with the District of Columbia Health. The Memorandum of Agreement allows for DC WIC to join the HANDS Consortium. The Cooperative Purchasing Agreement allows for DC WIC to purchase products and services (i.e. the use of HANDS) from ADHS during the project and during maintenance.

ADHS will work with the DC WIC Program and CMA to complete a data mapping exercise, system transfer and data migration of existing CARES to the DC WIC HANDS environment. ADHS will be implementing the current “as is” version of HANDS which includes a stable code base, utilizing current architecture, and interface with WIC Direct for this project. ADHS will set up the HANDS DC non-production and production environments with support from the HANDS Contractor, CMA. There will not be any HANDS code changes for this project. ADHS will work with the DC WIC Program to configure HANDS base tables to meet their specific program needs and requirements. ADHS will complete multiple data migration tests to verify the CARES data is coming into HANDS as expected. ADHS will complete a full end to end User Acceptance Test with DC WIC to ensure that HANDS and the interface with WIC Direct work as expected for all features. ADHS will be utilizing its current contract with HANDS Maintenance & Operations with CMA and create a contract amendment for this project using the scope of work.

ADHS will host the HANDS DC WIC environment using the current HANDS infrastructure at the Iron Mountain data center in Phoenix, Arizona with a backup datacenter in Tucson, Arizona. See attached HANDS Environment diagram. ADHS will create new virtualized training and production environments for the DC WIC Program and Oracle database.

ADHS will replace DC WIC Program’s paper food instruments with an online eWIC card as implemented by the HANDS Consortium in 2018. Online eWIC employs a magnetic stripe card and Personal Identification Number (PIN) to enable participants with access to food benefits at any WIC authorized grocery store. The participant’s benefits are stored in their Electronic Benefit Account (EBA) on the eWIC system, called WIC Direct, and the WIC authorized grocery store’s cash register system uses an internet connection to access the participant’s benefits through the credit/debit network. HANDS communicates with WIC Direct to send and receive data such as cardholder name, address, food benefits, card number, and transactions. HANDS will interface with the WIC Direct using the 2014 version of the WIC Universal MIS-EBT Interface (WUMEI).

ADHS will complete the following tasks during the eWIC implementation:

- eWIC card design, printing, and shipping
- Building food packages for eWIC
- Setup the UPC Collection application for DC WIC staff to collect data of DC WIC approved foods
- Support the vendor eWIC implementation including:
 - Cash register system surveys
 - Setting up eWIC test environments, cards, and accounts
 - Provide eWIC only stand-beside terminals to the vendors that cannot integrate eWIC into their current system
 - Testing eWIC transactions in labs
 - Testing live production transactions in stores

ADHS will create an instance of EzWIC mobile application for the DC WIC Program with existing functionality. The EzWIC application was designed, developed and implemented by ADHS for the HANDS Consortium. The EzWIC application provides WIC participants with access to view their current eWIC account balance, verify foods are WIC approved, and find nearby WIC clinics. EzWIC will be critical to the success of the eWIC implementation as it supports the participant’s shopping experience at the vendors.

ADHS will procure all of the clinic equipment required for HANDS and the eWIC implementation including: computers, monitors, PIN pads, card readers, signature pads and scanners for the DC WIC clinics to use HANDS and issue eWIC cards and benefits. All of the equipment will be brands and models that are currently used with HANDS and has been tested and certified to work with HANDS. ADHS will image the computers using a current computer configuration.

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).

Project Sponsor: Monitor project progress, approve project plan, provide direction for project and maintain fiscal controls.

Program Project Manager: Product owner for HANDS, coordinates project tasks with the WIC Program SMEs, reports project status to the Arizona WIC Program, facilitates communication from program team members to IT WIC staff and contractors, assists in the oversight of contractor deliverables and activities.

ITS Project Manager: Plan, execute, and finalize the project according to strict deadlines and within budget, creates project schedules, controls the project's objectives, coordinate tasks with the ADHS ITS project team, monitor project progress, oversee and approve project plans.

HANDS Contractor: Provides HANDS Transfer and Implementation services including data migration, interface HANDS with the eWIC system, quality assurance testing, and HANDS state functionality training.

eWIC Contractor: Provides eWIC System, processing and support services.

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?

Yes

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

Est. Implementation Start Date	Est. Implementation End Date
4/30/2021 12:00:00 AM	4/30/2022 12:00:00 AM

5.3 How were the start and end dates determined?

Based on project plan

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
Memorandum of Agreement and Cooperative Purchasing Agreement executed by Arizona and DC Procurement	04/30/21	05/11/21
HANDS Contract Amendment Executed	04/30/21	06/01/21
DC eWIC Contract Executed	04/30/21	07/26/21
HANDS UAT Complete	11/17/21	01/25/22
Pilot	02/07/22	03/04/22
Statewide Rollout	03/07/22	03/18/22
Final Invoicing	03/19/22	04/30/22

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?

Yes

6.2a Please identify the projects or procurements.

Memorandum of Agreement for DC WIC to join the HANDS Consortium: ADHS contract with DC Health District to allow for DC WIC Program to join the HANDS Consortium.

Cooperative Purchasing Agreement: ADHS contract with DC Health District for DC WIC to purchase products and services from ADHS for this project and maintenance. This contract allows for DC WIC to provide funding to pay for the ADHS staff working on the project, HANDS Transfer and Implementation (T&I) costs, equipment purchases, supplies, travel, other ADHS project expenses, and maintenance costs.

HANDS Contract Amendment: The ADHS HANDS Maintenance & Operations contract was executed on 7/16/2020 was competitively bid through a Request for Proposal (RFP). ADHS will amend the contract with CMA to provide data migration and implementation support services.

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

No

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

No

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.?

Yes

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?

Yes

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?

No

8.3a Describe how the software was selected below:

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?

Yes

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?

Yes

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., surplus, 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?

The quantities reflected in the PIJ are based on previous HANDS and eWIC implementations. ADHS has implemented HANDS and eWIC with its HANDS Consortium partners, including American Samoa, CNMI, Guam, and Navajo Nation. The HANDS DC environment will be set up in the same way as the other HANDS Consortium partners.

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?

Yes

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?

No

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

8.16b Describe who will be customizing the solution below:

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

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

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:

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

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:

Vendor's data center environment

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

HANDS data is maintained by ADHS personnel within the State of Arizona environment at the Iron Mountain Data Center in Phoenix Arizona with a backup datacenter in Tucson, Arizona. The eWIC data (accounts and transactions) is stored in the CDP datacenter in Frankfort, Kentucky with backup datacenter in Romeoville, Illinois.

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?

Yes

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?

No

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:

CDP will document security and controls within the ASET provided Arizona Baseline Security Controls spreadsheet. CDP will comply with all state of Arizona security requirements.

10. AREAS OF IMPACT

Application Systems

Mobile Application Development

Database Systems

Database Consolidation/Migration/Extract Transform and Load Data;Oracle;MS SQL Server

Software

Virtualization

Hardware

Storage Area Network Devices;PC Purchases, Peripherals

Hosted Solution (Cloud Implementation)

Century Link - I/O Data Center

Security

Firewall

Telecommunications

Enterprise Solutions

Disaster Recovery/Business Continuity

Contract Services/Procurements

11. FINANCIALS

Description	PIJ Category	Cost Type	Fiscal Year Spend	Quantity	Unit Cost	Extended Cost	Tax Rate	Tax	Total Cost
HANDS Contractor Project Kickoff Meeting	Professional & Outside Services	Development	1	1	\$14,817	\$14,817	0.00 %	\$0	\$14,817
Dynamsoft License	License & Maintenance Fees	Development	1	1	\$8,605	\$8,605	860.00 %	\$740	\$9,345
HANDS Contractor Project Management Plan	Professional & Outside Services	Development	1	1	\$14,817	\$14,817	0.00 %	\$0	\$14,817
Oracle License	License & Maintenance Fees	Development	2	1	\$87,840	\$87,840	860.00 %	\$7,554	\$95,394
AZ WIC QA Lead	Professional & Outside Services	Development	2	1	\$40,040	\$40,040	0.00 %	\$0	\$40,040
HANDS Contractor UAT Training	Professional & Outside Services	Development	2	1	\$44,450	\$44,450	0.00 %	\$0	\$44,450
HANDS Training Plan	Professional & Outside Services	Development	2	1	\$14,817	\$14,817	0.00 %	\$0	\$14,817
HANDS Contractor Training	Professional & Outside Services	Development	2	1	\$44,450	\$44,450	0.00 %	\$0	\$44,450
HANDS Contractor Test Plan	Professional & Outside Services	Development	2	1	\$14,817	\$14,817	0.00 %	\$0	\$14,817
HANDS Contractor Staff Support During Rollout	Professional & Outside Services	Development	2	1	\$118,534	\$118,534	0.00 %	\$0	\$118,534
HANDS Contractor SARA Installation	Professional & Outside Services	Development	2	1	\$29,634	\$29,634	0.00 %	\$0	\$29,634
HANDS Contractor Report on First Conversion	Professional & Outside Services	Development	2	1	\$118,534	\$118,534	0.00 %	\$0	\$118,534
HANDS Contractor Mock Conversion Test Results	Professional & Outside Services	Development	2	1	\$103,717	\$103,717	0.00 %	\$0	\$103,717

HANDS Contractor Initial Installation	Professional & Outside Services	Development	2	1	\$59,267	\$59,267	0.00 %	\$0	\$59,267
HANDS Contractor Pilot Certification	Professional & Outside Services	Development	2	1	\$44,450	\$44,450	0.00 %	\$0	\$44,450
AZ WIC Service Desk CSR	Professional & Outside Services	Development	2	1	\$19,152	\$19,152	0.00 %	\$0	\$19,152
HANDS Contractor UAT Support	Professional & Outside Services	Development	2	1	\$88,900	\$88,900	0.00 %	\$0	\$88,900
HANDS Contractor UAT Certification	Professional & Outside Services	Development	2	1	\$118,534	\$118,534	0.00 %	\$0	\$118,534
HANDS Contractor System Integration Testing	Professional & Outside Services	Development	2	1	\$74,084	\$74,084	0.00 %	\$0	\$74,084
HANDS Contractor Requirements Traceability Matrix	Professional & Outside Services	Development	2	1	\$59,267	\$59,267	0.00 %	\$0	\$59,267
HANDS Contractor Post Pilot Help Desk Support	Professional & Outside Services	Development	2	1	\$5,935	\$5,935	0.00 %	\$0	\$5,935
HANDS Contractor Pilot Operations	Professional & Outside Services	Development	2	1	\$74,084	\$74,084	0.00 %	\$0	\$74,084
HANDS Contractor Pilot Installation	Professional & Outside Services	Development	2	1	\$133,350	\$133,350	0.00 %	\$0	\$133,350
HANDS Contractor Monthly Status Report	Professional & Outside Services	Development	2	1	\$44,450	\$44,450	0.00 %	\$0	\$44,450
HANDS Contractor Data Mapping Plan	Professional & Outside Services	Development	2	1	\$88,900	\$88,900	0.00 %	\$0	\$88,900
HANDS Contractor Implementation Plan	Professional & Outside Services	Development	2	1	\$14,817	\$14,817	0.00 %	\$0	\$14,817
HANDS Contractor	Professional &	Development	2	1	\$59,267	\$59,267	0.00 %	\$0	\$59,267

Configuration Sessions	Outside Services								
HANDS Contractor Completion of Configuration	Professional & Outside Services	Development	2	1	\$103,717	\$103,717	0.00 %	\$0	\$103,717
Training Materials Arizona	Other	Development	2	1	\$20,000	\$20,000	0.00 %	\$0	\$20,000
ADHS Travel	Other	Development	2	1	\$62,400	\$62,400	0.00 %	\$0	\$62,400
HANDS Contractor Help Desk	Professional & Outside Services	Operational	2	2	\$3,957	\$7,914	0.00 %	\$0	\$7,914
HANDS Contractor Maintenance & Operations DC WIC	Professional & Outside Services	Operational	2	2	\$21,753	\$43,506	0.00 %	\$0	\$43,506
Dynamsoft License	License & Maintenance Fees	Operational	2	1	\$8,605	\$8,605	860.00 %	\$740	\$9,345
HANDS Contractor Help Desk Support	Professional & Outside Services	Operational	3	12	\$3,957	\$47,484	0.00 %	\$0	\$47,484
Dynamsoft License	License & Maintenance Fees	Operational	3	1	\$8,605	\$8,605	860.00 %	\$740	\$9,345
Oracle License	License & Maintenance Fees	Operational	3	1	\$87,840	\$87,840	860.00 %	\$7,554	\$95,394
HANDS Contractor Maintenance & Operations DC WIC	Professional & Outside Services	Operational	3	12	\$21,753	\$261,036	0.00 %	\$0	\$261,036
Oracle License	License & Maintenance Fees	Operational	4	1	\$87,840	\$87,840	860.00 %	\$7,554	\$95,394
HANDS Contractor Help Desk Support	Professional & Outside Services	Operational	4	12	\$3,957	\$47,484	0.00 %	\$0	\$47,484
Dynamsoft License	License & Maintenance Fees	Operational	4	1	\$8,605	\$8,605	860.00 %	\$740	\$9,345
HANDS Contractor Maintenance & Operations DC WIC	Professional & Outside Services	Operational	4	12	\$21,753	\$261,036	0.00 %	\$0	\$261,036

Oracle License	License & Maintenance Fees	Operational	5	1	\$87,840	\$87,840	860.00 %	\$7,554	\$95,394
HANDS Contractor Maintenance & Operations DC WIC	Professional & Outside Services	Operational	5	12	\$21,753	\$261,036	0.00 %	\$0	\$261,036
Dynamsoft License	License & Maintenance Fees	Operational	5	1	\$8,605	\$8,605	860.00 %	\$740	\$9,345
HANDS Contractor Help Desk Support	Professional & Outside Services	Operational	5	12	\$3,957	\$47,484	0.00 %	\$0	\$47,484

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
\$3,034,482	\$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
\$3,034,482	\$1,733,940
Total Budget To Be Req	Total Operational Cost
\$0	\$1,300,542
Total Budget	Total Cost
\$3,034,482	\$3,034,482

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

1. Accept eWIC transactions at 95% of vendors by the start of statewide rollout.
2. 100% of DC WIC Participants transition from food instruments to electronic food benefits within three months after statewide rollout

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 June 15, 2021.

14. OVERSIGHT SUMMARY

Project Background

The Arizona Department of Health Services (ADHS) WIC Program is a health nutrition program administered by the United States Department of Agriculture (USDA) Food & Nutrition Service (FNS) to safeguard the health of low-income women, infants, and children. The WIC program provides nutritious foods, information on healthy eating. The Arizona WIC Program contracts with local agencies to provide services to recipients in over 100 locations throughout the State of Arizona. The Arizona Special Supplemental Nutrition Program for Women, Infants and Children (WIC) is the lead state agency within the HANDS Consortium.

Each HANDS Consortium member has a separate contract with Custom Data Processing (CDP) for the eWIC processing and support services. CDP hosts and maintains the eWIC system, called WIC Direct at their datacenter in Frankfort, Kentucky with the backup datacenter in Romeoville, Illinois. WIC Direct maintains WIC participants accounts, transactions, approved foods, settlement and reconciliation records, cards, files, and logs. CDP provides support services to external stakeholders, including vendors and WIC participants. CDP works with vendors to ensure eWIC transactions work properly and troubleshoot any new issues. CDP provides WIC participants with access to a toll-free number for services such as: checking their current balance, changing their PIN, reporting a card lost or stolen, mailing a replacement card, or assistance with an eWIC transaction.

The DC WIC Program has four Local Agencies which operate fifteen clinics and serves approximately fifteen thousand WIC participants per month. DC WIC Participants receive food instruments (checks) which can be used at any of the thirty-nine authorized vendors (grocery stores). The current DC WIC Program clinic application system, Community Automated Reliant Electronic System (CARES), is an antiquated system that is not capable of issuing eWIC food benefits which allow participants to use Electronic Benefit Transfer (EBT) cards. The DC WIC Program did not meet the federal mandate to implement eWIC by September 30, 2020. The United States Department of Agriculture (USDA) Food & Nutrition Service (FNS) granted the DC WIC Program an extension of the federal mandate to implement eWIC by April 30, 2022 which is the reason why DC WIC would like to join the HANDS Consortium.

Business Justification

With the DC WIC Program joining the HANDS Consortium which is lead by the Arizona Special Supplemental Nutrition Program for Women, Infants and Children (WIC), the DC WIC will have the ability to provide their WIC participants with certification services, nutrition education, risk assessment, breastfeeding support, outreach services, and food benefits. ADHS will collaborate with the DC WIC Program to train all DC WIC Program state and

local agency staff on the HANDS, eWIC system and other process changes. These trainings will be developed by the Arizona WIC Program primarily from existing HANDS Consortium materials. DC WIC staff will also enroll in the Learning Management System (LMS) in use by the HANDS Consortium. DC WIC staff will have the opportunity to take LMS courses that the DC and Arizona WIC programs feel would best meet staff needs. Additionally, DC WIC will modernize their processes, eliminate paper check and allow EBT to be utilized by participants and vendors. An additional benefit for ADHS WIC program allowing the DC WIC program to join the HANDS Consortium is an annual income of \$393,834.00 per year from the DC WIC program for transactions. DC will be the 5th state agency that would join the consortium, agencies include: the Navajo Nation, American Samoa, Commonwealth of the Northern Mariana Islands, and Guam and DC.

Implementation Plan

ADHS will conduct training using a train the trainer model. ADHS will host the DC staff in site visits to Arizona WIC clinics so that the DC staff can ask questions and explore clinic flow options. The key DC WIC state and clinic trained staff will then train the remaining staff in their respective areas. CMA, CDP, and Arizona WIC will provide state level training.

The ADHS staff will be on site in the DC clinics conducting in-person training refresher courses and the Arizona WIC and CMA staff will remain on site in each clinic to provide support for a few days to help staff feel comfortable and answer questions. Note: Any references to “on-site” training sessions shall also mean remote/virtual meetings. This will allow for alignment with Center for Disease Control (CDC) Covid-19 travel and meeting guidelines.

ADHS and DC WIC Program will provide DC WIC vendors with an eWIC orientation explaining the changes from food instruments to eWIC cards. ADHS and DC WIC Program will ensure that DC WIC vendors are trained to process eWIC transactions using their cash register system prior to Pilot. DC WIC vendors with integrated cash register systems will receive eWIC transaction processing training from their point of sale provider. DC WIC vendors that will receive an eWIC only stand-beside terminal will receive training from CDP.

ADHS will provide ongoing HANDS and eWIC support for DC WIC staff in Pilot, Statewide roll out, and in operations through the WIC Service Desk. The WIC Service Desk will be available Monday through Friday from 4:00 AM to 7:00 PM Arizona time and Saturday 4:00 AM to 1:00 PM Arizona time. The WIC Service Desk will provide DC WIC Program personnel with HANDS end user software support, issue routing and escalation, HANDS system issues monitoring, and end users updates.

CDP will provide eWIC support services to DC WIC participants and vendors through the CDP help desk, which is available 24 hours per day, 7 days per week and 365 days per year. DC WIC Participants will have access to a toll-free number for services such as: balance inquiries, PIN changes, transaction history, reporting lost/stolen cards, mailing replacement cards, and other services. Vendors will have access to an online portal and a toll-free number for services such as eWIC transactions assistance, eWIC only stand-beside terminals support, payment questions, and other services.

Once USDA FNS gives the approval for statewide roll out, the roll out period will be two (2) weeks. All service sites within an agency will roll out at the same time to allow the agency to solidify their flows and agency specific policies and answer staff questions. Smaller sites will remain closed during the roll out week, and those staff from smaller clinics will be sent to the larger clinics where they can experience more clients and gain more practice in the live environment with onsite support.

The current ADHS eWIC system is ten years old but remains within federal standards. ADHS is currently in the process of discussing a new solution and submitting a PIJ once the HANDS System Transfer and eWIC Implementation for Washington DC WIC Program project is complete and DC has joined the consortium. DC is aware of the upgrade to the ADHS eWIC system and chooses to continue to move forward with joining the consortium.

Vendor Selection

ADHS is currently contracted with CMA for HANDS Maintenance & Operations services and support. CMA provided the quote for the HANDS Transfer and Implementation. CMA is the only vendor capable of completing this work as CMA has a strong depth and breadth knowledge of HANDS from design, development and maintenance experience.

Budget or Funding Considerations

This project will be 100% funded by federal budget.

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Marlene Hernandez

Agency CIO (or Designee)

Paula Mattingly

Agency ISO (or designee)

John Stark

OSP Representative

ASET Engagement Manager

ASET SPR Representative

Thomas Considine

Agency SPO Representative

Christine Ruth

Agency CFO

Justin Lepley