VERMONT

IT Activity Business Case & Cost Analysis (IT ABC Form)

This form should be initially completed by the Agency's ADS IT Director or their designee while working with the business to gather relevant information. For IT Activities over $100,000, the Agency's EPMO Portfolio Manager should be included once the initial information has been gathered and they will facilitate the review for approval and verify the forms completion. For IT Activities under $100,000, the Agency's IT Director will facilitate the review and approval and send the approved ITABC to the Agency's Portfolio Manager once final signing has been completed. Please include all relevant worksheets and documents supporting your IT ABC when you submit for review.

1. General Information

This section is used to document information related to the proposed IT Activity. It specifies the persons' responsible for executing the project. It also describes the project at a high level, the problem the business is trying to solve, and documents any proposed solution the team may have as a result of an exploration activity.

Date Submitted	09/24/2021	**Agency**	N/A
Person Completing Form	Morgan Amell	**Department**	Attorney General's Office
IT Activity/Project Name	Attorney General Case Mgmt Sys	**Division**	N/A
Project Type	Design, Develop & Implement ▼	**Agency IT Lead**	Darwin Thompson
Est. Project Start Date	07/01/2022	**Est. Project End Date**	07/01/2024
Sponsor	Sarah London	**Project Manager**	TBD
Business Lead	Jay Bailey	**Business Analyst**	TBD
Finance Manager	Marcey Hodgdon	**Enterprise Architect**	TBD
Program Code		**Customer Code**	AG1
High Level Project Description *(Max 3 Lines)*	Implementation to replace the existing legal case management system for the AGO.		
Describe the business problem you are trying to solve.	The AGO's case management system (CMS) was procured in 2011. Ten years later, it is outdated. The vendor is planning to sunset the technology in the near future and will discontinue any new development and support (e.g., security updates). We have approx. 250 CMS users across AGO, AHS (DCF, DMH, DOC, DVHA, DAIL, VDH), AOT, AAFM, Diversion & PreTrial Services, CAP/UVM and other agencies. We seek efficiencies and improved customer service to all client agencies, the public, and other stakeholders through a modern system.		
What is your proposed solution and procurement plan (i.e., RFP, contract extension, sole source, etc.)?	Working with ADS, the AGO will release an RFP to solicit bids for a new CMS. The solution would be centralized and supported by ADS. It will be used by all divisions and units, including staff associated with 14 client agencies, Diversion and Pre-Trial Services providers, and Consumer Assistance Program staff at UVM. The new cloud-based system will improve user experiences, increase productivity, improve information sharing, tracking, and reporting, and should help improve outcomes.		
Will this project require a new contract?	Yes ▼	**If yes, identify the contract owner.**	AGO

2. Information Security

This section identifies if the solution stores/transports/controls access to confidential/sensitive/nonpublic information and/or represents significant reputational risk to the State.

Does the proposed solution store/transport/control access to confidential, sensitive, nonpublic information, and/or represent significant reputational risk to the State?	Yes ▼
If "Yes" to the above, check all that apply below:	

☑ **Personally identifiable information**   ☐ **Tax information obtained from the federal government**
☑ **Information regarding credit card payments**   ☑ **Information associated with minor children**
☑ **Health related information**   ☑ **Other sensitive, confidential, or non-public information**

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3. Business Justification

Business Value	Description
Enterprise Alignment and Readiness	Meets the goals of the Governor, Agency of Digital Services and/or business agency it supports. *(This question MUST be answered for the form to move forward.)*
Financial	A net decrease to State costs resulting from: a reduction in operating costs, State labor costs, and/or infrastructure costs. *(Section 8 of this form MUST show a decrease to claim a financial business value.)*
Customer Service	A new or improved customer service (for internal or external customers). *(Examples include service automation, improved access to information, improved service quality, faster turnaround times, etc.)*
Risk Reduction	A reduction of a risk to the State as a result of replacing an unstable system, improving security, implementing a sustainable solution, etc.
Compliance	Meets a previously unmet State or Federal compliance requirement.
Reduces Technical Debt	Results in reduction of costly, unsupportable systems and applications.
Equity	The State of Vermont is committed to advancing equity for all those who live, work, play, and learn in Vermont. In this section indicate how this project aligns with the State's values and goals. *(For example, Does the project encourage or prioritize contractors led by members of marginalized groups does the project seek to reduce disparities for marginalized or underserved groups, does the project enhance services to underrepresented or underserved communities?)*

Business Value	Business Value Description	How will Achievement be Measured?
Enterprise Alignment and Readiness	This project will support several priorities. It will help protect the vulnerable by tracking cases involving seniors; those in DCF, DMH, and DOC custody; victims of violence, child pornography, and fraud; and those alleging discrimination. It will help modernize State Government through implementation of a new cloud-based CMS that will connect users from AOT to AHS and will improve tracking everything from consumer fraud complaints, to state contracts, to claims against state employees.	Reporting capability - a user will be able to know the current status of all AGO matters (subject to confidentiality requirements) and be able to measure trends across cases (e.g., how long certain cases take to open and close; how many lawsuits relate to a particular topic or individual, etc).
Technical Debt	This project will replace an antiquated, outdated, and soon-to-be unsupported technology. As of February 2022, the operating system (OS) for the file server that LawManager uses will no longer be supported by Microsoft. The issue with the OS not being supported is that it will no longer receive patches and updates. These patches and updates help protect from harmful viruses, spyware, and other malicious software which can harm the computer.	Successful implementation and data migration to new supported system - old data becomes more usable such that duplicate entries are eliminated, records can be effectively expunged when needed, and related cases, matters, or individuals can be linked across divisions when appropriate.
Risk Reduction	The new system will improve the monitoring of cases and workloads to help ensure that no legal or other external deadlines are missed and caseloads are equitable. (This is especially helpful in the context of remote work.) (Also, as noted above, the current system will cease to be supported with security updates in the future.)	Successful integration with existing calendars through Outlook; deadlines will become easier to track by managers and staff; workloads and turn-around time will be easier to track by managers.

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Customer Servic ▼	A new system will improve internal and external customer service via the use of workflows and notifications that will provide efficiencies to staff to better monitor work tasks and complete work in a timely manner. (Without regular in-person interaction, this is also especially important in the context of remote work due to COVID-19.)	Customers (client agencies, the public, and other stakeholders) will receive more regular and timely reporting regarding their matters. (E.g., a support staff could confirm the status ofa pending consumer complaint or clientmatter based on CMS data as opposedto needing to send multiple emails or make multiple calls.)
Compliance ▼	A new system will improve required reporting to the General Assembly, the Office of Risk Management, and to the Agency of Administration. It will also provide better information and tracking around grant renewals and compliance with federally funded programs.	The accuracy of reports will improve and time spent generating reports will decrease.
Customer Servic ▼	A new CMS will come with improved interfaces that will provide more efficiency, in turn providing quicker/better service.	Lawyers, paralegals, investigators, and legal assistants will spend less time on data entry with an improved interface and modern CMS features to avoid duplication and inaccurate data.
Equity	A new CMS will allow the AGO to define additional metadata that needs to be collected and will provide the AGO the ability to report out on case outcomes regarding some data that is not currently tracked, like information based on protected-class status and matters involving underserved communities.	By tracking data related to protected-class status (e.g., race, sex, gender identity, age, etc.), staff can more readily generate reports and identify trends. (Currently, this typically requires a time-intensive manual process of reviewing all allegations or narratives in a matter.)
SELECT		
SELECT		

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4. Leveraging the Success of Others

This section details what other State, Federal or Municipal government entities are using to meet the same or similar business need. It further justifies the proposed solution and explains how it may be within industry standards.

Is there an existing State solution that could meet the business needs?	No ▾
If yes, has this solution been evaluated to see if it could be used?	Both the Department of State's Attorneys & Sheriffs and Office of the Defender General have separate CMS's. These CMS's are primarily for criminal cases; Criminal is but one of the AGO's seven divisions. We have separate business and client needs. Other state agencies may have CMS providers that would respond to the eventual RFP (see below); we are interested in partnering with other agencies as possible. Our current system was procured in 2011. It will not be supported by the vendor longterm.
Are other State, Federal or Municipal government entities using the proposed solution to meet a similar business need?	Yes ▾
If yes to the above, what governmental entity or entities?	Any final decision would only be made following the RFP process. The AGO is aware the Judiciary has implemented electronic filing using Tyler Technologies, and other public sector entities have worked with that vendor. The AGO has already conducted an RFI and participated in CMS demonstrations by the Department of State's Attorneys and Sheriffs and the Office of Professional Regulation, among others.
If no, why are we choosing a solution that no other government entity uses?	

5. Risks

Describe any known risks related to this IT Activity.

What are the risks of doing nothing (i.e., staying with the current solution)?	The current system will not be supported by the vendor in the longterm, which (as noted above) would present a security risk and risk a loss of significant data and disruption of critical legal and business functions.
What are the risks of moving forward with the proposed solution?	There is a significant amount of organizational change management and training that will need to take place when implementing a new system that staff will interact with on a daily basis. There may be resistance to change. In order for IT implementations to be successful, there is a significant demand on business resources/subject matter expertise, which can be difficult when staff have other operational duties they are responsible for.

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6. Proposed Solution Costs

In this section, itemize the estimated costs for the proposed solution. The Lifecycle of the solution is how many years you plan to use the proposed solution before investing dollars in substantial upgrades or going back out to RFP. The maximum you can enter is 5 years unless you have received authorization from the CIO to have a longer lifecycle. The EPMO will assist with ADS resource cost estimates.

Lifecycle of Proposed Solution *(Max is 5 years excluding implementation.)*		5	Years
Was a Request for Information (RFI) done?		Yes	▼
Identify Cost Estimated Source	Tyler Tech RFI response		
Cost Estimates Entered By (Name/Role)	Morgan Amell		

Description of Costs	Implementation Costs	Annual Operating
Vendor Implementation/Installation/Configuration	$1,125,000.00	
Contracted Services for Project Management		
Other Contracted Professional Services for Implementation		
ADS EPMO Project Oversight & Reporting	$22,176.00	
ADS EPMO Project Manager for Implementation	$118,976.00	
ADS EPMO Business Analyst for Implementation	$45,672.00	
ADS Enterprise Architect Staff for Implementation	$9,944.00	
ADS Security staff for Implementation	$8,800.00	
Other ADS IT Labor for Implementation	$291,200.00	
Software/Licenses	$533,365.67	
Hosting		
Hardware		
Equipment or Supplies		
Vendor Annual Maintenance/Service Costs		$106,673.13
State IT Labor to Operate & Maintain the Solution		$174,720.00
Other Costs *(Please describe in section 10.)*		
Sub-Total Costs	$ 2,155,133.67	$281,393.13
Total Lifecycle Operating Cost		$1,406,965.65
Sub-Total IT Activity Costs		$3,562,099.32
Estimated Independent Review Cost		$25,000.00
Total Implementation		$2,180,133.67
Total IT Activity Costs		$3,587,099.32

Note - Please refer to your EPMO Portfolio Manager for ADS IT staff hourly rates.

New IT Activity Costs Summary (Enter Applicable State Fiscal Years)

Fiscal Year	Implementation Costs		Lifecycle Operating Costs		
	Federal Funds	State Funds	Federal Funds	State Funds	Total
SFY 23		$1,102,566.83			$1,102,566.83
SFY 24		$1,077,566.84			$1,077,566.84
SFY 25				$281,393.13	$281,393.13
SFY 26				$281,393.13	$281,393.13
SFY 27				$281,393.13	$281,393.13
SFY 28				$281,393.13	$281,393.13
SFY 29				$281,393.13	$281,393.13
TOTAL	$0.00	$2,180,133.67	$0.00	$1,406,965.65	$3,587,099.32

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Proposed Solution Costs to the State

% of Implementation Costs to be paid with State funds*	100 %
Total Implementation Costs to be paid with State funds	$ 2,180,133.67
% of Lifecycle Operating Costs to be paid with State funds*	100 %
Total Lifecycle Operating Costs to be paid with State funds	$ 1,406,965.65
Total IT Activity Costs to be paid with State funds	$ 3,587,099.32

Use an average if you expect the percentage to change from year to year.

7. Current Solution Costs

In this section detail the costs of the current solution. This is used to identify any potential cost savings to the State if the project is approved for implementation.

Description of Costs	Annual Operating
Software/Licenses	$ 0.00
Hosting Provider	$ 20,905.65
Hardware	$ 0.00
Equipment or Supplies	$ 0.00
State Labor to Operate & Maintain Current Solution**	$ 0.00
Vendor Annual Maintenance/Service Costs	$ 10,000.00
State labor costs to be <u>eliminated</u> as a result of automation provided by the new solution.	$ 0.00
Other Costs/Cost Avoidance (Please describe in section 10.) ***	$ 0.00
Total Annual Current Cost	$ 30,905.65
Total Current Lifecycle Cost	$ 154,528.25

Current Solution Costs to the State

% of Current Operating Costs paid for with State funds	100 %
Total Lifecycle Costs to be paid with State funds	$ 154,528.25

**Please refer to your EPMO Portfolio Manager for ADS IT staff hourly rates.*

*** IMPORTANT: Include <u>any</u> additional agency, department, or program costs to be eliminated, or reduced, once the new solution is implemented.*

8. Net Impact to State Costs

Cost	Dollar Amount
Proposed Solution Lifecycle Costs to be paid by the State	$ 3,587,099.32
Current Solution Lifecycle Costs to be paid by the State	$ 154,528.25
Net Change to State	$ 3,432,571.07

9. Budget Information

This section validates that the Agency's business office has budgeted for the costs associated with this project.

Are your Business Office & Commissioner aware of this project and the plans for funding it?	Yes
If State funding is required do you have the money to pay for this year's costs out of your current fiscal year budget?	No
If "No" to the above, what is your plan to obtain funding?	Plan at this time is to request funding through the FY2023 Budget Process and we are happy to explore any other source of funding identified as appropriate by the Dept of Finance and Management.
Was the cost of this solution approved in your most recent budget submission to Finance & Management?	No

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10. Comments and Additional Information

Please enter any additional comments or business justifications that should be taken into consideration. Also, please list out any applications/systems that will be impacted by this activity.

Vendor cost estimates (implementation, licensing and support) were pulled from the Tyler Technology RFI response.

Implementation range provided of $750K - $1.5M - average = $1,125,000

Licensing: a one time costs for Tyler - 85 concurrent licenses to allow for 250+ users in the system at the same time @ est. $6,274.89 each = $533,365.67.

Annual support - 20% of base year license costs for standard support $533,365.67 * 20% = $106,673.13 (there are multiple levels of support, Gold would add $24,000 per year & Platinum would add $36,000 per year to the base of $106,673.13).

Hosting: there will likely be hosting costs for legacy data but an estimate is unknown at this time.

Portfolio Manager - various activities over project, including Independent Review = 252 hrs X $88/hr = $22,176
Project Manager - 30% FTE for 26 months = 1352 * $88/hr = $118,976
Business Analyst - 15% FTE for Requirements Gathering/Tracking and Testing Support over implementation period (20 months) = 519 * $88 = $45,672
Enterprise Architect - various activities over life of project 113 hours * $88 = $9,944
ADS Security - RFP and Contract support, project support as needed: 100 hours * $88 = $8,800

The AGO has requested estimates for an ADS IT resource for implementation and ongoing operations, including potential Database Administrator functions, for a new CMS.

Estimate:
The estimate is for 1 FTE for project implementation (estimated to be approximately 20 months/ 3466.66 hrs X $84/hr) = $291,200 and then (2080 hrs X $84/hr) $174,720 annually for an 1 FTE.

NOTE: A portion (perhaps 2.7%) of ongoing maintenance and support costs could be paid with federal dollars through our Medicaid Fraud and Residential Abuse grant.

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11. Review/Pre-Approvals

EPMO Portfolio Manager to verify the following pre-approvals have been received prior to sending for signature.

Role	Name	Date Approved
Requesting Agency/Department Finance Manager/Director	Marcey Hodgdon	September 17, 2021
Agency/Department IT Director	Darwin Tompson/Jay Bailey	September 17, 2021
Agency/Department Project Sponsor	Sarah London	September 17, 2021
ADS Chief Technology Officer	Mark Combs	9/24/2021
ADS Secretary/CIO	N/A	
EPMO Portfolio Manager Verifying Review Completed	Morgan Amell	9/24/2021

12. Final Approvals

Approver	eSignature/Date
Agency IT Director/Lead	*Darwin Thompson* E-SIGNED by Jay Bailey on 2021-09-17 14:50:42 EDT
Agency Finance Lead	E-SIGNED by Marcey Hodgdon on 2021-09-17 14:50:06 EDT
ADS Chief Technology Officer	*Mark Combs*
Agency Secretary, Commissioner or Deputy, Division Director	E-SIGNED by Sarah London on 2021-09-17 14:52:10 EDT
State CIO & ADS Secretary	*(signature)* 10/28/2021