

Project Investment Justification

DTS Privilege Access Management (PAM)

DE240010

Department of Economic Security

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1. GENERAL INFORMATION

PIJ ID: DE240010

PIJ Name: DTS Privilege Access Management (PAM)

Account: Department of Economic Security

Business Unit Requesting: DES/Division of Technology Services (DTS)

Sponsor: Clayton Sikes

Sponsor Title: Deputy CIO

Sponsor Email: claytonsikes@azdes.gov

Sponsor Phone: (602) 542-3219

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...):

DES is required to maintain privilege access controls based on NIST-500-53 standards, IRS publication 1075, and CMS Mars-E. Annual security audits both internal and external resulted in findings related to the lack of privilege identity management policies, procedures, and tools. Currently, there are 1500+ accounts with elevated privileges within the DES environment. Without the acquisition of privilege access management technology, DES will continue to use static, always on, privilege accounts with manual processes to manage access and accounts. Always on privileged access also poses security risks to the organization.

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

The Delinea Privileged Access Management (PAM) software will allow DES to reduce security risk and address audit findings. Acquiring a PAM tool will allow DES to start managing privileged accounts, credentials, and rights escalation. Additionally, just in time elevated access with full audit tracking will allow DES to increase their security posture overall.

2.3 Describe the proposed solution to this business need.

Delinea Secret Server, Privilege Manager, and Access Manager will provide just in time privileged access, credential management, and audit recording. The Delinea PAM software suite provides a comprehensive toolset to give DES the ability to track, monitor, and automatically manage the privileged access required for system administrators. Delinea offers setup professional services to get DES started off with best practices. Delinea's settings and features are innovative. Delinea offered the best solution.

DES also reviewed Delinea, Azure PIM, CyberArk, BeyondTrust, and Netwrix. CyberArk and BeyondTrust focused on password management. Azure PIM is only available on Azure and won't work with the current on premise systems and workstations. Netwrix also offers an innovative approach to just in time privileged access with an on premise only offering.

Approved by Mark Darmer, CIO, on 9/14/23.

Approved by Angie Rodgers, DES Director, on 9/15/23.

Note: The project plan will be worked out during discovery.

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).

DES follows waterfall or Agile methodologies depending on the vendor's methodology. Environment configuration will be done in collaboration with the vendor. Project management will be a shared responsibility.

DES Responsibilities include setup of the on premise elements of the software, migration of the privileged access to the new system, and implementation.

Vendor Responsibilities initial setup of the SaaS product, training, and any customization or integration needed during the project.

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?

Yes

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

11/1/2023 12:00:00 AM

6/30/2024 12:00:00 AM

5.3 How were the start and end dates determined?

Based on funding

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
Initiation	11/01/23	12/01/23

Discovery	12/01/23	12/31/23
Provide Project Plan	01/01/24	01/15/24
Configuration	01/15/24	03/01/24
Implementation	01/15/24	04/01/24
Payment for Licensing	02/15/24	05/15/24
Training on Solution	02/15/24	03/01/24
SSP to ASET with Approval -	03/01/24	03/31/24
Testing Configuration	03/01/24	04/01/24
Payment for Exceletrate 1	03/31/24	05/31/24
Payment for Excererate 11	03/31/24	05/31/24
Payment for Training	04/01/24	06/30/24
Payment of Invoices	04/01/24	06/30/24

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?

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)?

No

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:

Delinea Secret Server, Privilege Manager, and Access Manager will provide just in time privileged access, credential management, and audit recording. The Delinea PAM software suite provides a comprehensive toolset to give DES the ability to track, monitor, and automatically manage the privileged access required for system administrators. Delinea offers setup professional services to get DES started off with best practices. Delinea's settings and features are innovative.

DES also reviewed Delinea, Azure PIM, CyberArk, BeyondTrust, and Netwrix. CyberArk and BeyondTrust focused on password management. Azure PIM is only available on Azure and won't work with the current on premise systems and workstations. Netwrix also offers an innovative approach to just in time privileged access with an on premise only offering. Delinea offered the best overall solution with an innovative approach, a hybrid platform, and traditional privileged access management.

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?

Yes

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

No

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?

No

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., 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?

DES worked with Delinea to outline the needs for a PAM solution. This was used to project the cost of the implementation.

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?

No

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

Failover/DR already in place

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?

No

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

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

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

No

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

No

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?

No

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

Yes

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

Other

9.2b Were vendor-hosted options available and reviewed?

Yes

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?

No

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?

No

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

10. AREAS OF IMPACT

Application Systems

Database Systems

Software

COTS Application Acquisition

Hardware

Hosted Solution (Cloud Implementation)

Vendor Hosted;Other

DES Data Center

Security

Security Controls/Systems - Other

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
Delinea Secret Server - Platinum Edition - Tier 5 (500-999 Users) - On Premise Subscription - Year 1	Software	Development	1	500	\$406	\$202,820	860.00 %	\$17,443	\$220,263
10% Contingency	Professional & Outside Services	Development	1	1	\$90,295	\$90,295	0.00 %	\$0	\$90,295
Azure Hosting Costs - Year 1	License & Maintenance Fees	Development	1	12	\$262	\$3,145	860.00 %	\$270	\$3,416
Delinea Professional Services - Enablement Services - Bill in Arrears - Remote	Professional & Outside Services	Development	1	8	\$379	\$3,030	0.00 %	\$0	\$3,030
Delinea Privilege Manager - Professional Services - Xcelerate 2 - 1 OS	Professional & Outside Services	Development	1	1	\$21,212	\$21,212	0.00 %	\$0	\$21,212
Delinea Server Suite - Professional Services - Xcelerate I - Customer Managed Tenant	Professional & Outside Services	Development	1	1	\$32,807	\$32,807	0.00 %	\$0	\$32,807
Delinea Xcelerate - Secret Server On-Prem - Platinum Edition - Year 1	Professional & Outside Services	Development	1	1	\$21,623	\$21,623	0.00 %	\$0	\$21,623
Delinea Centrify Server Suite - Enterprise Edition - 1 System - Customer Managed - Year 1	Software	Development	1	2000	\$218	\$435,440	860.00 %	\$37,448	\$472,888
Delinea PrivMan Installed - Clients - Tier 2 (5,000-24,999)	Software	Development	1	10000	\$12	\$117,600	860.00 %	\$10,114	\$127,714

Endpoints) - On Premise Subscription - Year 1									
Delinea Secret Server - Platinum Edition - Tier 5 (500-999 Users) - On Premise Subscription - Year 2	License & Maintenance Fees	Operational	2	500	\$426	\$212,970	860.00 %	\$18,315	\$231,285
Azure Hosting Costs - Year 2	License & Maintenance Fees	Operational	2	12	\$270	\$3,239	860.00 %	\$279	\$3,518
Delinea Centrify Server Suite - Enterprise Edition - 1 System - Customer Managed - Year 2	License & Maintenance Fees	Operational	2	2000	\$206	\$412,920	860.00 %	\$35,511	\$448,431
Delinea PrivMan Installed - Clients - Tier 2 (5,000-24,999 Endpoints) - On Premise Subscription - Year 2	License & Maintenance Fees	Operational	2	10000	\$12	\$123,400	860.00 %	\$10,612	\$134,012
Delinea Secret Server - Platinum Edition - Tier 5 (500-999 Users) - On Premise Subscription - Year 3	License & Maintenance Fees	Operational	3	500	\$446	\$223,110	860.00 %	\$19,187	\$242,297
Azure Hosting Costs - Year 3	License & Maintenance Fees	Operational	3	12	\$278	\$3,337	860.00 %	\$287	\$3,624
Delinea Centrify Server Suite - Enterprise Edition - 1 System - Customer Managed - Year 3	License & Maintenance Fees	Operational	3	2000	\$229	\$457,960	860.00 %	\$39,385	\$497,345
Delinea PrivMan Installed - Clients - Tier 2 (5,000-24,999 Endpoints) - On Premise Subscription - Year 3	License & Maintenance Fees	Operational	3	10000	\$13	\$129,200	860.00 %	\$11,111	\$140,311

Delinea Secret Server - Platinum Edition - Tier 5 (500-999 Users) - On Premise Subscription - Year 4	License & Maintenance Fees	Operational	4	500	\$467	\$233,250	860.00 %	\$20,060	\$253,310
Azure Hosting Costs - Year 4	License & Maintenance Fees	Operational	4	12	\$286	\$3,437	860.00 %	\$296	\$3,732
Delinea Centrifly Server Suite - Enterprise Edition - 1 System - Customer Managed - Year 4	License & Maintenance Fees	Operational	4	2000	\$240	\$480,480	860.00 %	\$41,321	\$521,801
Delinea PrivMan Installed - Clients - Tier 2 (5,000-24,999 Endpoints) - On Premise Subscription - Year 4	License & Maintenance Fees	Operational	4	10000	\$14	\$140,900	860.00 %	\$12,117	\$153,017
Delinea Centrifly Server Suite - Enterprise Edition - 1 System - Customer Managed - Year 5	License & Maintenance Fees	Operational	5	2000	\$252	\$503,020	860.00 %	\$43,260	\$546,280
Delinea Secret Server - Platinum Edition - Tier 5 (500-999 Users) - On Premise Subscription - Year 5	License & Maintenance Fees	Operational	5	500	\$487	\$243,395	860.00 %	\$20,932	\$264,327
Delinea PrivMan Installed - Clients - Tier 2 (5,000-24,999 Endpoints) - On Premise Subscription - Year 5	License & Maintenance Fees	Operational	5	10000	\$14	\$135,100	860.00 %	\$11,619	\$146,719
Azure Hosting Costs - Year 5	License & Maintenance Fees	Operational	5	12	\$295	\$3,540	860.00 %	\$304	\$3,844

Base Budget (Available)	Base Budget (To Be Req)	Base Budget % of Project
\$714,080	\$0	16%
APF (Available)	APF (To Be Req)	APF % of Project
\$0	\$0	0%

Other Appropriated (Available)	Other Appropriated (To Be Req)	Other Appropriated % of Project
\$25,079	\$0	1%
Federal (Available)	Federal (To Be Req)	Federal % of Project
\$1,751,710	\$0	38%
Other Non-Appropriated (Available)	Other Non-Appropriated (To Be Req)	Other Non-Appropriated % of Project
\$2,096,231	\$0	46%

Total Budget Available	Total Development Cost
\$4,587,101	\$993,247
Total Budget To Be Req	Total Operational Cost
\$0	\$3,593,854
Total Budget	Total Cost
\$4,587,101	\$4,587,101

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

Provide just in time privileged access to servers and workstations have been configured for 30% of servers and workstations by 6/30/24 and 100% by 6/30/25.

Check-in and Check-out with time limitations for privilege access have been configured based on DES' regulatory requirements by 6/30/24.

Resolves 20% of the current Privilege Access Findings from internal and external audits in the first configuration by 6/30/24 and 80% by 6/30/25.

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 December 15, 2023.

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.

The Department of Technology Services (DTS) consolidates application technologies to facilitate the development of a workforce able to deliver IT solutions when needed. DTS focuses on services that can best be delivered in-house and serves as a general contractor to deliver services requiring outside expertise.

The agency has a requirement to maintain privilege access controls based on NIST-500-53 standards, IRS publication 1075, and CMS Mars-E. When the agency conducted security audits on both internal and external systems the found issues related to the lack of privilege identity management policies, procedures, and tools.

Business Justification

The proposed solution will provide DES the ability to manage privileged accounts, credentials, and rights escalation. DES will be able to increase their security posture overall, with full audit tracking and just in time (JIT) elevated access.

Implementation Plan

The data will be stored on-premise. No AZRAMP or SSP required.

DES: Project Manager - Requirements

Environment configuration will be done in collaboration with the vendor.

Setup of the on premise elements of the software

Migration of the privileged access to the new system

Implementation

Shared:

Project management

Vendor Responsibilities:

Initial setup of the SaaS product

Training

Customization

Integration

Vendor Selection

The vendor was selected based on the following:

DES Requirements

Solution features

Compatibility with on premise systems and workstations

In comparison with the other four vendors that responded, Delinea Privileged Access Management (PAM) software was determined to be the best solution for DES.

Budget or Funding Considerations

The funding for the project will be provided through multiple sources. The base budget will be 16% in the amount of \$714,080.48 toward the project cost, 1% will come from Other Appropriated funds in the amount of \$25,079.25, 38% will be provided through Federal funding in the amount of \$1,751,710.20 and the remaining 46% will be Other Non-Appropriation funds in the amount of \$2,096,230.76 for the development and operational cost through year 5.

15. PIJ REVIEW CHECKLIST

Agency Project Sponsor

Clayton Sikes

Agency CIO (or Designee)

Mark Darmer

Agency ISO (or designee)

Dan Wilkins

OSPB Representative

ASET Engagement Manager

ASET SPR Representative

Emily Gross

Agency SPO Representative

David Steuber

Agency CFO

Roberta Harrison
