Our Vision

Children thrive in family environments free from abuse and neglect.

Our Mission

Successfully engage children and families to ensure safety, strengthen families, and achieve permanency.

GUARDIAN

(CHILDS Replacement Program)

State of Arizona – Department of Child Safety

January 15, 2020

Status Through: December 07, 2019

Agenda

- Total Program Dashboard
- Current Program Snapshot
- Program Iteration Burndown
- V1.0 Roadmap
- V1.1 Roadmap
- Program Testing and deployment Roadmap
- Program Status by Team
- Current Development Estimate at Complete by Fiscal Year
- Current Financial Position
- Program Risks
- Appendix

Total Program Dashboard

Key discussion point:

- <u>Program</u> Solution Modeling & Design (SM+D) velocity continues:
  - 183 requirements completed SM+D or later for Iteration 13 Start
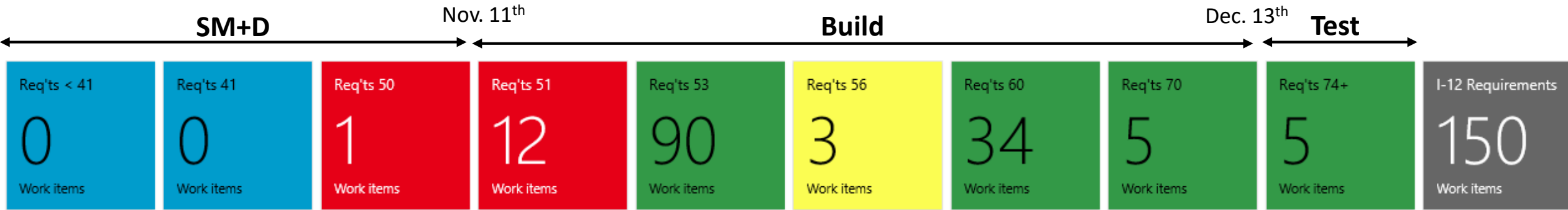 - 90 requirements remaining to demo for Iteration 12

Program Health

Overall
→

	In Sol'n Modeling	SM+D Complete	In Build	In Test	Total Req'ts
Program Requirements – Priority 1-4	972 Work items	146 Work items	719 Work items	803 Work items	2640 Work items
"Business" Requirements – Priority 1-4	499 Work items	120 Work items	655 Work items	803 Work items	2077 Work items
"Technical" Requirements – Priority 1-4	473 Work items	26 Work items	64 Work items	0 Work items	563 Work items

Data as of 1/7

Iteration 12

SM+D — Nov. 11th — **Build** — Dec. 13th — **Test**

Req'ts < 41	Req'ts 41	Req'ts 50	Req'ts 51	Req'ts 53	Req'ts 56	Req'ts 60	Req'ts 70	Req'ts 74+	I-12 Requirements
0	0	1	12	90	3	34	5	5	150
Work items	Work items	Work items	Work items	Work items	Work items	Work items	Work items	Work items	Work items

Iteration 13

SM+D — Dec. 16th — **Build** — Jan. 17th — **Test**

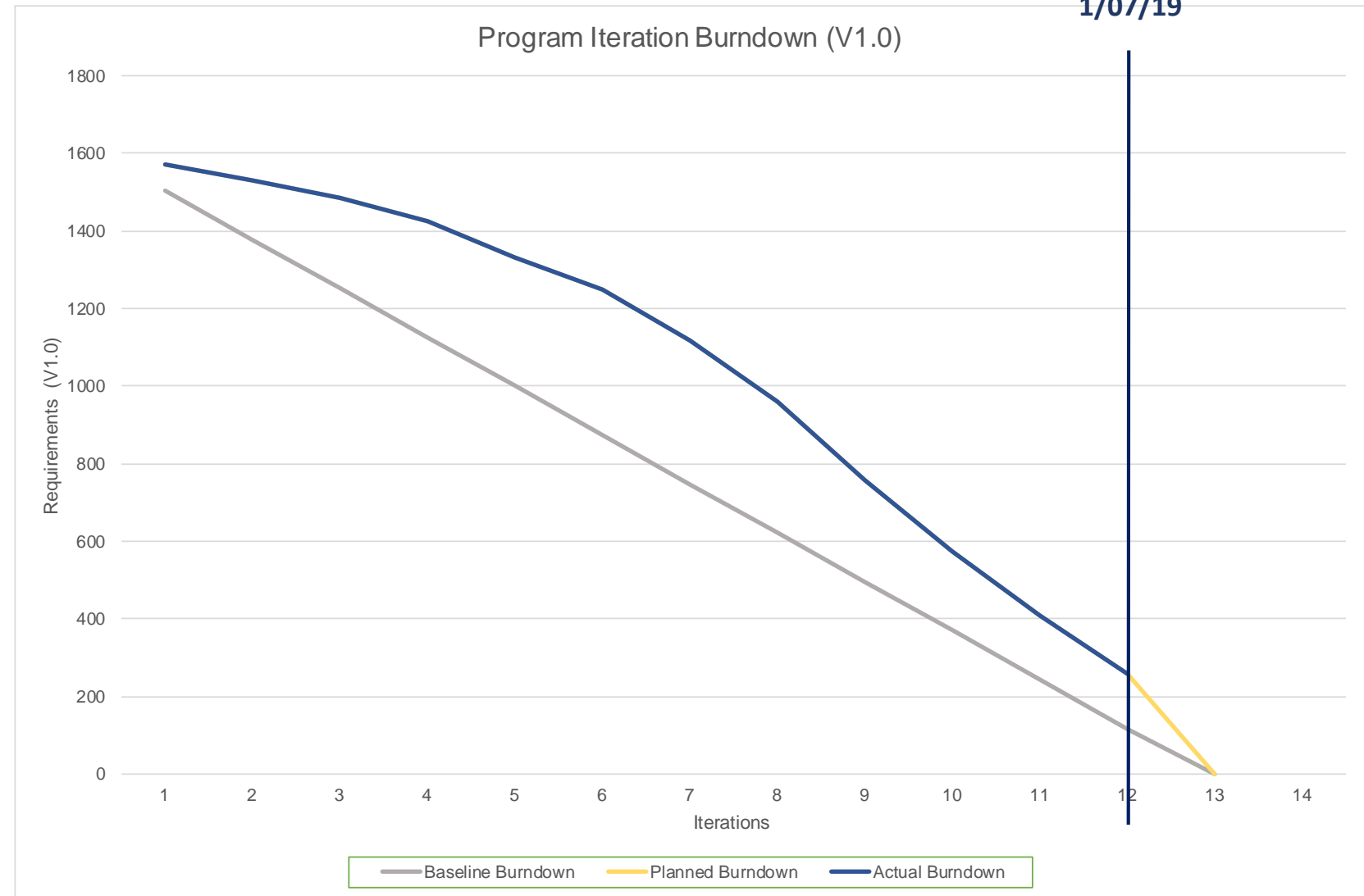| Req'ts < 41	Req'ts 41	Req'ts 50	Req'ts 51	Req'ts 53	Req'ts 56	Req'ts 60	Req'ts 70	Req'ts 74+	I-13 Requirements
48	25	102	61	8	4	2	3	3	256
Work items	Work items	Work items	Work items	Work items	Work items	Work items	Work items	Work items	Work items

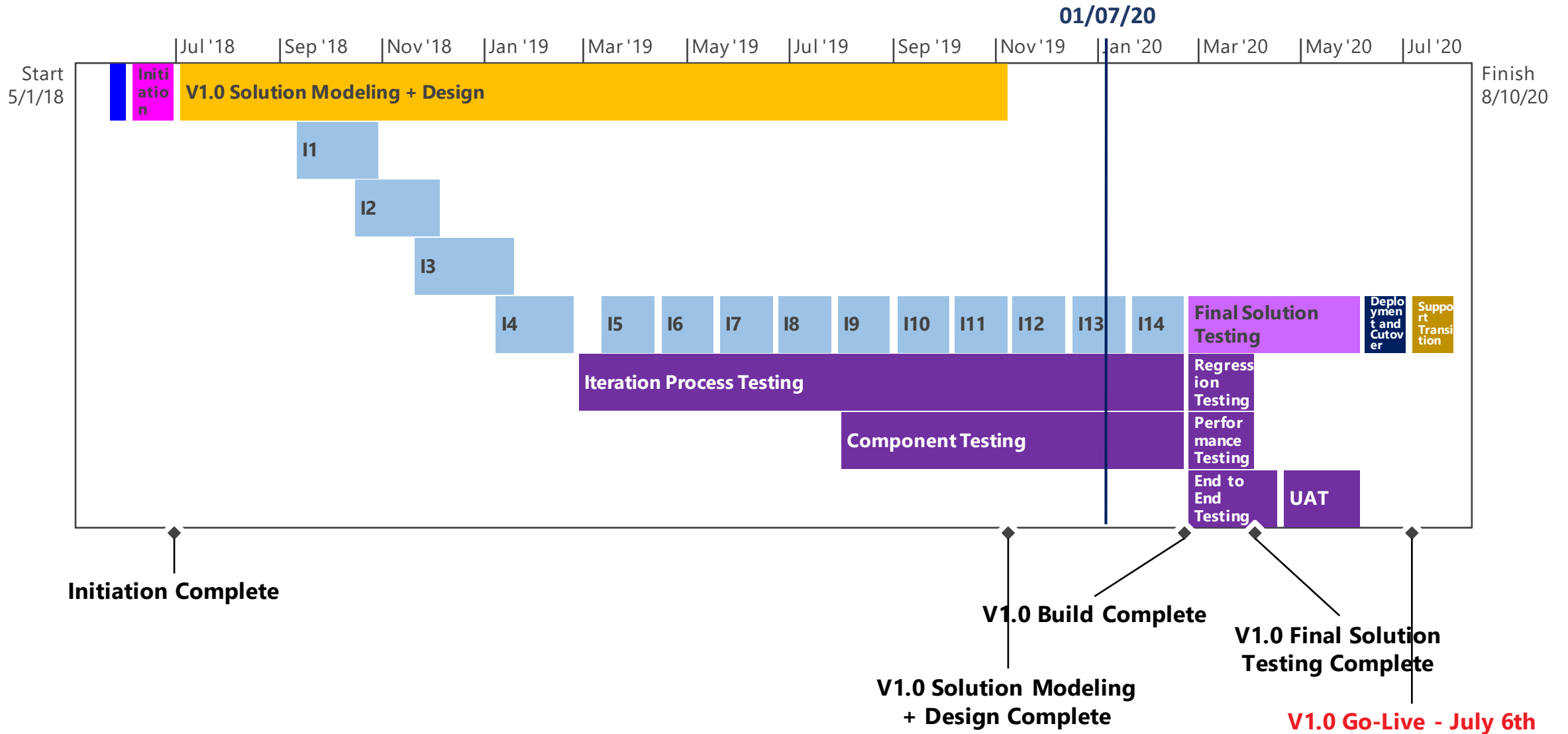Data as of 1/7

Key Discussion Points:

- As of 1/7, the program is Halfway through iteration 13 for V1.0
- Current Velocity shows the program completing build of all planned requirements By the end of Iteration 13

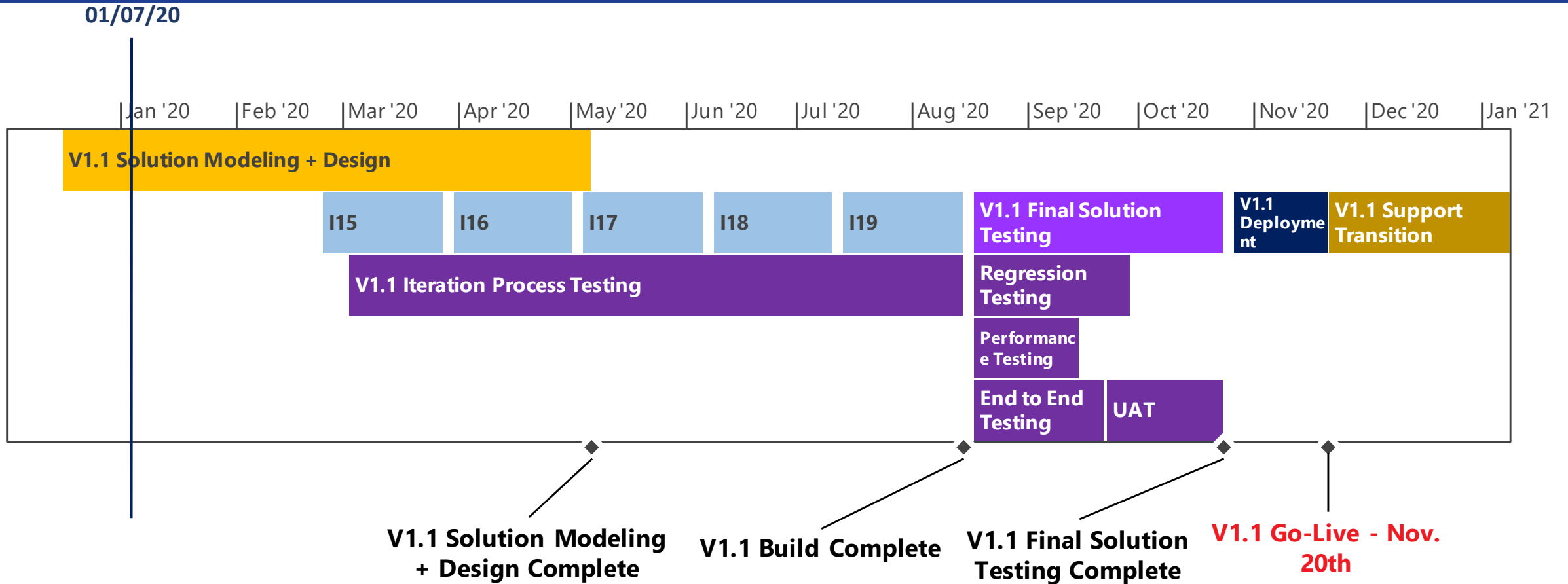**Remaining V1.0 Requirements to be developed**

Req'ts <= 50

179

Work items

Program Iteration Burndown (V1.0)

1/07/19

Legend: Baseline Burndown — Planned Burndown — Actual Burndown

X-axis: Iterations (1–14)
Y-axis: Requirements (V1.0) (0–1800)

Program Roadmap V1.0

Program Roadmap V1.1

01/07/20

Jan '20 | Feb '20 | Mar '20 | Apr '20 | May '20 | Jun '20 | Jul '20 | Aug '20 | Sep '20 | Oct '20 | Nov '20 | Dec '20 | Jan '21

V1.1 Solution Modeling + Design

I15 | I16 | I17 | I18 | I19

V1.1 Final Solution Testing

V1.1 Deployment

V1.1 Support Transition

V1.1 Iteration Process Testing

Regression Testing

Performance Testing

End to End Testing

UAT

V1.1 Solution Modeling + Design Complete

V1.1 Build Complete

V1.1 Final Solution Testing Complete

V1.1 Go-Live - Nov. 20th

Work Stream Health ⇨

Blockers & Issues:
- Discussions with OnBase resources started. Removing the issue from report
- ESRI license issue is not completely resolved (334)
- Need license for evaluating Sand Blast (Virus scanning tool) (342)

Decisions:
- N/A

Team Updates:
- I12 – Development is complete and testing is in progress on 4 requirements. I-12 Demo sessions (3) has been planned for this week
- I13 – SM & Design of Finance Portal is in progress. Process flows has been reviewed. We are on track to complete SM & Design by EOW
- There can be slippage in some requirements to I14 from Development point of view. We are currently assessing the impact
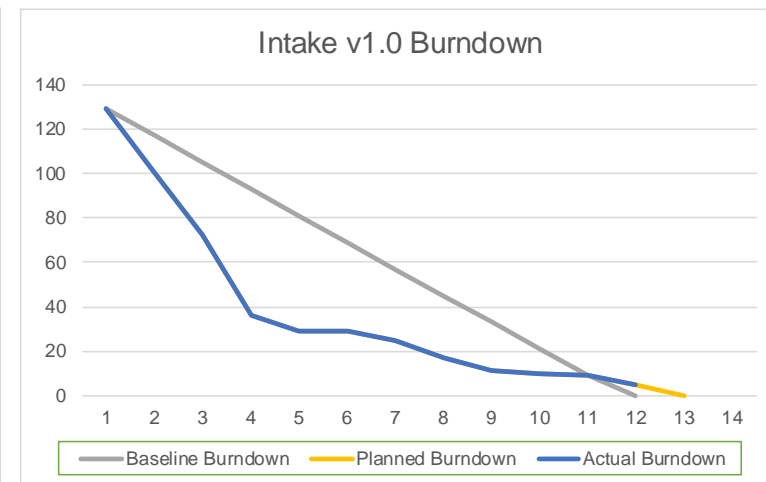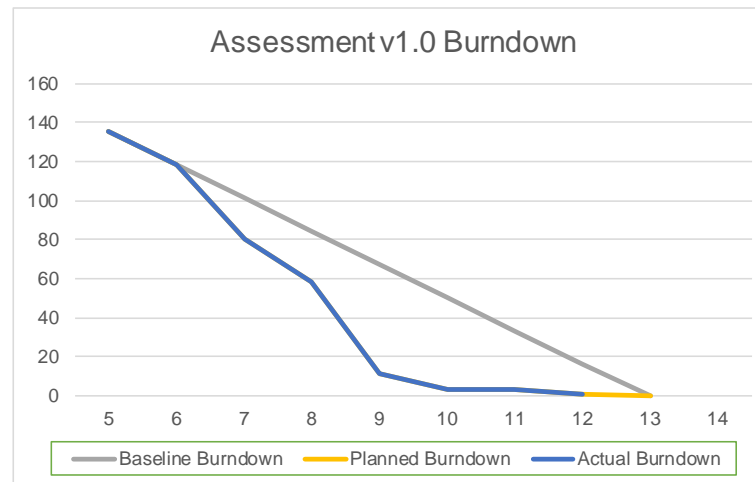
Upcoming Objectives (over next 2 iterations) :
- Focus on Common Portal Requirements and Non-Functional requirements
- Other Portal related requirements – Finance Portal

Total Program Requirements (V1.0 and V1.1):

	In Sol'n Modeling	SM+D Complete	In Build	In Test	Total Req'ts
Team 1 Requirements (P1-P4) — Team 1 Dashboard	162 Work items	24 Work items	162 Work items	329 Work items	677 Work items
Assessment Requirements (P1-P4) Team 1 — Assessment Dashboard	23 Work items	0 Work items	26 Work items	125 Work items	174 Work items
Intake-Hotline Requirements (P1-P4) Team 1 — Intake-Hotline Dashboard	4 Work items	1 Work items	14 Work items	128 Work items	147 Work items

V1.0 Component Burndown:

Assessment v1.0 Burndown — Baseline Burndown, Planned Burndown, Actual Burndown

Intake v1.0 Burndown — Baseline Burndown, Planned Burndown, Actual Burndown

Work Stream Health

Blockers & Issues:
- N/A

Decisions:
- N/A

Team Updates:
- I12 – Development is complete except for 3 OnBase template related requirements will slip to I-13. Internal testing is still in progress and team is working on closing Sev 2 defects
- I13 – SM is in progress for concurrency rules related requirements
- Requirements related to concurrency rules delayed due to business dependency. Team is currently working on Business Flows and documentation
- There is a potential slippage of 3 requirements in I-13 Dev to I-14

Upcoming Objectives (over next 2 iterations) :

Focus to collaborate across workstreams to design and build Service Request --> Service Referral --> Service Approval functionality
Focus on Concurrency / Edit Rules related requirements

Total Program Requirements (V1.0 and V1.1):

Team 2	In Sol'n Modeling	SM+D Complete	In Build	In Test	Total Req'ts
Requirements (P1-P4) Team 2 Dashboard	120 Work items	7 Work items	192 Work items	168 Work items	487 Work items
Case Management	In Sol'n Modeling	SM+D Complete	In Build	In Test	Total Req'ts
Requirements (P1-P4) Team 2 Case Management Dashboard	114 Work items	2 Work items	30 Work items	59 Work items	205 Work items

V1.0 Component Burndown:

Case Management v1.0 Burndown

Legend: Planned Burndown — Planned Burndown — Actual Burndown
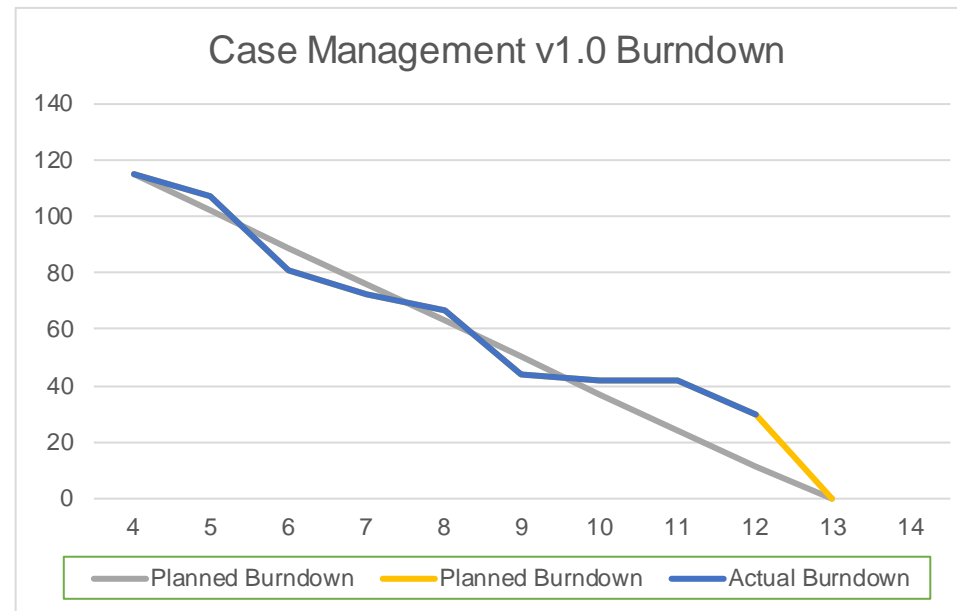
Work Stream Health ⮕

Blockers & Issues:
- Issue #333: OnBase resources not available

Decisions:
Notes type security through security roles (# 124)

Team Updates:

- I11 – Demos completed. Feedback on changes to be incorporated into future iteration
- I12 – Development is heavy, but on track.
- Team is participating in data Migration meetings with WS5 for source to CRM mappings, completed for CRM

- I13 – 13 remaining requirements to be solutioned. Cross Workstream rescheduled on Notes. Remaining requirements have been presented in solution modeling, awaiting QCs before able to proceed. SM sessions continue
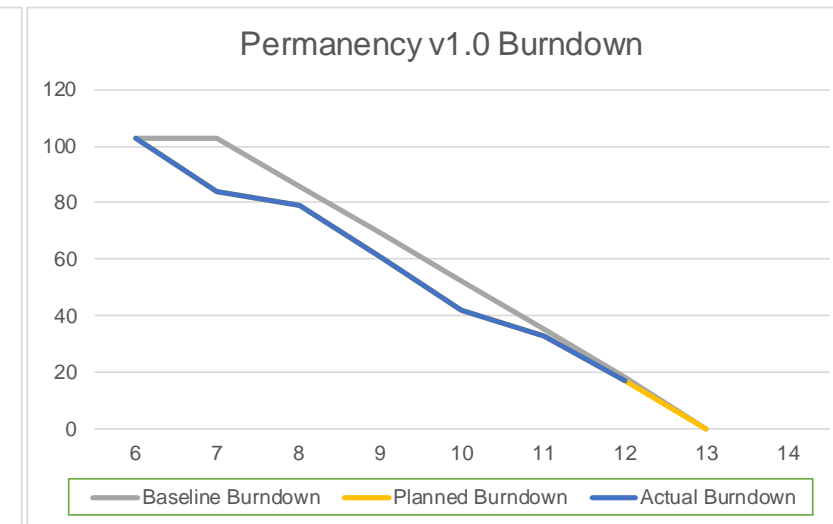
Upcoming Objectives (over next 2 iterations) :
- Finalize Eligibility for Title XIX
- Pre-planning for solution modeling on v1.1

Total Program Requirements (V1.0 and V1.1):

	In Sol'n Modeling	SM+D Complete	In Build	In Test	Total Req'ts
Team 3 Requirements (P1-P4) Team 3 Dashboard	76 Work items	60 Work items	159 Work items	240 Work items	535 Work items
Eligibility Requirement (P1-P4) Team 3 Eligibility Dashboard	27 Work items	16 Work items	91 Work items	82 Work items	201 Work items
Permanency Requirements (P1-P4) Team 3 Permanency Dashboard	39 Work items	15 Work items	48 Work items	40 Work items	142 Work items

V1.0 Component Burndown:

Eligbility v1.0 Burndown — Baseline Burndown, Planned Burndown, Actual Burndown

Permanency v1.0 Burndown — Baseline Burndown, Planned Burndown, Actual Burndown
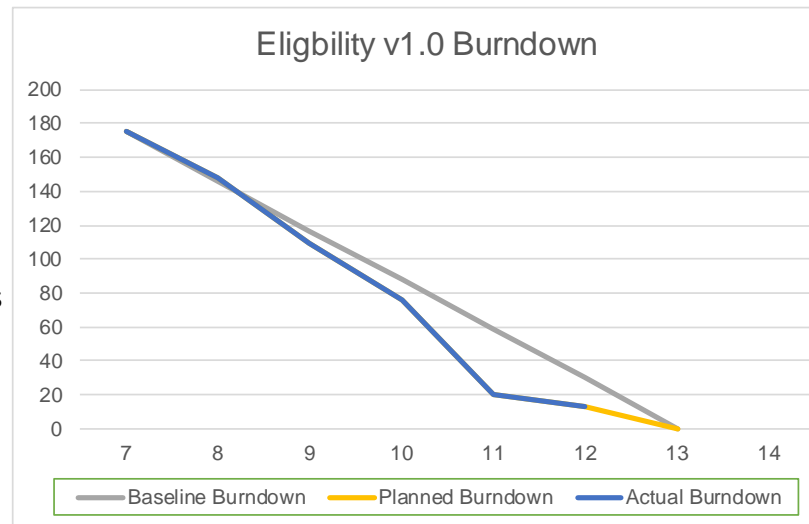
Work Stream Health ⇨

Blockers & Issues:
- N/A

Decisions:
- AFIS finance field will not be mandatory in CRM (# 123)
- Object Code inferred in AFIS (#135)
- Teams Assignment for Rules override (#137)

Team Updates:
- I12 – 27 requirements ready for demo, scheduled for next week
- I13 – 5 Requirements under stage 41 are related to service approvals and needs CCB. Remaining development efforts are underway and mostly on track. 10 requirements of 45 are in buddy testing with 30 requirements in development. Some requirements may need to be completed in the first week of next iteration.
- V1.1 – Solution modeling on v1.1 (i15) to begin, focusing on Contract Shell & Trust Fund solutioning.

Upcoming Objectives (over next 2 iterations) :
- Payment Process/Provider AFIS integration support
- Novitex – Remittance Advice & Bulk Invoice Printing
- Data Migration Assistance
- V1.1 Trust Fund Solution Modeling

Total Program Requirements (V1.0 and V1.1):

	In Sol'n Modeling	SM+D Complete	In Build	In Test	Total Req'ts
Team 4 Requirements (P1-P4) Team 4 Dashboard	110 Work items	25 Work items	142 Work items	64 Work items	341 Work items
Financials Requirements (P1-P4) Team 4 Financials Dashboard	36 Work items	29 Work items	116 Work items	36 Work items	217 Work items
Provider Management Requirements (P1-P4) Team 4 Provider Management Dashboard	187 Work items	11 Work items	80 Work items	27 Work items	305 Work items

V1.0 Component Burndown:

Financials v1.0 Burndown — Baseline Burndown, Planned Burndown, Actual Burndown

Provider v1.0 Burndown — Baseline Burndown, Planned Burndown, Actual Burndown
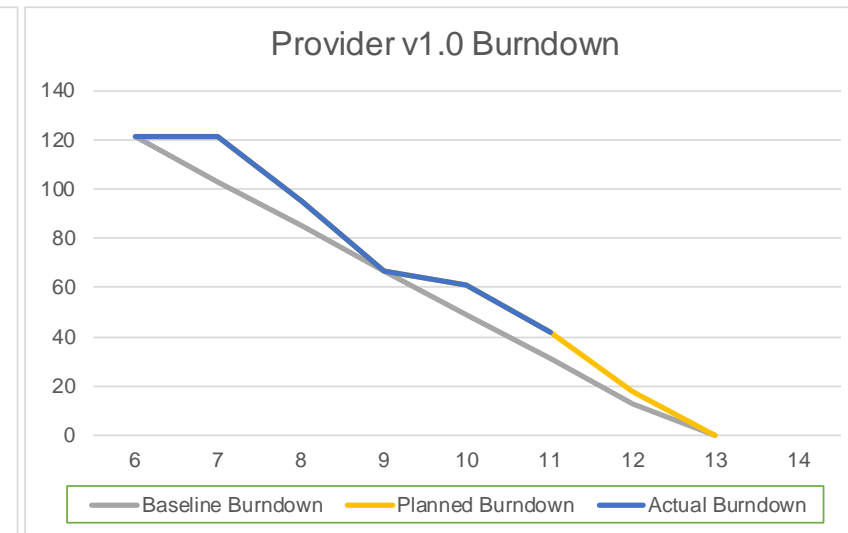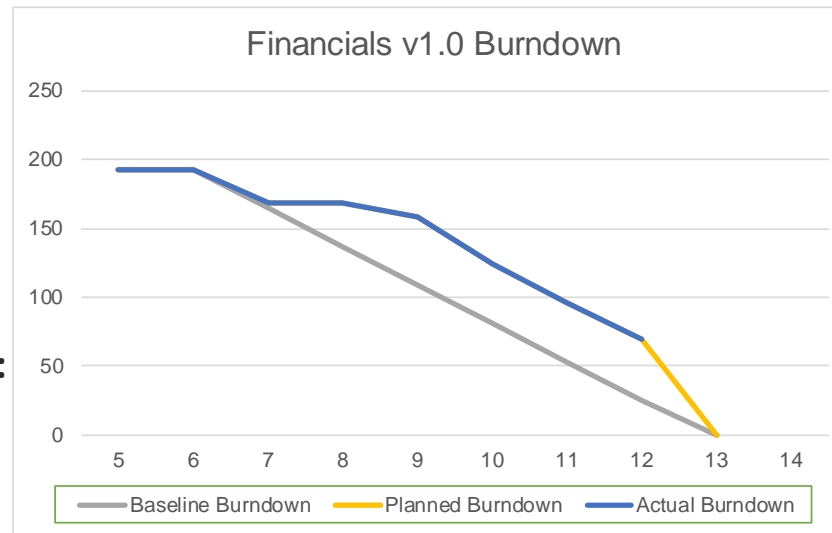
Work Stream Health

Blockers & Issues:
- UAs interfaces will be delayed to 2 weeks in I13 due to Agency dependencies
- Courts data issues has been highlighted to Management
- Resource gaps for Data Migration and Reports are pending

Decisions:
- N/A

Team Updates:
Interfaces
- Weekly sync-up meetings with Novitex initiated
- Detailed update on interface status enclosed in subsequent slides

Data Migration
- Detailed update on DM status enclosed in subsequent slides. Good progress on ODS modelling
- In addition to above, requirements on Document Migration and Master data being tracked for completion. Design meetings for Document Migration is in progress
- Please note that Data status is based on the currently available entities and attributes, the numbers will change as we continue to solution

Reports
- Reports re-prioritization exercise is in progress. Currently collaborating with Business, stakeholders and Business. This can impact the iteration planning

Upcoming Objectives (over next 2 iterations) :
- Catch up with updated plans for Interfaces and Data Migration
- Catch up with reports stream slippages

Team 5 Requirements (P1-P4) Team 5 Dashboard	In Sol'n Modeling	SM+D Complete	In Build	Team 5 - In Test	Total Req'ts
	431 Work items	28 Work items	61 Work items	0 Work items	520 Work items

Exchanges Requirements (P1-P4) Team 5 Exchanges Dashboard	In Sol'n Modeling	SM+D Complete	In Build	In Test	Total Req'ts
	42 Work items	0 Work items	9 Work items	0 Work items	51 Work items

OCM & Training

Blockers & Issues:
- N/A

Decisions:
- N/A

Team Updates:
OCM
- Executing reusable demo recording schedule with Guardian Specialists
- Completed Monthly Message Pack
- Preparing OCM Activities for UAT
- Completed December Change Network Meeting
- Planning for upcoming Provider meeting

Training
- Completed Assessment, Overview, and permanency Outlines
- Shifting to focus on curriculum development, review and approval in preparation for SuperUser/UAT Training
- Super User and training approach in development

Upcoming Objectives (over next 2 iterations) :

OCM
- Update the question/answers log
- Prepare FAQ's for distribution
- Prepare for UAT
- Continue creating of reusable demo recordings

Training

Begin train the trainer (Super User/UAT) Curriculum Development
- Super User recruitment
- Schedule Super User training
- Building all-Guardian schedule

	SFY15	SFY16	SFY17 (Actuals)	SFY18 (Actuals)	SFY19 (Actuals)	SFY20 (Act + Fcst)	SFY21 (Forecast)	EAC (Estimate at Complete)
Planning and Procurement Cycles	$ 236,627	$ 314,593	$ 599,942	$ -	$ -	$ -	$ -	$ 1,151,163
Feasibility Study		$ 616,998	$ -	$ -	$ -	$ -	$ -	$ 616,998
Data Management Assessment			$ 625,307	$ -	$ -	$ -	$ -	$ 625,307
Program Management			$ 1,185,035	$ 2,799,270	$ 876,741	$ 759,674	$ 382,900	$ 6,003,619
Business Integration			$ 1,070,367	$ 2,450,314	$ 1,948,942	$ 4,074,242	$ 1,017,640	$ 10,561,505
Mobile Solution			$ 1,433,114	$ 1,611,003	$ -	$ -	$ 312,927	$ 3,357,044
IV&V			$ 107,460	$ 187,200	$ 195,400	$ 220,000	$ 180,000	$ 890,060
Quality Management			$ 26,078	$ 1,419,651	$ 247,205	$ 1,076,431	$ 365,275	$ 3,134,640
Platform			$ 2,147,482	$ 1,218,300	$ 4,158	$ 809,634	$ -	$ 4,179,574
Hosting			$ 7,973	$ 1,200,145	$ -	$ -	$ -	$ 1,208,119
Enterprise Content Management			$ -	$ 187,983	$ 489,446	$ 2,792,527	$ 379,669	$ 3,849,626
Integrated Shared Services			$ -	$ -	$ 82,347	$ 919,732	$ 147,054	$ 1,149,132
Data Management			$ -	$ -	$ 571,928	$ 2,808,998	$ 1,616,605	$ 4,997,531
Technical Integration			$ 6,035	$ 2,382,391	$12,887,429	$17,915,184	$ 8,995,590	$ 42,186,631
Training			$ -	$ -	$ 244,610	$ 1,083,652	$ 600,000	$ 1,928,262
Service Management Office			$ -	$ -	$ 221,214	$ 27,652	$ -	$ 248,866
CHILDS Decommissioning			$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 236,627**	**$ 931,591**	**$ 7,208,794**	**$13,456,258**	**$17,769,420**	**$32,487,725**	**$13,997,660**	**$ 86,088,076**
Program Approved Budget								**$ 86,088,076**
(Over)/Under								**$ -**

- At month end of December, the program estimate at complete was still within the program approved budget

Current Financial Position

State Funding

APF

	Appropriated	Favorably Reviewed	Transferred
Total FY15 Appropriated	$ 5,000,000	$ 5,000,000	$ 5,000,000
Total FY17 Appropriated	$ 4,581,600	4,581,600	$ 4,581,600
Total FY18 Appropriated	$ 11,103,000	11,103,000	$ 11,103,000
Total FY18 Reverted	$ (4,992,796)	(4,992,796)	$ (4,992,796)
Total FY19 Appropriated	$ 5,000,000	5,000,000	$ 5,000,000
Total FY20 Appropriated	$ 10,100,000	8,500,000	$ 3,500,000
Total APF	$ 30,791,804	29,191,804	$ 24,191,804

General Fund

Fiscal Year	Planned	
FY15	$	236,627
FY16	$	499,761
Total General Fund	$	736,388
Total of All State Funding	**$**	**24,928,192**

Federal Funding

	Appropriated	Approved to Spend	Available to spend
Federal Title IV - E Match available (50/50)	$ 23,373,243	$ 23,373,243	$ 23,373,243
Approved Fed Waiver	$ 4,992,796	$ 4,992,796	$ 4,992,796

Actuals

APF/GF Spent		Federal Spent	
CH15002 (Planning and Procurement)	$ 851,192	CH15002 (Planning and Procurement)	$ 299,971
CH15004 (Feasibility Study)	$ 401,083	CH15004 (Feasibility Study)	$ 215,915
CH17002 (Guardian)	$ 18,878,492	CH17002 (Guardian)	$ 31,829,062
Total APF/GF Spent	**$ 20,130,767**	**Total Federal Funds Spent**	**$ 32,344,948**

Total Fund Remaining

Total Funds Available to Spend	$	53,294,231
Total Funds Spent	$	52,475,715
Total Funds Remaining	**$**	**818,517**

- Per DCS JLBC Legislative Liaison, the remaining $97k from the feasibility study (CH15004), does not require favorable review to spend on the rest of the Guardian Program

- $29 APF balance remaining from the Planning and Procurement project (CH15002)

- Current Actuals derived from preliminary November data. All costs paid through 12/31/19

Financial Health:
- The current financial position for the program is green.

Total Program Risks

ID	Owner	Title	Description	Trigger	Risk Rank (1-6)	Risk Response
166	Harish Kothapalli	Data Migration Impact due to Misuse of Source Data	Misuse of Data fields in Source Systems have the potential to negatively impact the data migration processes. For example, a Hospital of birth can be in the "City" field in a source system	March 30/ after the first migration dry run	4	Mitigate
169	Joshua Jackson	Build Velocity	Risk of build velocity achieving optimistic velocity thus requiring additional iterations, scope prioritization, and increased team sizes	Build velocity drops to the point where it becomes a bottleneck for program progress.	5	Mitigate
176	Harish Kothapalli	Not All Entity Table Available	Not all Entity tables are available prior to beginning migration, and scope is undefined	End of I13	5	Mitigate
179	Joshua Jackson	Solution doesn't achieve target fit percentage for requirements	The program currently is aiming to complete the solution with 75% of requirements being identified as fits. This will allow for ease of ownership for future changes required for the solution.	Upon Completion of Fit Gap audit and review.	5	Mitigate
182	Joshua Jackson	Reduced Testing Time may Impact Solution Quality	Due to the aggressive schedule, the solution testing time was consolidated to fit within the given deadlines. This reduction in testing time may impact solution quality and result in higher bug count and severity.	Significant number/severity of bugs notated in testing and go-live phases.	5	Accept
188	Joshua Jackson	ECM work effort for I13 completion	The current ECM requirements for V1.0 work effort is all planned for I13	January 10th	6	Mitigate

Q & A
Session

Appendix

- The current DCS CHILDS application is under Federal Rules and Regulations called SACWIS (Statewide Automated Child Welfare Information System)

- In 2015, new rules and regulations, called CCWIS (Comprehensive Child Welfare Information System), were introduced. DCS is aiming to be compliant with these regulations with Guardian:

- CCWIS benefits over the current DCS SACWIS system include:
  - Accommodates changes in practice & technology
  - Provides flexibility to "right-size" systems
  - Promotes program and system inter-operability
  - Requires data quality processes
  - Reduces costs for development and maintenance

- With a CCWIS compliant system, the federal government provides funds to assist the State of Arizona with development and implementation. It also grants additional funds to help maintain and support Guardian, as long as the system supports social workers' automation needs to organize and record quality case information about the children and families receiving child welfare services in Arizona.

- CHILDS (Children's Information Library and Data Source) was implemented in 1997 as an efficient, effective and economical method to exchange child welfare information between various State and Federal Systems

- The mainframe system has since become large, complex and inefficient with some of the common complaints being:
  - Not user-friendly
  - Limited reporting
  - Lack of a mobile platform
  - Deficient searching and matching functionality
  - Poor data quality: lack of data integrity, known duplications and data errors
  - Lack of collaboration with other agencies and system interfaces
  - Incomplete service and provider management
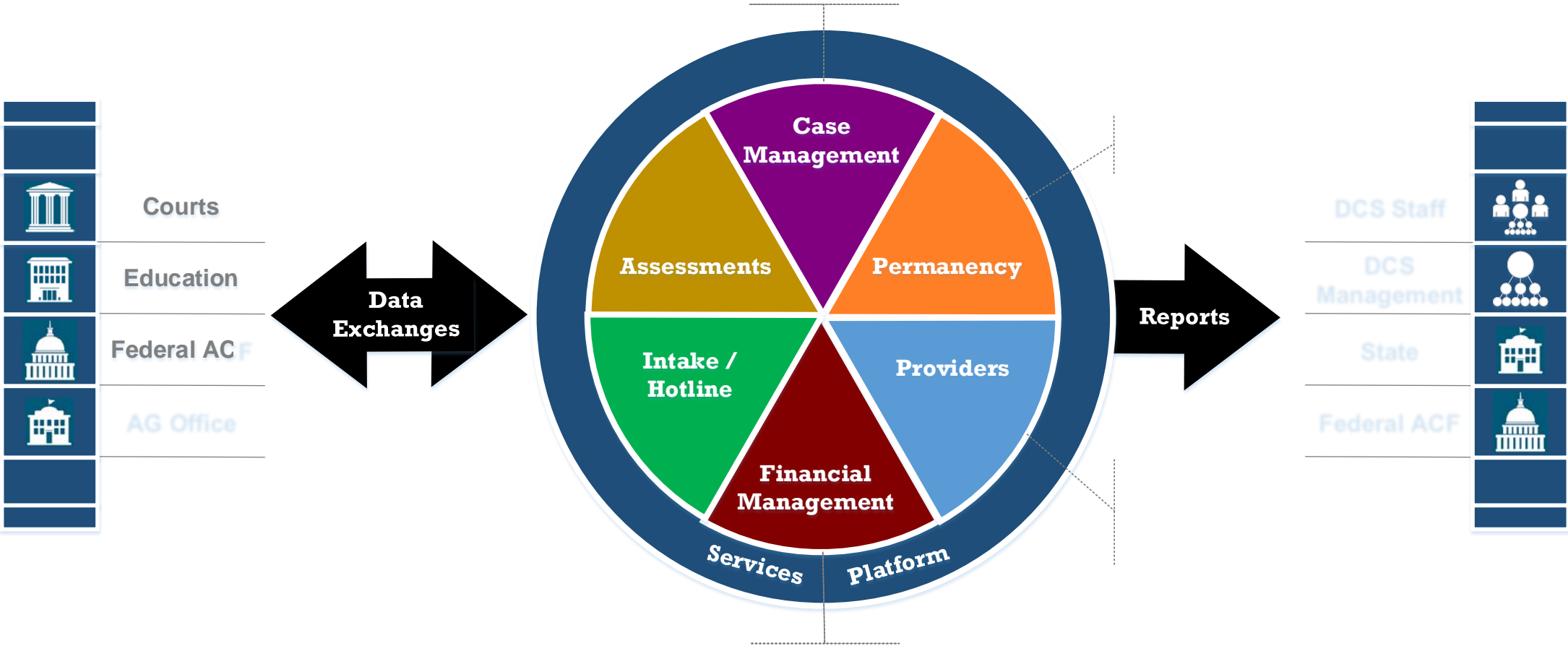
The Guardian Program is a child-centered, user-friendly technological solution which provides quality data and improved processes to support all DCS work for the safety of Arizona Children. Some of the goals include:

Data Quality: Increased data collection and quality

Modular Design: More flexible and adaptive to allow for future changes

Cost Reduction: Easier system development and maintenance

Follows IT Standard: Promotes efficient, economical, and effective development

Increased Collaboration: Data exchanges with external systems

Shareable: Capable of being shared and reused by other states, tribes, and agencies

Program Key Milestone Dates

Feasibility Study
Recommended replacement of CHILDS, secured funding

Request for Proposal
RFP sent to System Integration Vendors

Contract Award
Microsoft

Mobile
Two Deployments

CHILDS Decommissioning
CHILDS decommissioned and Guardian system of record

| Jan 2016 | Mar 2017 | Jun 2017 | Sep 2017 | Apr 2018 | Sep 2017 - Mar 2018 | Aug and Dec 2017 | Jun 2018 – Nov 2020 | Dec 2020 |

Selected Technology
Microsoft Dynamics Customer Relationship Management (CRM)

Technology Review
Reviewed vendor proposals and demonstrations

Business Requirements
Gather Business Requirements and document User Stories for each component

Build and Deploy
Microsoft onboard and onsite for project to design, build, test, train and deploy
V1.0 July 2020, C1.1 Nov 2020

Stage Definitions

Stage	Definition	Development Life Cycle
10	Validation Pending	Solution Modeling & Design
20	Consultant Review in Process	
30	Architectural Review in Process	
40	Business Review in Process	
41	Design Documentation in Process	
50	Config-Dev Ready	
51	Config-Dev Complete	Build Phase
53	Demo Ready	
56	Demo Rework	
60	Demo Complete	
70	Demo Accepted	
74	Process Testing in Process	Testing
77	End to End Testing in Process	
80	UAT in Process	
90	UAT Complete	
99	In Production	Production

Solution Modeling & Design   Build   Solution Testing Process | E2E | UAT   Go-Live

Stage   10   41   50   53   70   74   77   80   99

Program Structure

OVERSIGHT
ITAC
ACF
JLBC
OSPB

EXECUTIVE STEERING COMMITTEE

PROJECT GOVERNANCE
IV&V
PAC

BUSINESS LEADS
Ryan Clemens
Sandra Milosavljevic
Support Services
Field Operations

PROGRAM SPONSOR
Linda Roberts

PMO SUPPORT TEAM

Program Manager

Service Delivery

ARCHITECTURE GOVERNANCE
Architecture Review Board

Training	Change Management	Business Process Mgt	Project Manager		Project Manager		Project Manager	Solution Architecture Group
Lead	**Lead**	**Lead** Guardian Specialists	**WORKSTREAM 1** **Intake & Assessment**	**WORKSTREAM 2** **Case Management**	**WORKSTREAM 3** **Eligibility & Permanency**	**WORKSTREAM 4** **Financials & Providers**	**WORKSTREAM 5** **Data Warehouse**	**Data Architect**
Guardian Specialists	Guardian Specialists	Business Analysts	**Workstream Lead**	**Workstream Lead**	**Workstream Lead**	**Workstream Lead**	**Workstream Lead**	**Delivery Architect**
Trainers	Leaders	DCS Contracts Unit	**Guardian Specialists**	**Guardian Specialist**	**Guardian Specialists**	**Guardian Specialist**	**Guardian Specialist**	**ECM Architect**
DCS Training Unit	DCS Communications Unit	DCS Policy Unit	Technical Analyst	Technical Analyst	Technical Analyst	Technical Analyst	Technical Analyst	**Enterprise Architect**
			Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	Subject Matter Expert	**Interface Lead**
			Interface Analyst	Interface Analyst	Interface Analyst	Interface Analyst	Interface Analyst	**Infrastructure Architect**
			EMC Analyst	EMC Analyst	EMC Analyst	EMC Analyst	EMC Analyst	
			Data Analyst	Data Analyst	Data Analyst	Data Analyst	Data Analyst	
			Tester	Tester	Tester	Tester	Tester	