Agency Vision

Children thrive in family environments free from abuse and neglect.

Agency Mission

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

Childs Replacement Program (Guardian)

State of Arizona – Department of Child Safety

April 21, 2021

Project Health Card

Overall Delivery Project Health is Yellow

Schedule	🟨	• The current Schedule is Green. Go Live occurred on 02/01/2021. Remaining scope planned to complete be 06/30/21. Reporting still a challenge
Scope	🟩	• V1.0 MVP functionality in February release.
Budget	🟩	• The program budget is green and within variance
Risk	🟩	• The program is managing all open and active risks with mitigations
Issues	🟨	• Currently the program is focusing on project delivery for report creation

- For Program Delivery, only two items remaining, Reports and Childs Decom (CH17002)
- Program/Project health only refers to in scope items, M&O is separate

Project Updates

Open items from the last ITAC meeting:

- No open items from the last ITAC meeting

Changes since the last update:

- Program in warranty period upon resolution of Sev 2 bugs defined during warranty less any new requirements, targeted completion is Sprint 10 (4/20)
- Continue to monitor the system for bug and data issues
- Consistently resolving 40+ bugs a week through patch deployment process
- Report's creation is still a critical focus for the team. Workarounds developed where possible
- Business is driving prioritization of requirement and bug fixes based on business need (continue to groom backlog)
- System architecture remains stable
- Summary of Focus areas
  - Busines stabilization through continued bug fixes
  - Continued project delivery for reports
  - Process improvement

M&O Updates

		Field				Support							Portal						
	HR	Hotline/ Intake	Assessment	Case Mgmt	Permanency	Service Requests	Service Approvals	Eligibility	Subsidy	Provider Mgmt	Invoicing / Payment Requests	Payments to AFIS	Provider Access	Mandated Reporter	Licensing	Foster & Kin Providers	Group Home Providers	Contracted Services	Invoicing	Central Registry / PSRT
Business Owner	Martha	Brooke	Shalom	Shalom	Shalom	Shalom	Alex (Services) Amy (Placement)	Robert	Gillian		Tina	Elizabeth	Alex	Brooke	Gillian	Gillian	Alex	Alex	Tina	Gillian
Business Process	Yellow	Green	Green	Orange	Orange	Orange	Yellow	Yellow	Red	Green	Yellow	Yellow	Green	Yellow	Yellow	Green	Red	Red	Orange	
Business Performance	Yellow	Yellow	Yellow	Red	Orange	Orange	Orange	Yellow	Orange	Yellow	Yellow	Yellow	Orange	Yellow	Yellow	Orange	Yellow	Red	Yellow	Yellow
Guardian (Bugs)	Yellow	Yellow	Yellow	Red	Yellow	Orange	Orange	Yellow	Yellow	Orange	Orange	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Orange	Orange	Yellow
Guardian (Enhancements)	Yellow	Yellow	Orange	Orange	Orange	Green	Yellow	Green	Yellow	Green	Yellow	Green	Yellow	Yellow	Green	Red	Yellow	Orange	Yellow	Yellow
Data Quality	Yellow	Yellow	Yellow	Yellow	Yellow	Orange	Orange	Yellow	Yellow	Green	Yellow	Orange	Yellow	Yellow	Yellow	Green	Green	Green	Green	Green
Interfaces	HRIS	AZTECS, CIF	JWI	CMDP		Drug Testing		SSA		AFIS	Novitex	AFIS				Quick Connect				
Communication	Yellow	Green	Yellow	Yellow	Green	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Orange	Yellow	Orange	Yellow	Yellow
Training	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Orange	Yellow	Orange	Yellow	Yellow	Yellow	Green	Green	Red	Orange	Yellow
Reporting	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red

Impact
- Critical (Red)
- High (Orange)
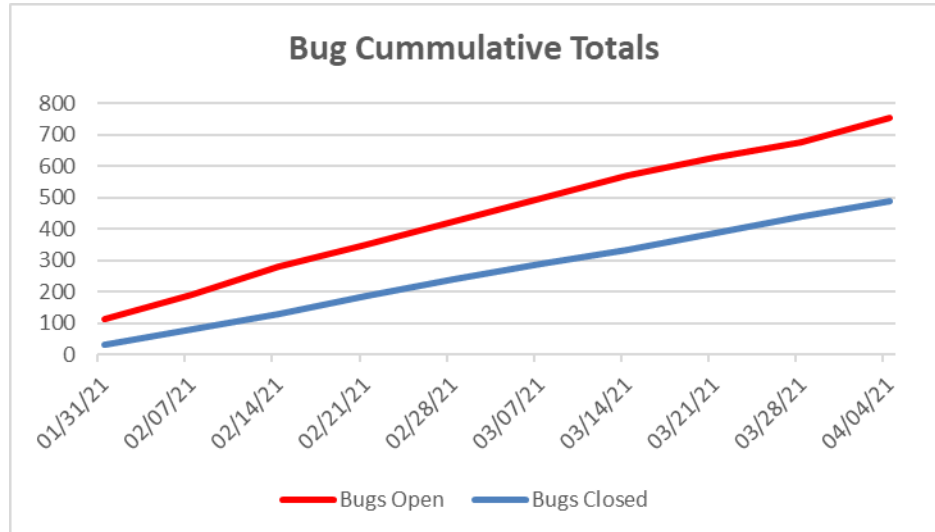- Medium (Yellow)
- Stable (Green)

- Business heatmap allows the team to focus on critical areas of each line of business
- Ongoing M&O efforts and requirements driven by the business (fixes, new/backlog requirements)
- Guardian team is working to resolve Document Management related issues and vendor is working on intermittent timeout issue
- Guardian team is working to resolve Invoicing and Payment job errors as they are found and prioritized
- Guardian team is working on the Service Request/Approval bugs and changes
- DCS Business team is working to resolve data issues and clean up were found in Service Approvals, Invoices, and Payments
- Portal issue has been resolved and reopened for FH registration and enrollment. 2,300 registrations sent
- Electronic invoice with providers continues without disruption
- After FH and providers register in Portal, Portal invoicing process to start in May
- Reporting team will have several additional team members added to fill vacancies and the new process for data mapping and views is in progress

M&O Updates

Bugs

Bug Cummulative Totals

Legend: Bugs Open (red), Bugs Closed (blue)

Requirements

Requirement Cummulative Totals

Legend: Req't Open (purple), Req't Closed (blue)

% of Bugs by Severity

- 0 - Emergency: 19%
- 1 - Critical: 34%
- 2 - High: 29%
- 3 - Medium: 18%
- 4 - Low: 0%

% of Req'ts by Severity

- 0 - Emergency: 10%
- 1 - Critical: 46%
- 2 - High: 23%
- 3 - Medium: 19%
- 4 - Low: 1%
- (blank): 1%
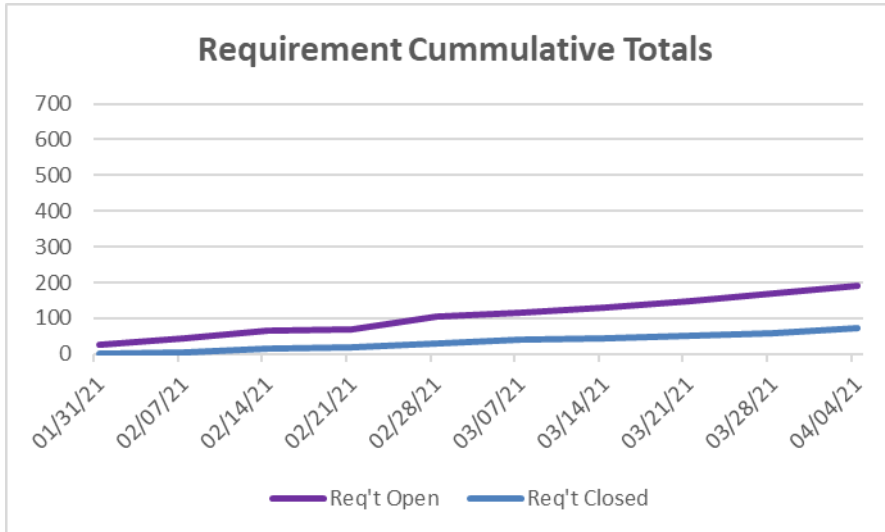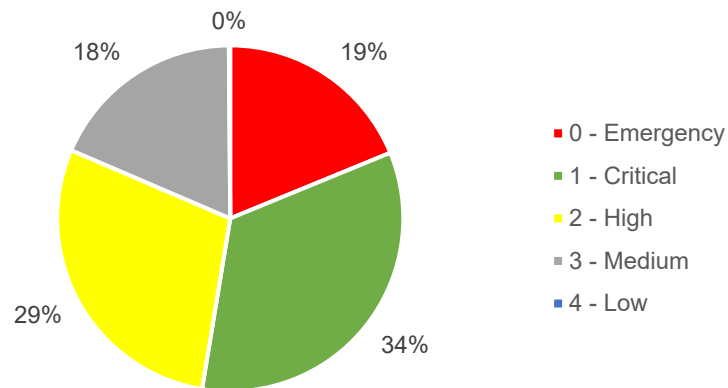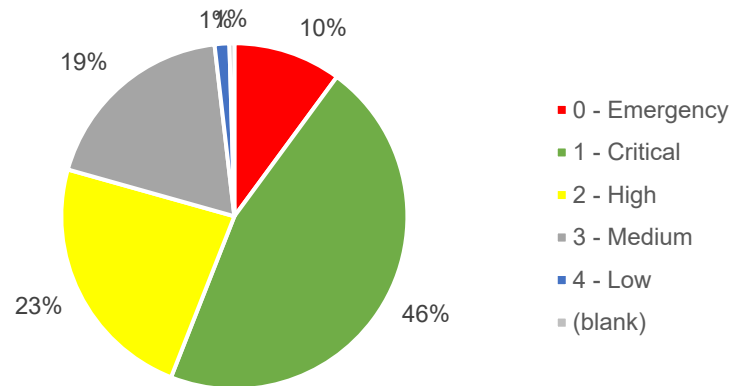
- Opening more bugs then closing
- Opening and resolving less emergency (sev 0) bugs which supports the transition to M&O
- Starting to open more cleanup, and related as expected with any solution

Project Updates

As of 04/09/21:

Data Reports Scope Query

Total Items:
(Bugs & Req'ts - All states)
(By Iteration Path)

Open Items
(Bugs & Req'ts, State = Active or Proposed)
(By Iteration Path)

Resolved Items -
No Prod Data Needed
(Bugs & Req'ts, State = Resolved)
(By Iteration Path)

Resolved Items
Prod Data Needed
(Bugs & Req'ts, State = Resolved)
(By Iteration Path)

Closed Items
(Bugs & Req'ts, State = Closed)
(By Iteration Path)

Issues

Triage
(No longer includes reports and ODS in these 2 tiles. They now appear on the Exec Reports Dashboard)
Reports Exec Dashboard

R0: Hotfix Total
Hotfix Audit Dashboard
Total includes closed bugs as QA is closing them once they pass testing

	All of R0	Open: All of R0	Resolved: All of R0	Resolved: All of R0	Closed: All of R0	All Issues	Open Issues	Not Triaged	Not Triaged S0/1
	1001 Work items	360 Work items	25 Work items	22 Work items	591 Work items	45 Work items	33 Work items	22 Work items	10 Work items

R0: Sprint 7
Version 1.16.37.x
Start: 03/20/21
End: 03/26/21
Release Date: 03/30/21

Planned: Sprint 7	Open: Sprint 7	Resolved: Sprint 7	Resolved: Sprint 7	Closed: Sprint 7
60 Work items	1 Work items	0 Work items	4 Work items	55 Work items

- 1001 are Sev 0 – 4 regardless of when identified
- Closed 591 since go-live
- 360 Sev 0-4 still open
- Warranty period planned to end after Sprint 10
- M&O will continue to prioritize and fix prioritized items in subsequent sprints

R0: Sprint 8
Version 1.16.38.x
Start: 03/27/21
End: 04/02/21
Release Date: 04/06/21

Planned: Sprint 8	Open: Sprint 8	Resolved: Sprint 8	Resolved: Sprint 8	Closed: Sprint 8
56 Work items	4 Work items	4 Work items	11 Work items	37 Work items

R0: Sprint 9
Version 1.16.39.x
Start: 04/03/21
End: 04/09/21
Release Date: 04/13/21

Planned: Sprint 9	Open: Sprint 9	Resolved: Sprint 9	Resolved: Sprint 9	Closed: Sprint 9
71 Work items	50 Work items	13 Work items	4 Work items	4 Work items

Updates since Go-Live

Reports:
- Updated/increased resources for reporting team
- Reports are moving through development with 3 out for business validation
- Data mappings for Intake and Assessment completed
- Automation for the operational data store (ODS) planned
- Holding Daily sessions to validate SQL queries

M&O Transition:
- Support transition underway with KT sessions ongoing, teams in place, and planned to complete in April
- Closed over 500 bugs
- Sprint 10 is final in warranty period sprint
- Business prioritizing the work for each sprint
- DCS continues to groom backlog of items based upon busines priority as part of ongoing M&O

System Accesses:
- Auditor General and Ombudsman have received direct, remote access to Guardian

Payment Processing:

- Focus on stabilization (utilizing heatmap)
- Adoption payments for February, March, and April processed
- Foster & Kinship caregivers paid for Jan/February and March payments on track
- Contracting providers processing going faster
- Any Pending items caused by data migration are in process of cleansing
- There are couple of bugs that will be resolved in the next two to three weeks that will greatly assist in moving this piece of business to green.

Q & A
Session

ITAC REQUIRED REPORTING

Project Financials (Completed Fiscal year)

Project Budget: $86,088,076   Project Start Date: 9/20/2016
Expenditure to date: $79,658,813   Est. End Date: 06/30/2021
Budget Remaining: $6,429,263

	SFY 2015	SFY 2016	SFY 2017	SFY 2018	SFY 2019	SFY 2020
Baseline Projection	$236,627	$931,591	$10,131,936	$21,694,542	$25,729,121	$33,457,573
Actual	$236,627	$931,591	$7,209,721	$13,456,258	$17,769,420	$26,829,394
Variance ($)	$0	$0	$2,922,215	$8,238,284	$7,959,701	$6,628,179
Variance (%)						

Notes: Program actuals recognized when invoices are paid

Project Financials (Current Fiscal year)

Project Budget: $86,088,076
Expenditure to date: $79,658,813
Budget Remaining: $6,429,263

Project Start Date: 9/20/2016
Est. End Date: 06/30/2021

	SFY 2021											
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
Baseline Projection	$3,199,111	$2,282,940	$1,290,230	$1,901,839	$2,015,637	$1,240,959	$2,236,911	$1,149,333	$2,858,927	$480,809	$180,070	$4,147,693
Actual	$844,490	$1,010,174	$1,572,660	$1,850,288	$1,775,759	$566,413	$997,761	$3,454,425	$1,153,832			
Variance ($)	$2,010,959	$1,272,766	($282,430)	$51,551	$239,878	$674,546	$1,239,150	($2,305,092)	$1,705,095			
Variance (%)	71%	44%	-22%	3%	12%	54%	55%	-201%	60%			

Notes:
March Variance is due to deliverable, invoice and payment timing.
Cost re-baseline completed at end of September

APPENDIX

Program History

- 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.

Program History

- 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

Program Future State

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

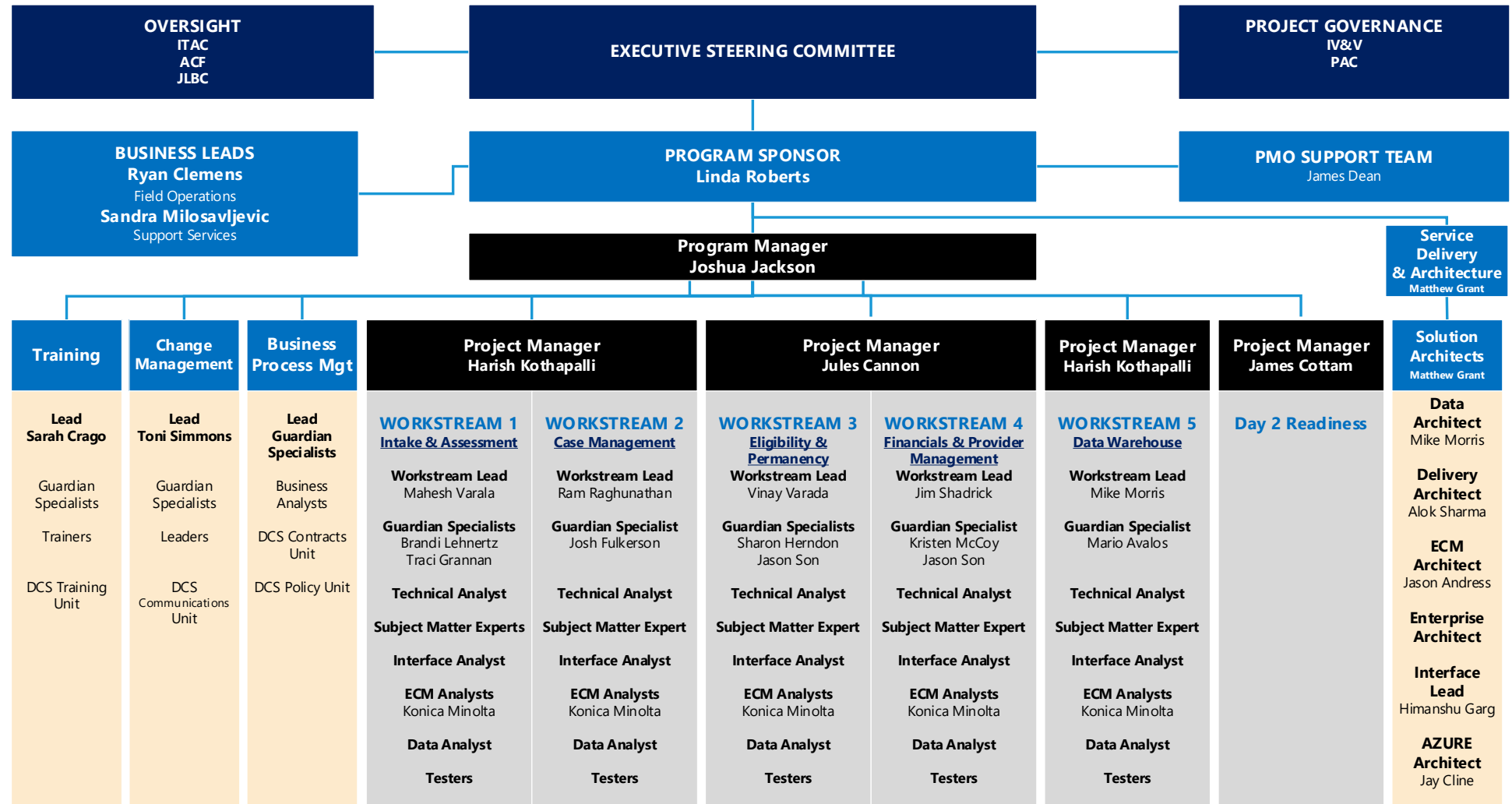**Increased Collaboration:** Data exchanges with external systems

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

Program Structure

GUARDIAN PROGRAM STRUCTURE
As of 11 August 2020

OVERSIGHT
ITAC
ACF
JLBC

EXECUTIVE STEERING COMMITTEE

PROJECT GOVERNANCE
IV&V
PAC

BUSINESS LEADS
Ryan Clemens
Field Operations
Sandra Milosavljevic
Support Services

PROGRAM SPONSOR
Linda Roberts

PMO SUPPORT TEAM
James Dean

Program Manager
Joshua Jackson

Service Delivery & Architecture
Matthew Grant

Training	Change Management	Business Process Mgt	Project Manager Harish Kothapalli		Project Manager Jules Cannon		Project Manager Harish Kothapalli	Project Manager James Cottam	Solution Architects Matthew Grant
Lead Sarah Crago	**Lead** Toni Simmons	**Lead** Guardian Specialists	**WORKSTREAM 1** Intake & Assessment	**WORKSTREAM 2** Case Management	**WORKSTREAM 3** Eligibility & Permanency	**WORKSTREAM 4** Financials & Provider Management	**WORKSTREAM 5** Data Warehouse	**Day 2 Readiness**	**Data Architect** Mike Morris
Guardian Specialists	Guardian Specialists	Business Analysts	**Workstream Lead** Mahesh Varala	**Workstream Lead** Ram Raghunathan	**Workstream Lead** Vinay Varada	**Workstream Lead** Jim Shadrick	**Workstream Lead** Mike Morris		**Delivery Architect** Alok Sharma
Trainers	Leaders	DCS Contracts Unit	**Guardian Specialists** Brandi Lehnertz Traci Grannan	**Guardian Specialist** Josh Fulkerson	**Guardian Specialists** Sharon Herndon Jason Son	**Guardian Specialist** Kristen McCoy Jason Son	**Guardian Specialist** Mario Avalos		**ECM Architect** Jason Andress
DCS Training Unit	DCS Communications Unit	DCS Policy Unit	**Technical Analyst**	**Technical Analyst**	**Technical Analyst**	**Technical Analyst**	**Technical Analyst**		**Enterprise Architect**
			Subject Matter Experts	**Subject Matter Expert**	**Subject Matter Expert**	**Subject Matter Expert**	**Subject Matter Expert**		**Interface Lead** Himanshu Garg
			Interface Analyst	**Interface Analyst**	**Interface Analyst**	**Interface Analyst**	**Interface Analyst**		**AZURE Architect** Jay Cline
			ECM Analysts Konica Minolta	**ECM Analysts** Konica Minolta	**ECM Analysts** Konica Minolta	**ECM Analysts** Konica Minolta	**ECM Analysts** Konica Minolta		
			Data Analyst	**Data Analyst**	**Data Analyst**	**Data Analyst**	**Data Analyst**		
			Testers	**Testers**	**Testers**	**Testers**	**Testers**		

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
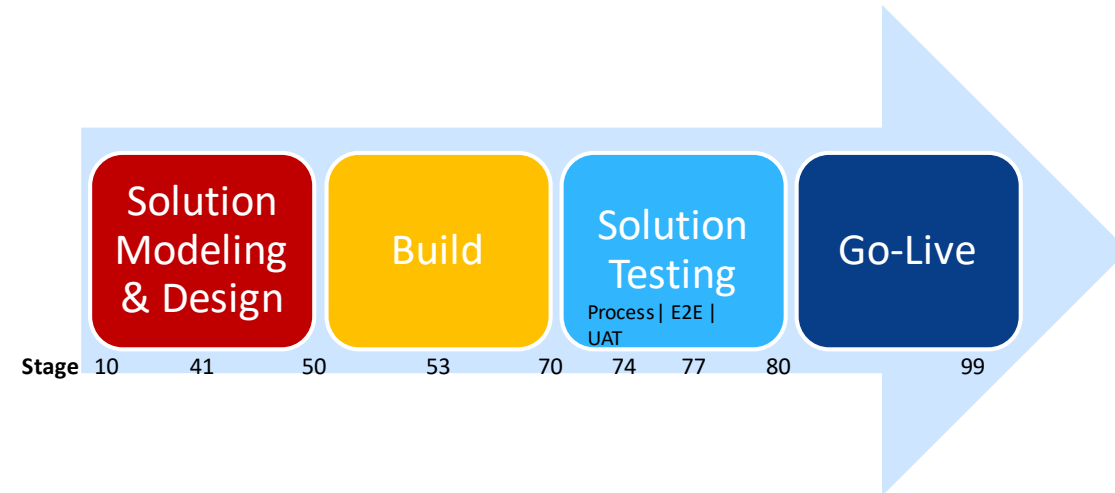Reviewed vendor proposals and demonstrations

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

Program Stages

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