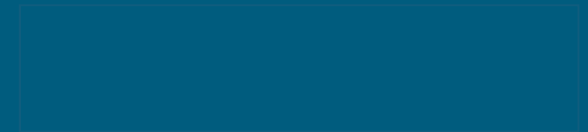# Presentation to ITAC

CHILDS Replacement Program (Guardian)

State of Arizona – Department of Child Safety

April 26, 2017

Status Through: March 31, 2017

Contents

Program Status

	Previous Status	Current Status	Status Notes
OVERALL	G	G	
Scope	G	G	• Scope remains consistent with PIJ and IAPD (May 2016) updated with letter submitted February 2017
Schedule	G	G	• Schedule remains within +/- 10% of Roadmap
Budget	G	G	• Tracking below current JLBC approved expenditures for FY17

G	Project on-track; no high priority risks/Roadblocks	Y	High Priority risks/Roadblocks that have mitigation plans	R	High Priority risks/Roadblocks that have no clear mitigation plans	NS	Not Started

Guardian Program Integrated Milestone Schedule

Status through 4/14/17

| Guardian Program | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 |

Benefit Realization

8/4 △ Improved Case Worker Mobility/Efficiency

Mobile Solution

- 4/7 ▲ Business Requirements Finalized
- △ CHILDS Mapping Complete
- △ CHILDS Interfaces Complete
- 1/2 - 5/12 Design & Development
- 5/12 △ Tablets Received
- 5/26 △ Training Manuals Complete
- 5/26 △ UAT Execution Plan Complete
- 5/26 △ UAT Test Cases Complete
- 6/12 - 6/23 Train The Trainer
- 3/24 - 6/30 Release 1 Testing
- 6/26 - 6/30 End to End Testing
- 6/30 △ DCS Application Security Verified
- 6/26 - 7/7 Help Desk Training
- 7/5 - 7/21 Release 1 User Acceptance Testing (UAT)
- 7/21 △ MDM Configurations Complete
- 7/21 △ MDM App Distro Process Documented
- 7/24 - 8/04 Release 1 Caseworker Training
- 8/4 △ Operational Readiness Certification Received
- 8/4 △ Release 1 Ready to Deploy
- 6/5 △ Release 2 Start
- 6/5 - 7/21 Release 2 Technical Design
- 7/3 - 8/18 Release 2 Development
- 8/21 - 9/29 Release 2 Testing
- 10/2 - 10/20 Release 2 User Acceptance Testing (UAT)
- 10/23 △ Release 2 Ready to Deploy
- 10/23 - 11/3 Release 2 Training

Status is of 4/14/17

Legend

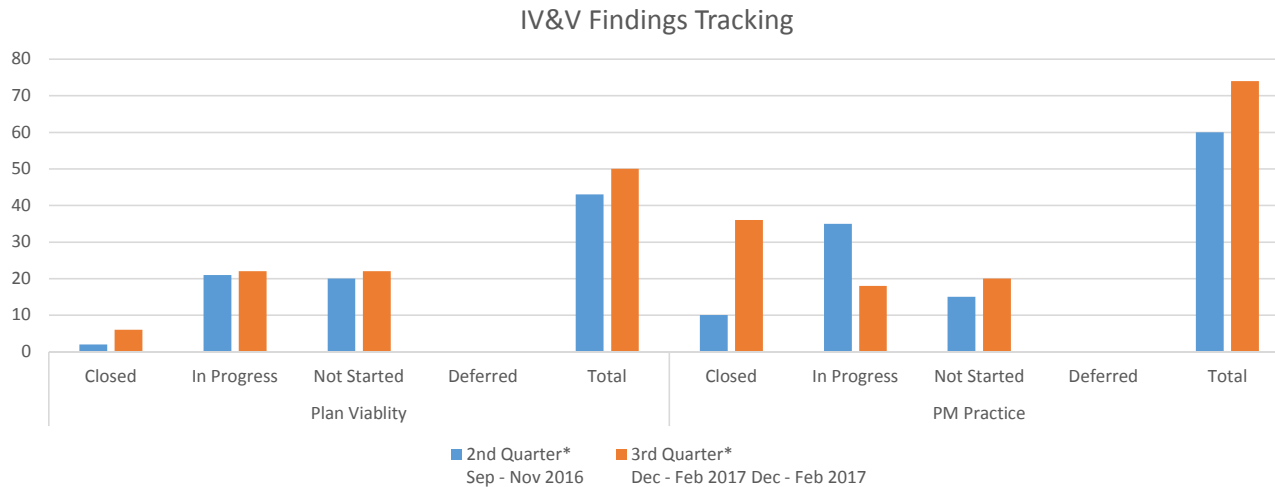|		
△ Milestone	△ Slipped Milestone	△ Early Milestone
▲ Completed Milestone	▲ Slipped Completed Milestone	▲ Early Completed Milestone
■ Task Bar	■ Slipped Task Bar	■ Early Task Bar
△ DCS Dependency	△ DCS Completed Dependency	■ Progress Bar

Guardian Program Integrated Milestone Schedule

Status through 4/07/17

| Guardian Program | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 |

Benefit Realization

- 6/30 △ Mobile Solution fully integrated into DCS processes
- 6/30 △ DCS Organization Aligned with new Child Welfare Policy and Practices
- 7/31 △ Foundation for Guardian Ready

Platform

- 2/01 ▲ Platform RFP Awarded
- 4/6 ▲ Platform Kickoff
- 4/10 - 4/14 ■ Platform Initiation
- 4/17 - 6/30 ■ Development
- 5/15 - 7/14 ■ Stabilization
- 7/17 - 7/28 ■ Closeout
- 7/31 △ Base Platform Configured
- 7/31 - 9/1 ■ DCS Platform Support Training

Status is of 4/14/17

Business Integration

- 2/24 ▲ Initial OCM Plan Submitted
- 4/12 ▲ Communications Kick-off Meeting
- 3/27 - 4/21 ■ Child Welfare Policy and Procedure Manual Revisions
- 3/20 - 4/28 ■ OCM Organizational Readiness Assessment
- 6/30 △ OCM Materials Submitted
- 6/30 △ Data Governance Manual Submitted
- 6/30 △ KPI and RIO Plan Submitted
- 6/30 △ CW Best Practices Presentations Catalog Available
- 6/30 △ Iteration 2 Child Welfare Policy and Process Map Submitted
- 6/30 △ Organizational Outreach Coordination Plan Submitted
- 6/30 △ Federal Funding Model and Plan Submitted

Technical Integration

- 3/31 ▲ Technical Integration RFP Out for DCS Review
- 4/24 △ Technical Integration RFP Issued
- 8/24 △ Technical Integration RFP Awarded

Legend

△ Milestone	△ Slipped Milestone	△ Early Milestone
▲ Completed Milestone	▲ Slipped Completed Milestone	▲ Early Completed Milestone
■ Task Bar	■ Slipped Task Bar	■ Early Task Bar
△ DCS Dependency	△ DCS Completed Dependency	■ Progress Bar

Program IV&V Actions Status Metrics – Q3 Report

IV&V Findings Tracking

IV&V Findings Tracking		2nd Quarter* Sep - Nov 2016	3rd Quarter* Dec - Feb 2017
Plan Viability	Closed	2	6
	In Progress	21	22
	Not Started	20	22
	Deferred	0	0
	Total	43	50
PM Practice	Closed	10	36
	In Progress	35	18
	Not Started	15	20
	Deferred	0	0
	Total	60	74

* The IV&V quarters are not aligned with the State Fiscal year quarters. This is due to the JLBC provision which requires that the program deliver Quarterly reports 1 month prior to State fiscal quarter close.

Mobile Solution - Status

Timeline

Task Name	Duration	Start	Finish
Mobile Solution	229 days	12/20/16	11/3/17
Release 1	164 days	12/20/16	8/4/17
Project kickoff	0 days	12/20/16	12/20/16
Funtional Requeiments & Technical Design	85 days	1/2/17	4/28/17
Development	95 days	1/2/17	5/12/17
Testing	35 days	5/15/17	6/30/17
User Acceptance Testing Execution	15 days	7/3/17	7/21/17
Training	10 days	7/24/17	8/4/17
Ready to Deploy	0 days	8/4/17	8/4/17
Release 2	110 days	6/5/17	11/3/17

Status

- Solution now a two release deployment to accommodate business needs
- Release 1 development planned to complete mid May 2017, flowed by testing for a late June 2017 deployment
- Nearing finalization of DCS Business Rules and Data Mapping to support mobile solution interoperation with CHILDS

Cost

- $255,700 Spent to date

Platform - Status

Timeline

Task Name	Duration	Start	Finish	Apr May Jun Jul Aug Sep Oct
▲ Platform	107 days	4/6/17	9/1/17	
Project kickoff	0 days	4/6/17	4/6/17	◆ 4/6
Initiation	5 days	4/10/17	4/14/17	
Development	55 days	4/17/17	6/30/17	
Stabalization	45 days	5/15/17	7/14/17	
Closeout	10 days	7/17/17	7/28/17	
Base Platform Configuration Complete	0 days	7/31/17	7/31/17	◆ 7/31
DCS Platform Training	24 days	8/1/17	9/1/17	
Platform Complete	0 days	9/1/17	9/1/17	◆ 9/1

Status

- Vendor kick-off 4/6/17
- Vendor onboarding 4/10/17

Cost

- Project begins in April, cost allocation expected to be spent in May

Data Integrity Enhanced Reporting (Data Management Assessment) – Status

Timeline

Task Name	Duration	Start	Finish
▲ **Data Management Assessment**	**78 days**	**2/6/17**	**5/24/17**
▲ **Data Cleanup**	**58 days**	**3/6/17**	**5/24/17**
Data Cleanup Assessment Start	0 days	3/6/17	3/6/17
Requirements and Scope Assessment	14 days	3/6/17	3/23/17
Metrics, Business, Data Dictionary Assessment	40 days	3/24/17	5/18/17
Data Governance Recommendation and Feasibility Study Documentation	43 days	3/27/17	5/24/17
Data Cleanup Assessment Complete	0 days	5/24/17	5/24/17
▲ **Business Intelligence (BI) Automation**	**60 days**	**2/6/17**	**4/28/17**
BI Automation Start	0 days	2/6/17	2/6/17
Requirements and Project Planning	10 days	2/6/17	2/17/17
Technical Analysis of Reports with stakeholders	25 days	2/20/17	3/24/17
Generate Documentation	25 days	3/6/17	4/7/17
Creation of Feasibility Assessment Docuemnt	20 days	4/3/17	4/28/17
BI Automation Assessment Complete	0 days	4/28/17	4/28/17
▲ **MS Access Migration**	**60 days**	**2/6/17**	**4/28/17**
MS Access Migration Assessment Start	0 days	2/6/17	2/6/17
Technical Analysis of MS Access Databases	10 days	2/6/17	2/17/17
Generate Documentation	35 days	2/20/17	4/7/17
Create Feasibility Assessment Document	15 days	4/10/17	4/28/17
MS Access Migration Assessment Complete	0 days	4/28/17	4/28/17

Status

BI Automation Feasibility:
- Kick-Off and Pre-assessment 3/03/17
- Technical analysis of BI reports is underway

MS Access Feasibility:
- Assessed 119 databases

Data Cleansing Feasibility:
- Finalized Requirements Summary and Assessment Scope
- Finalized Data Dictionary

Cost

- First payment to vendor based upon work completed through March, is expected in April.

Technical Integration Overview

Solution	• The technical integrator will ensure compliance with data and technology standards, to ensure that each functional component required to satisfy the program requirements is integrated successfully into the platform • Functional components will be largely configured from native platform functionality but might additionally require separate procurement of a third-party add-on component
Procurement Strategy	• A Request for Proposal (RFP) is ready for release to select an integrator who best fulfills the DCS requirements
Cost	• Projected total project cost (from PIJ): $9.0M for Development; $8.5M Operational
Timeline	• RFP currently being finalized to issue end of April 2017

*Costs associated with the PIJ were based off the feasibility study.
Development Costs are not solely for Vendors, any awarded costs are meant to be a subset of any final projected costs of the project.

Document Management Overview

Solution	• Document Management is used extensively to store and managed digital documents
	• DCS has reviewed different options in the market today
	• Based upon the need to quickly and efficiently transfer documentation between DES and the courts, and other agencies, the decision was made to procure the same system used today
	• The OnBase Enterprise Content Management (ECM) has been selected
Procurement Strategy	• Due to the specific requirements to ensure compatibility with other State Agencies, the solution is planned to be procured through *the statewide Software Value Added Reseller (SVAR) contract ADSPO17-149774 with CDW Government, LLC.*
Cost	• Projected total project cost (from PIJ): $4.6M for Development; $2.4M Operational
Timeline	• Gathering requirements to price out the correct document management services/options by May

*Costs associated with the PIJ were based off the feasibility study. Development Costs are not solely for Vendors, any awarded costs are meant to be a subset of any final projected costs of the project.

Infrastructure Upgrade Purchases

Problem	• The current network hardware security appliances are not sufficient to handle the amount of data DCS will need to inspect after the full separation from DCS, and with the addition of Guardian • The original load for the appliances was meant for DCS VPN traffic, not the entirety of DCS • DCS plan is to leverage cloud based solutions in the future, which increases bandwidth throughout the agency
Solution	• Purchase new security equipment (Cisco Firepower 9000 series) which can handle the bandwidth of the entire DCS network, including the planned additional loads that Guardian and other external cloud solutions • Professional and outside services will be leveraged for the installation • 36 month 24X7 service and support is being purchased as well
Procurement Strategy	• The upcoming procurement will use existing Statewide Contracts
Cost	• Order cost: $578.9K (Development) Hardware/Software $369.7K (Operational) years 2 - 5 Professional and outside services for installation still under review
Timeline	Upon ITAC Approval the equipment will be ordered at the end of April. The items ordered have a lead time of ~30 days.

Infrastructure Upgrade Purchase

- Compared two options on Statewide Contract, Cisco and Palo Alto

- Cisco was selected based on the following rational:

  - Cost:

    - The Selected appliances are ~$350k less expensive to implement

    - The main driver of the costs is due to the footprint required for the Palo Altos would require an expansion of floor space at the data center, increase the ongoing costs, and the up front cabling costs

    - The Cisco firewalls will fit into the existing racks with any additional costs

  - Risk Avoidance

    - The additional floor space for the Palo Altos would require ~2 – 3 months to procure, and cable, which will impact this program, as well as the DCS Separation project which introduces risk to the agency as DCS would still be on the DES network longer than preferred

    - Part of the Palo Alto Package includes 4 external modules which costs are currently being covered by ADOA through 2019. If this does not continue, an additional $160k annually would be added to the ongoing maintenance. These Modules are required to provide certain functionality that is already available in the selected Cisco package

  - Benefits

    - The 4 external modules which are required for the Palo Alto system can be used with the selected firewalls for additional protection. DCS can work with ADOA to have those extra protections added. If after FY19 the charges are transferred to DCS, a decision can be made to keep or remove without losing any core features

- DCS is requesting ITAC approval to move forward with the procurement of the selected solution
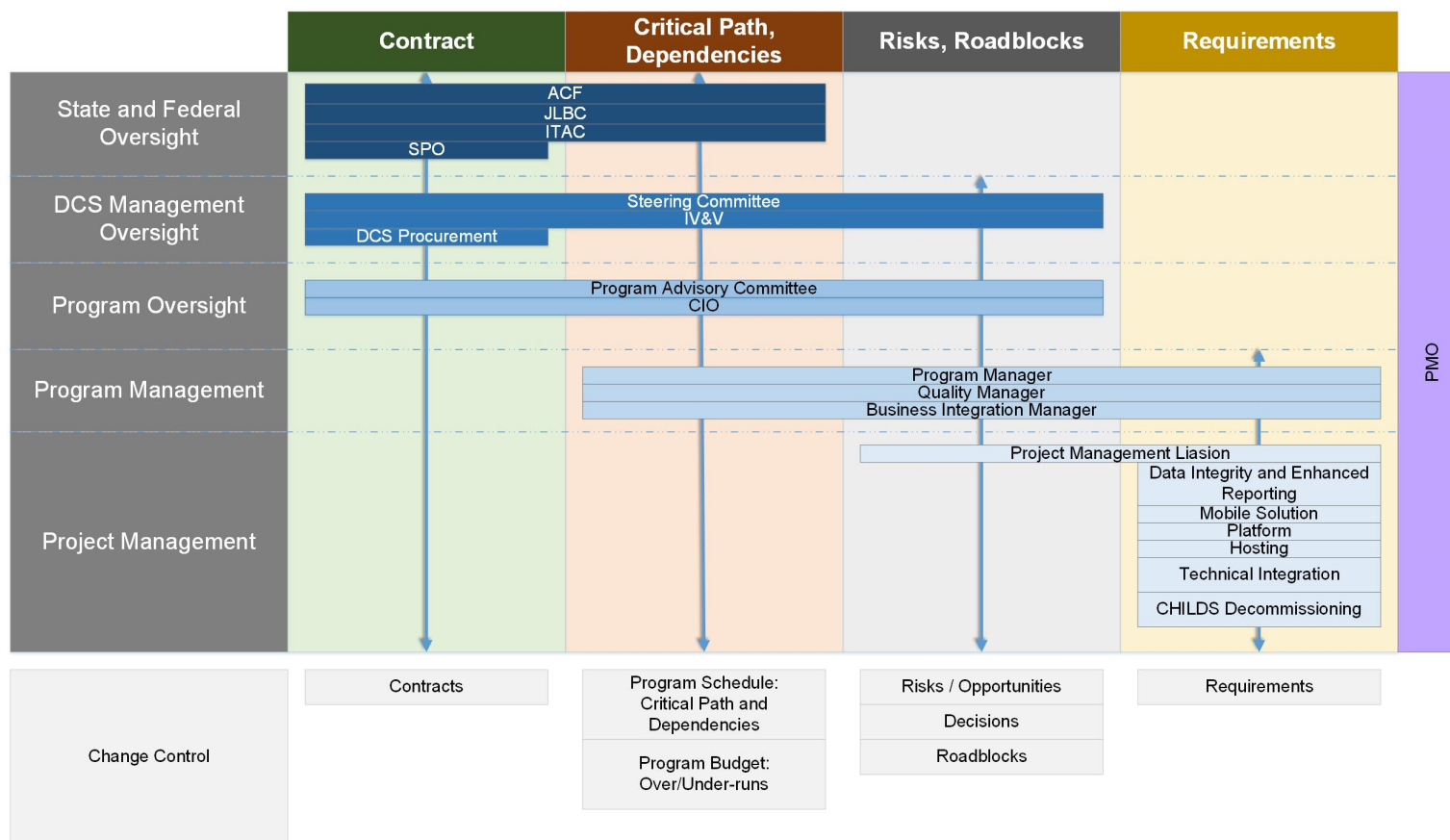
Q&A

Further Information

- Program Governance
- Program Projects, Support and Services
- Current Program Development Forecast: by Fiscal Year / Project
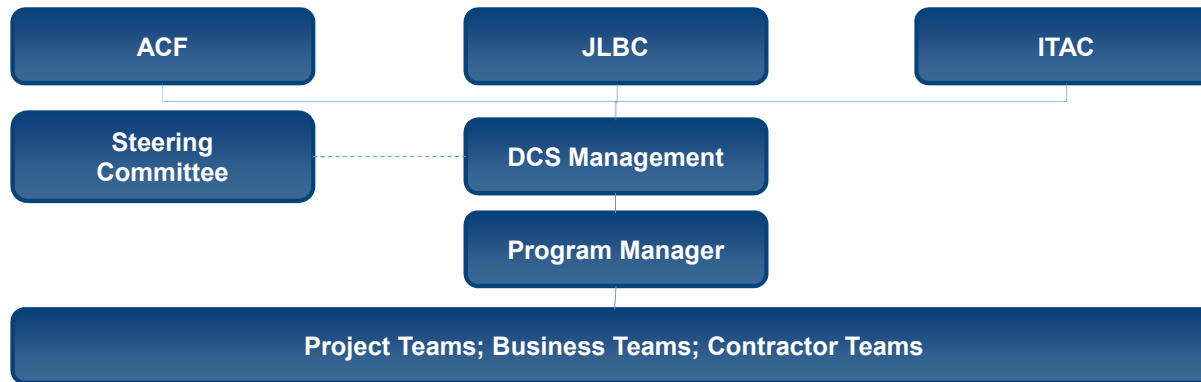- Current Program Financial Position

Program Governance

	Contract	Critical Path, Dependencies	Risks, Roadblocks	Requirements	
State and Federal Oversight	SPO	ACF JLBC ITAC			PMO
DCS Management Oversight	DCS Procurement	Steering Committee IV&V			
Program Oversight		Program Advisory Committee CIO			
Program Management		Program Manager Quality Manager Business Integration Manager			
Project Management			Project Management Liasion	Data Integrity and Enhanced Reporting Mobile Solution Platform Hosting Technical Integration CHILDS Decommissioning	
Change Control	Contracts	Program Schedule: Critical Path and Dependencies Program Budget: Over/Under-runs	Risks / Opportunities Decisions Roadblocks	Requirements	

Program Projects, Support and Services

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┌─────────────────┐      ┌─────────────────┐      ┌─────────────────┐
│       ACF       │      │      JLBC       │      │      ITAC       │
└─────────────────┘      └─────────────────┘      └─────────────────┘

┌─────────────────┐      ┌─────────────────┐
│    Steering     │------│ DCS Management  │
│   Committee     │      └─────────────────┘
└─────────────────┘      ┌─────────────────┐
                         │ Program Manager │
                         └─────────────────┘
┌──────────────────────────────────────────────────────────────────┐
│      Project Teams; Business Teams; Contractor Teams               │
└──────────────────────────────────────────────────────────────────┘
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Program Projects	
• Data Integrity and Enhanced Reporting • Mobile Solution • Platform • Hosting	• Technical Integration 　• Includes Data Exchanges, Data Warehouse, and 　　Functional Components • CHILDS Decommissioning

Program Support and Services	
• Planning [complete] • Feasibility Study [complete]	• IV&V • Program Management\ • Quality Management • Business Integration

Current Guardian Development Forecast By Fiscal Year / Project

	SFY15	SFY16	SFY17	SFY18	SFY19	SFY20	Total
Planning and Procurement Cycles	$ 236,627	$ 314,593	$ 599,942	$ -	$ -	$ -	$ 1,151,163
Feasibility Study		$ 616,998	$ -	$ -	$ -	$ -	$ 616,998
Data Management Assessment			$ 542,284	$ 371,703	$ -	$ -	$ 913,987
Program Management			$ 516,787	$ 4,397,998	$ 4,098,875	$ 3,138,973	$ 12,152,632
Business Integration			$ 475,890	$ 2,976,648	$ 2,958,393	$ 2,130,032	$ 8,540,963
Mobile Solution			$ 1,831,580	$ 2,238,548	$ -	$ -	$ 4,070,127
IV&V			$ 68,160	$ 157,200	$ 157,200	$ 117,900	$ 500,460
Quality Management			$ 659,000	$ 1,806,703	$ 1,823,676	$ 607,892	$ 4,897,271
Platform			$ 1,872,950	$ 476,130	$ 1,012,155	$ -	$ 3,361,236
Hosting			$ 1,059,307	$ -	$ -	$ -	$ 1,059,307
Document Management			$ 2,500,000	$ 1,323,992	$ 2,295,227	$ 929,213	$ 7,048,433
CHILDS Decommissioning			$ -	$ 1,591,183	$ 901,833	$ 597,025	$ 3,090,042
Technical Integration			$ -	$ 15,457,061	$ 18,300,678	$ 4,921,681	$ 38,679,421
Other (Data Excheanges, Courts, Education etc.)			$ 6,035	$ -	$ -	$ -	$ 6,035
Permanancy			$ -	$ -	$ -	$ -	$ -
Assessment			$ -	$ -	$ -	$ -	$ -
Intake / Hotline			$ -	$ -	$ -	$ -	$ -
Provider Management			$ -	$ -	$ -	$ -	$ -
Data Warehouse			$ -	$ -	$ -	$ -	$ -
Case Management			$ -	$ -	$ -	$ -	$ -
Financial Management			$ -	$ -	$ -	$ -	$ -
Total	**$ 236,627**	**$ 931,591**	**$ 10,131,936**	**$ 30,797,167**	**$ 31,548,038**	**$ 12,442,716**	**$ 86,082,041**
Known Costs expected within the Fiscal Year	$ 236,627	$ 931,591	$ 6,535,847	$ 5,398,004	$ 924,458	$ -	$ 14,026,528
Estimated Costs Within the Fiscal year	$ -	$ -	$ 3,596,089	$ 25,399,163	$ 30,623,580	$ 12,442,716	$ 72,061,548
Total Costs	**$ 236,627**	**$ 931,591**	**$ 10,131,936**	**$ 30,797,167**	**$ 31,548,038**	**$ 12,442,716**	**$ 86,088,076**
Program Approved Budget							$ 86,088,076
(Over)/Under							$ -

Changes:
Re-Baselined for Month End March based upon current Data

Note:
Costs associated with each project are not solely "RFP awarded costs." Vendor costs are only a percentage of the overall program.

Current Program Financial Position

APF	
Total FY15 Appropriated	$ 5,000,000
Total FY17 Appropriated	$ 4,581,600
Total Appropriation	$ 9,581,600
Current FY15 Amount Favorably Reviewed	$ 5,000,000
Current FY17 Amount Favorably Reviewed	$ 1,813,000
Total Favorably Reviewed	$ 6,813,000
Current APF Spent/Encumbered	
CH15002 (Planning and Procurement)	$ 352,619
CH15004 (Feasibility Study)*	$ 215,915
CH17002 (Guardian)	$ 36,854
Current Costs Encumbered***	$ 2,305,667
Total APF Spent/Encumbered	$ 2,911,056
Federal Funding Sources	
Federal Title IV - E Match available (50/50)**	$ 6,813,000
Current Federal Funds Spent/Encumbered	
CH15002 (Planning and Procurement)	$ 352,619
CH15004 (Feasibility Study)	$ 401,083
CH17002 (Guardian)	$ 36,854
Current Costs Encumbered***	$ 2,305,667
Total Federal Funds Spent/Encumbered	$ 3,096,224
Total	
Total Funds	$ 13,626,000
Total Encumbered***	$ 4,611,335
Total Spent	$ 1,395,945
Total Available	$ 7,618,720

Changes:
- Shown is the Month End March Financial position.
- Known upcoming April expenditures will be for Platform Licenses

*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

**The Federal Title IV-E Funding will always be equal to available APF as DCS is approved for 50/50 match

***Current Costs encumbered is derived from all formally issued POs as of 2/24/17. Encumbered costs will be reduced once invoices against those costs are officially paid