



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.

CHILDS Replacement Program (Guardian)

State of Arizona – Department of Child Safety

September 26, 2018

Status Through: Aug 31, 2018



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Guardian: Program Snapshot



Current main focus of the program:

- Continued focus on re-planning, finishing requirements to determine efforts for Release 1, 2, and 3.
- Building strategy and architecture for exchanges and interfaces
- APD updates
- Recruit testing, data resources

What's next:

- Continue APD update
- Refine integrated schedule
- Resource leveling with all work streams.

What are we concerned about:

- Increasing timeline for program to hit July 2020 deployment. Need to build that integration schedule
- Scoping exchanges and interfaces. Need detailed requirements and commitments from external sources
- Staffing levels – integrated schedule should help determine quantity and capacity of resources

Guardian Program		Status					New/Open	
Program Status	Project	State	R/A/G	Status	Trending	Current Project Phase	Risks	Issues
R	Platform	COMPLETE	*	COMPLETE 07.14.17	*	Phase 5: Final	*	*
	Mobile	COMPLETE	*	COMPLETE 12.16.17	*	Phase 5: Final	*	*
	Hosting (9300 Install)	COMPLETE	*	COMPLETE 06.07.18	*	Phase 5: Final	*	*
	Work Stream: Technical Integration	Active	●	IN PROGRESS	➔	Phase 3: Initiation	2	1
	Work Stream: BI / BPM	Active	●	IN PROGRESS	➔	Phase 3: Initiation	0	0
	Work Stream: Transition Management	Active	●	IN PROGRESS	➔	Phase 3: Initiation	0	0
	Work Stream: Data Management	Active	●	IN PROGRESS	➔	Phase 3: Initiation	3	0
	Work Stream: Enterprise Content Management (ECM)	Active	●	IN PROGRESS	➔	Phase 3: Initiation	3	2
	Work Stream: Integrated Shared Services (ISS)	Active	●	IN PROGRESS	➔	Phase 3: Initiation	4	1
	Work Stream: Testing	Active	●	IN PROGRESS	➔	Phase 3: Initiation	1	1
	Work Stream: Service Delivery (SMO)	Active	●	IN PROGRESS	➔	Phase 3: Initiation	0	0
	CHILDS Decommissioning	NOT STARTED	●	NOT STARTED	*	*	*	*

Guardian: Work Stream Summary



Overall Status:

- The program team continues to move forward with all active work streams. The Leads / PMs for the work streams will be meeting Monday to discuss how to bring the current re-planned schedule in so that deployment of Guardian can occur in early July of 2020.




Work Stream Summary Health

Overall	Schedule	Scope	Risks	Issues

Work Stream	Overall Health	Work Stream Status	Key Risks & Issues
Technical Integrator		Budget impact due to timeline change (93 weeks to 123 weeks) and increased scope – Project continues to be in Red, pending the upcoming CR/Amendment that aligns the project scope / budget / schedule to the new program timeline/scope. Upon execution of the CR/Amendment, targeted for end of the September, the project would return to a yellow or green status. SOW Redline and evaluation of R1, R2, R3 scope to start next week Release 1 build activities start 9/10. Overlap solution modelling through 9/21.	Draft Status of User Stories for Common, Non-Functional, Interfaces and Reports will impact the solution modelling timeline (Risk 139). The User Story preliminary fit/gap information will change during Solution Modelling of Release 1 , 2, 3 impacting estimates and schedule for subsequent phases (Risk 140). User Story Reviews during re-planning and extended timeline will have an impact on scope and schedule and it is anticipated to require additional 30% on top of existing budget. Solution Modelling will confirm impacts (Issue 285).
BI / BPM		Guardian Specialists continue to review all user stories loaded into VSTS for accuracy and participate in Q&C (query - clarifications). Non-Functional Data User Stories are complete - turned into Microsoft on 9-5-18. Provider Management User stories in progress	(Issue_287) Provider Management target date for completion is 10-4-18. Target date for the specifications for Exchanges 10-9-18. We have a resource convergence and do not believe the same resources can work on both and make these dates.

Guardian: Work Stream Summary



Work Stream	Overall Health	Work Stream Status	Key Risks & Issues
Transition Management		During the past week the Transition Management finished conducting monthly workgroup and regional field update meetings.	None to report
Data Management		Copy Data from AdHoc into Environment Copy CHILDS SQL Data into Environment Baselined DEAR list and delivered to TI	<p>The data warehouse strategy and approach scope needs to be defined with stakeholders. Without the scope defined, we are unsure of the impact it may have on the current project or other projects within the program (Risk 107).</p> <p>Statute Data requirements not being defined for CCWIS/NYTD/AFCARS etc, could have an impact on scope and quality of data management (Risk 110).</p>
Enterprise Content Management		Work continues on the high level architecture and strategy document and continue OnBase / Guardian integration scope definition. Work continues to secure resources.	<p>Lack of complete design architecture and strategy (Risk 131).</p> <p>Lack of scope definition and detailed requirements (Risk 133).</p> <p>Knowledge depth of resources and lack of primary and backup resources (Risk 134).</p> <p>Don't know how long it takes to secure DataBank services or effort duration due to no scope, requirements, and integration architecture design and strategy (Issue 278).</p> <p>Lack of detailed information regarding OnBase interaction with Guardian makes estimating work effort and resource or skill needs impossible (Issue 282).</p>

Guardian: Work Stream Summary



Work Stream	Overall Health	Work Stream Status	Key Risks & Issues
Integrated Shared Services		Work continues on the high level architecture and strategy document. Meeting will continue next week to better define scope of exchanges and interfaces. Work continues to secure resources.	Lack of scope definition and detailed requirements (Risk 135). Lack of complete design architecture and strategy (Risk 136). Knowledge depth of resources and lack of primary and backup resources (Risk 137). Each data exchange nor interface has been defined nor a finalized list, nor interface type (batch file, real time, etc.) or frequency, and no agency contact (Issue 284).
Testing		FTE positions posted for 2 additional QA Contract position posted for QA Lead as well as FTE position posting remains QAs Padma and Lavanya have been on-boarded to the Guardian team	Current specific detail within VSTS for user stories is limited which will create significant challenges for creating and executing end-to-end testing scripts (Risk 138). Currently, DCS has no test lead to work with the MS test lead regarding the testing strategy. (Issue 277).
Service Delivery / Technical Training		Work continues on the Technical Training Strategy and Service Management Office Strategy deliverables. First drafts of these will be reviewed next week.	None to report.
Training		Work stream not started yet.	None to report.
CHILDS Decommissioning		Work stream not started yet.	None to report.

Guardian: Technical Integrator - Microsoft



Overall Status:

- Budget impact due to timeline change (93 weeks to 123 weeks) and increased scope – Project continues to be in Red, pending the upcoming CR/Amendment that aligns the project scope / budget / schedule to the new program timeline/scope. Upon execution of the CR/Amendment, targeted for end of the September, the project would return to a yellow or green status.
- SOW Redline and evaluation of R1, R2, R3 scope started – MCS Solution Architects reviewing R1 scope

Key Accomplishments (this period):

- GS made considerable progress with the requirements validation
- 526 requirements from Release 0 are dispositioned to R1, R2 and R3
- Started Fit/Gap requirements sizing to evaluate the effort and prepare build release plan
- Presented Test strategy and schedule to DCS PMO.
- Decision made to use EasyRepro as test automation tool
- Met with DCS Test resources and gave them an overview of project timelines and testing approach
- Shared flow diagram and requirements with OnBase team. Participated in OnBase demo and QA session
- Made progress on following activities
 - Configuration of FIT requirements
 - Updating Functional Designs with Config and Process flows
 - CRM and Azure environment requests with Jay Cline
 - Updated SDD, Data Migration, Interfaces and BI Strategy documents

Upcoming Planned Activities (next period)

- Timelines and Scope alignment for R1, R2 and R3. MCS SA's on-site to hold discussions and share review findings
- Collaborate with Guardian specialists on the following activities
 - Review and validate requirements in VSTS
 - Review workarounds for GAPS dispositioned to FITS
 - Review and approve Business Process flows
- Finalize SDD, Data Migration, Interfaces and BI Strategy documents
- Disposition R1 requirements to R2 and R3. Create Build release plan for Iteration 1
- Contd...CRM and VM environment related requirements
- Continue to make progress on following activities
 - Configuration of FIT requirements
 - Updating Functional Designs with Config and Process flows
 - CRM and Azure environment requests with Jay Cline

Work Stream Health

Overall	Schedule	Scope	Risks	Issues

Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
Re-planning	TI02.01 - Draft Scope Component List broken out by release	7/9	9/30	Microsoft
Re-Planning	TI02.02 - Updated initial listing of technical objects by phase	7/9	9/30	Microsoft
Re-Planning	TI02.03 - Proposed Release Plan	7/9	9/30	Microsoft
Solution Modeling / Draft submitted	TI02.04 - Updated Project Schedule – Draft schedule presented on 8/23	8/13	9/7	Microsoft
Solution Modeling / Draft submitted	TI03.01 - Data Migration Strategy Initial document shared with DCS on 8/21	8/6	9/7	Microsoft
Solution Modeling / In Progress	TI03.02 - Fit Gap Document	7/9	9/7	Microsoft



Work Stream Status:

- Completed Common and Non-Functional User Stories and these are loaded into VSTS. Guardian Specialists continue to review all user stories loaded into VSTS for accuracy.
- Non-Functional Data Stories are in process.
- Work continues on the CWPPM deliverables and Provider Management user stories.

Key Accomplishments (this period):

- 8/22 - Business Lead sent Legal Q&A on Parking Lot Items
- 8/28 - GS and Business Lead continued to work with Data Team to reduce Report List
- 8/28 - Completed the review of Intake Forms with Policy Staff
- 8/30 - Completed the GS and BA review of the CWPPM Deliverable for Assessment
- 8/30 - Met with Ken Poocha (ICWA Policy) to reduce scope with Tribes
- 8/31 - Completed the first draft of Provider Management User Stories

Upcoming Planned Activities (next period):

- 9/04 - Policy and GS Meeting on Forms List (Start Release 2 Forms)
- 9/05 - Receive updated version of CWPPM Deliverable for Assessment for Leadership
- 9/05 – AFCARS Meeting on ICWA with Ken Poocha
- 9/06 - Review Provider Management User Stories (feedback session)
- 9/07 - Modify Project Schedule for BPM with details for each release (at least release 1)
- 9/07 - GS Continues to participate in QC
- 9/07 - GS Continue to work on VSTS Tasks

Work Stream Health

Overall	Schedule	Scope	Risks	Issues

Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
In process	RTM	12-4-17	11-9-18	BAs
In process	Scope Component List	11-20-17	10-29-18	BAs
In process	CWPPM - Assessment	8-2-18	9-14-18	BPM Team
In process	CWPPM - Case Management	8-17-18	9-26-18	BPM Team
Not started	CWPPM - Permanency	10-1-18	11-2-18	BPM Team
Not started	CWPPM - Eligibility	8-30-18	10-9-18	BPM Team
Not started	CWPPM - Finance	9-12-18	10-22-18	BPM Team
Not started	CWPPM - Common	10-1-18	11-9-18	BPM Team
In process	Provider – User Stories	8-1-18	10-4-18	BPM Team
Not started	Provider - To Be Process Flow	8-30-18	10-4-18	BPM Team
In process	Non Functional –Data Requirements	5-14-18	TBD*	BPM/Data Team

Guardian: Transition Management



Work Stream Status:

- During the past week the Transition Management began preparing for the upcoming monthly workgroup meetings and Newsletter.

Key Accomplishments (this period):

- 8/29: Submitted August Newsletter for publishing
- 8/28: Prepared draft additional key messages
- 8/30: Prepared draft Sponsors workgroup presentation

Upcoming Planned Activities (next period):

- 9/6: Distribute key messages for BL's review
- 9/29 - Prepare draft Workgroup presentations for Sept.
- 9/5: - Distribute draft Business Reviews to BL's
- 9/5 - 9/14: Update OCM plan (include KPI's)

Work Stream Health

Overall	Schedule	Scope	Risks	Issues

Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
In process	Draft Sponsors workgroup presentation	8/15	9/4	Jean P / Ryan W
Not Started	Draft Pathfinders/Champions workgroup presentation	8/27	9/29	Jean P / Ryan W
Complete	August Newsletter	8/22	8/30	Ryan W

Guardian: Data Management



Overall Status:

- Data team has been getting the data migration environment built and connected.
- Defining high level data warehouse requirements

Key Accomplishments (this period):

- 8/8 - Commenced strategy alignment with Microsoft on Data Warehouse, Data Exchanges, and Data Migration.
- 8/29 – Received DRAFT Solution Design Document (SDD) documentation from MS and distributed. Review meeting is schedule for 9/05
- 8/29 – Submitted DRAFT of CHILDS Data Quality plan to Linda
- 8/30 - Refine governance process with business lead
- 8/31 – DEAR list reviewed with Business Leads and Guardian Specialists
- 8/31 - Data Migration environment setup completed

Upcoming Planned Activities (next period):

- 9/05 – Review meeting for all strategy documentation, which included Data Migration/Data Exchanges/Data Warehouse
- 9/07 – Complete new Data Management project schedule for review
- 9/30 - Intake domain of CWNS (Child Welfare Normalized Schema)

Work Stream Health

Overall	Schedule	Scope	Risks	Issues

Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
In process	CHILDS Data Quality Strategy / Architecture	6/4/2018	8/31/2018	Kris H / Mark M
In process	Data Warehouse Strategy	7/30/2018	8/31/2018	Kris H / Mark M
In process	DEAR List Baselined	6/4/2018	8/31/2018	Mike Morris
In process	Release 1 Data Management Project Schedule	8/6/2018	9/7/2018	Kris Hurst
In process	Release 1 Data Warehouse Needs	8/6/2018	10/01/2018	Mark Morris

Guardian: Enterprise Content Management



Work Stream Status:

- Work continues on the high level architecture and strategy document and continue OnBase / Guardian integration scope definition.

Key Accomplishments (this period):

- 8/28 - Conducted OnBase Demo with business partners (Guardian Specialists).
- 8/28 - Guardian Forms (Policy) discussion (not used or unknown) with Guardian Specialists.
- 8/28 – SOW submitted to Contracts for an OnBase Solution Engineer to provide consultative services (16 hr./wk.); estimating start date on or around 9/24
- 8/29 - Conducted technical OnBase Demo with OnBase, Microsoft (MS), IT Architects, and Tech Leads.
- 8/29 – Held Intake exchange and interface Q&A discussion with Business Leads, Hotline Lead, MS, IT Architects, and Tech Leads for Release 1 and Iteration 1.

Upcoming Planned Activities (next period):

- 9/4 - Technical Training Strategy: DRAFT review
- 9/5 – Conduct 3 of 3 ISS: Exchange and Interface Architecture Strategy discussion with MS, IT Architects, and Tech Leads.
- 9/6 – Continue Guardian (Policy) Forms discussion (not used or unknown) with Guardian Specialists.

Work Stream Health

Overall	Schedule	Scope	Risks	Issues
▼	▼	▼	▼	▼

Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
In process	OnBase Strategy / Architecture	8/6/2018	8/31/2018	Toni H / Randal J
In process	Release 1 ECM Project Schedule	8/6/2018	9/7/2018	Toni H

Guardian: Integrated Shared Services



Work Stream Status:

- Work continues on the high level architecture and strategy document. Meeting will continue next week to better define scope of exchanges and interfaces.

Key Accomplishments (this period):

- 8/29 – Business Leads, Hotline Guardian Specialists, IT Architects, Tech Leads, and MS discussed and agreed to exchanges and interfaces for Release 1, Iteration 1.

Upcoming Planned Activities (next period):

- 9/4 - Technical Training Strategy: DRAFT review
- 9/5 – Conduct 3 of 3 ISS: Exchange and Interface Architecture Strategy discussion with MS, IT Architects, and Tech Leads.
- 9/5 – Review meeting for all strategy documentation, which included Data Migration/Data Exchanges/Data Warehouse

Work Stream Health

Overall	Schedule	Scope	Risks	Issues
▼	▼	▼	▼	▼

Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
In process	Exchange & Interface Architecture Strategy	8/6/18	8/31/18	Toni H / Randal J
In process	Release 1 ISS Project Schedule	8/6/18	9/7/18	Toni H

Guardian: Testing



Work Stream Status:

- Currently, DCS has no test lead to work with the MS test lead regarding the testing strategy. This is reflected in in [Issue 277](#).
- A DCS committee will be formed (Linda, Sandra, Ryan) to make QA Lead decisions in the absence of one.

Key Accomplishments (this period):

- 8/27 - Completed Testing Touchpoint meeting with Madhu and Bhupinder to review Microsoft Testing Strategy prior presentation
- 8/28 – Microsoft completed demo of the Draft Testing Strategy to Linda and Business Leads

Upcoming Planned Activities (next period):

- 9/4 – Bhupinder to Finalize Testing Strategy document

Work Stream Health

Overall	Schedule	Scope	Risks	Issues

Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
In process	Testing Strategy	6/3/18	9/4/18	Bhupinder Narang

Guardian: Service Delivery



Work Stream Status:

- Work continues on the Technical Training Strategy and Service Management Office Strategy deliverables. First drafts of these will be reviewed this and next week.

Key Accomplishments (this period):

- SMO:
 - 8/30 – Completed SMO Build & Release Strategy Draft review with PMO, Linda, and Business Leads
- Technical Training:
 -

Upcoming Planned Activities (next period):

- SMO:
 - Additional data gathering will need to occur related to the follow strategy items:
 - o Identification of Business/Service/Support Owners.
 - o Validation that Technologies and Services are all accounted for.
 - o Validation of Guardian Authorized User Community and Roles.
 - o Removal of General Workflow and Usage (Strategy should be based on Services and Technologies instead of usage).
 - o Completion of VSTS workflows and Processes documentation.
 - o Inclusion and definition of the ‘Guardian Champion’ role.
 - o Inclusion of Business Owner, Service Owner and Support Owner definitions.
 - o Addition of the following ITIL Foundation items, as well as explanations and workflows for them all:
 - • Incident Management
 - • Request Management
 - • Problem Management
 - • Change Managemen
- Technical Training:
 - Review initial DRAFT Technical Training doc with PMO, Linda, and business leads

Work Stream Health

Overall	Schedule	Scope	Risks	Issues

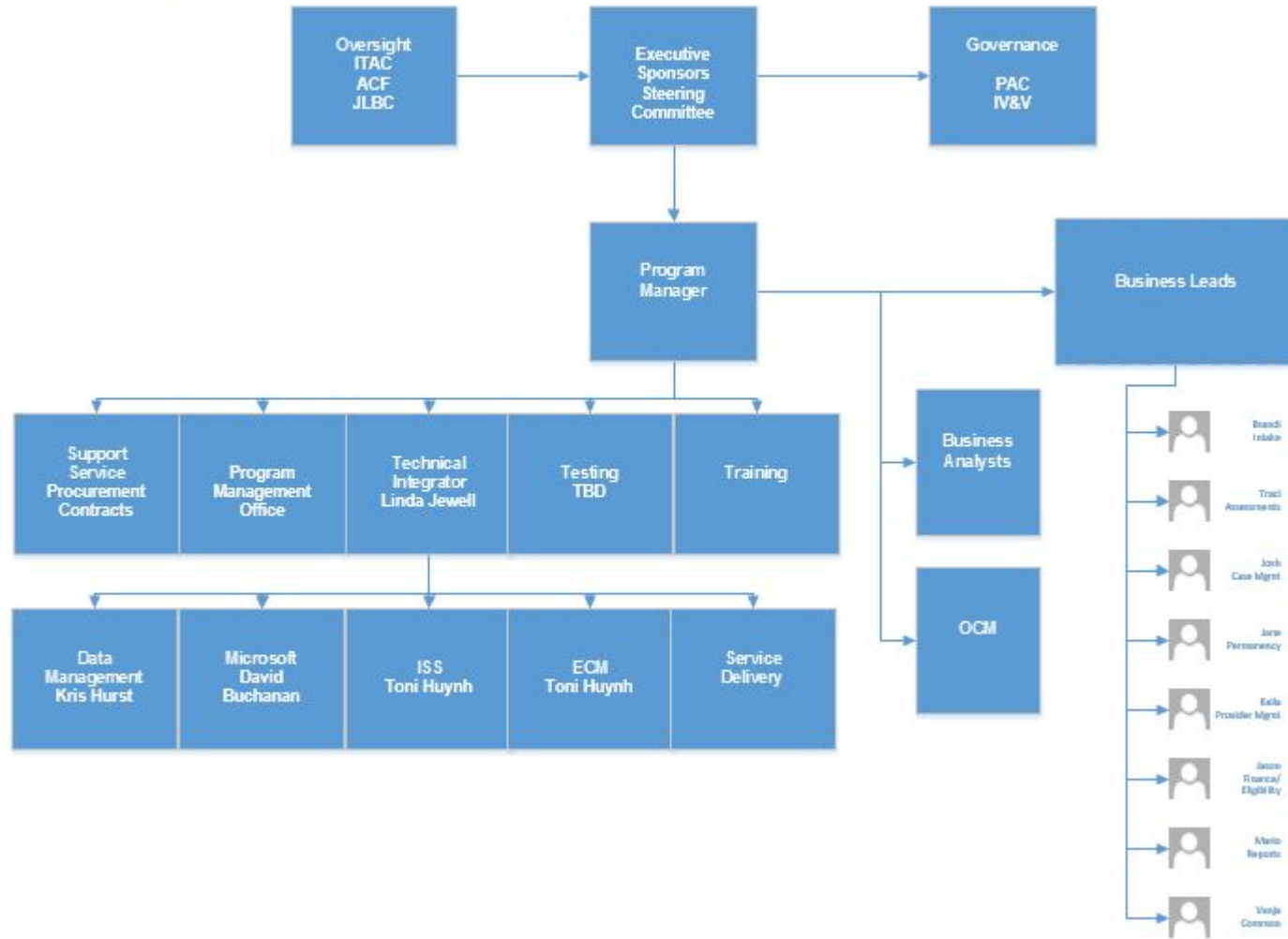
Key Milestones / Deliverables

Status	Milestone	Start	Finish	Responsible
In process	Tech Training Strategy	7/31/18	10/29/18	Whitney Lamb
In process	Service Management Office Strategy	7/31/18	10/29/18	David Rodriguez



Program Structure

Guardian Program Structure



Current Development Estimate at Complete by Fiscal Year



	SFY15	SFY16	SFY17 (Actuals)	SFY18 (Actuals)	SFY19 (Act + Fcst)	SFY20 (Forecast)	SFY21 (Actuals)	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	\$ 1,084,838	\$ 990,940	\$ 635,160	\$ 6,695,242
Business Integration			\$ 1,070,367	\$ 2,450,314	\$ 1,965,837	\$ 1,354,260	\$ 597,730	\$ 7,438,508
Mobile Solution			\$ 1,434,041	\$ 1,611,003	\$ 156,000	\$ 156,000	\$ -	\$ 3,357,044
M&V			\$ 107,460	\$ 187,200	\$ 222,768	\$ 228,000	\$ 120,000	\$ 865,428
Quality Management			\$ 26,078	\$ 1,419,651	\$ 766,424	\$ 1,081,976	\$ 609,008	\$ 3,903,136
Platform			\$ 2,147,482	\$ 1,218,300	\$ 40,000	\$ 1,500,000	\$ -	\$ 4,905,783
Hosting			\$ 7,973	\$ 1,200,145	\$ 270,600	\$ 350,400	\$ 250,000	\$ 2,079,119
Enterprise Content Management			\$ -	\$ 187,983	\$ 3,965,837	\$ 2,159,360	\$ 80,880	\$ 6,394,060
Integrated Shared Services			\$ -	\$ -	\$ 379,104	\$ 398,244	\$ 81,752	\$ 859,100
Data Management			\$ -	\$ -	\$ 768,840	\$ 2,883,284	\$ 448,272	\$ 4,100,396
Technical Integration			\$ 6,035	\$ 2,382,391	\$ 15,456,790	\$ 12,245,694	\$ 11,360,236	\$ 41,451,146
Training			\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 300,000	\$ 1,300,000
Service Management Office			\$ -	\$ -	\$ 152,084	\$ 165,910	\$ 27,652	\$ 345,646
CHILDS Decommissioning			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 236,627	\$ 931,591	\$ 7,209,721	\$ 13,456,258	\$ 25,729,121	\$ 24,014,067	\$ 14,510,690	\$ 86,088,076
Program Approved Budget								\$ 86,088,076
(Over)/Under								\$ -

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

Current Financial Position



State Funding			
APF			
	Appropriated	Favorably Reviewed	DOA 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	\$ 4,818,600	\$ 4,818,600
Total FY19 Appropriated	\$ 5,000,000	\$ -	\$ -
Total APF	\$ 25,684,600	\$ 14,400,200	\$ 14,400,200
General Fund			
Fiscal Year	Planned		
FY15	\$ 236,627		
FY16	\$ 499,761		
Total General Fund	\$ 736,388		
Total of All State Funding	\$ 15,136,588		

Federal Funding			
	Appropriated	Approved to Spend	Available to spend
Federal Title IV - E Match available (50/50)	\$ 23,936,532	\$ 23,936,532	\$ 14,400,200

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)	\$ 11,375,703	CH17002 (Guardian)	\$ 11,357,677
Total APF/GF Spent	\$ 12,627,978	Total Federal Funds Spent	\$ 11,873,563

Total Fund Remaining	
Total Funds Available to Spend	\$ 29,536,788
Total Funds Spent	\$ 24,501,541
Total Funds Remaining	\$ 5,035,248

- 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)
- The Federal Title IV-E Funding will always be equal to available APF as DCS is approved for 50/50 match
- Current Actuals derived from all costs paid through 8/31/18

Financial Health:

- The current financial position for the program is green. The next planned JLBC favorable review for the remaining FY18 funds is planned for September 2018