



# Presentation to ITAC

CHILDS Replacement Program (Guardian)

State of Arizona – Department of Child Safety

January 25, 2017

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# Program Status

Project	Status	Key Accomplishments	Issue / Risk	Next Steps
<b>OVERALL</b>		<ul style="list-style-type: none"> <li>• Mobile Solution held official kick off to begin work</li> <li>• Business Integration identified key participants, and work continues on business models</li> <li>• PMO began documentation of all program processes which will be used to manage the program</li> <li>• Reviewed and classified all IV&amp;V findings to begin resolution process</li> </ul>		
<b>Scope</b>		<ul style="list-style-type: none"> <li>• Scope remains consistent with all SOWs.</li> <li>• One Change Requests (CRs) submitted with no impact on business scope.</li> </ul>		
<b>Schedule</b>		<ul style="list-style-type: none"> <li>• Mobile Solution is finalizing detailed WBS.</li> <li>• Schedule remains consistent will all SOWs.</li> </ul>		
<b>Budget</b>		<ul style="list-style-type: none"> <li>• Program is still tracking within expected budget.</li> </ul>		

Project on-track; no high priority risks/issues  
 High Priority risks/issues that have mitigation plans  
 High Priority risks/issues that have no clear mitigation plans  
 Initiative still in planning phase; Roadmap still in-development

No change from previous period
 Moved up one status
 Moved down one status



# Integrated Schedule Status Report: Program Milestones, Mobile Solution: SFY17

Milestone	Purpose	SFY17												
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Mobile Device Management deployed	Security for mobile devices in place									◇				
Mobile Solution Design, Quality Management, and Business Integration Plans complete	Case workers can be trained on policy and process changes to take advantage of mobile solution										◇			
Active Directory deployed	Logon account management in place											◇		
Mobile Solution Interface with CHILDS deployed	Data exchange with mobile solution in place												◇	
Mobile Solution Acceptance Testing complete	Mobile Solution ready for deployment to initial user group													◇



# Integrated Schedule Status Report: Program Milestones, Guardian Solution: SFY17

Milestone	Purpose	SFY17														
		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
PMO and Quality Management Plans complete	Program governance and decision making processes documented and agreed											◇				
Business Integration Plans complete	Program outreach to DCS staff , DCS program policy review, and organizational change management documented and agreed											◇				
Platform Development Start	The platform base configuration will begin											◇				
Guardian Functional Components Plan, CHILDS Switch-off Plan complete	Sequence for building out platform to enable and/or support additional functional components finalized															◇



# Program Risks Status Report

- Top 5 Program Risks, in period

#	Risk	Response
1	Risk #1: Executive commitment to the project is not achieved early on or sustained through involvement of key personnel (both DCS and PCG) and other stakeholders.	Establish Guardian Steering Committee, Conduct PMO Workshop
2	Risk #2: Project scope and responsibilities are not clearly and uniformly understood by the Contractor and the Department.	Conduct detailed review of deliverables, Contractor submits Deliverable Definition form
3	Risk #3: Risk Management becomes a low priority due to schedule demands, deliverable completion and other pressing issues. Risk management must begin early in the project and continue to be managed proactively throughout the project.	Assign PMO staff as Risk Manager and institute daily risk activities. Monitor Risk Manag
4	Risk #9: Due to the DCS transformation and associated BPR activities, there may not be sufficient SMEs to participate in the Requirements JADS.	Meeting with DCS business leadership, to ensure sufficient SMEs are available
5	Risk #10: The BPR activities to date have been focused on resolving current delivery problems quickly. The technology improvements necessary to facilitate future business improvements have not been defined.	The Technology Platform will be awarded during mid-January

- New / Deleted / Changed Program Risks, in period

Status	Risk	Response



# Platform Overview

<b>Solution</b>	<ul style="list-style-type: none"><li>• The platform will be the foundation from which the CHILDS replacement system (Guardian) will be configured, and integrated.</li><li>• Guardian will be a modern, hosted solution. It will be modular, configurable, and interoperable with other systems, and meet all federal CCWIS requirements.</li><li>• The platform will enable data exchanges with multiple state agencies to facilitate a more streamlined and two way means of data sharing.</li></ul>
<b>Procurement Strategy</b>	<ul style="list-style-type: none"><li>• An RFP was issued on ProcureAZ on July 27, 2016</li><li>• Offerors submitted bids by September 13, 2016</li></ul>
<b>Cost</b>	<ul style="list-style-type: none"><li>• Projected cost (from PIJ):                      \$11.77M for Development; \$6.08M Operational</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Planned contract award timeline:              Evaluation Complete, Ready to Award</li><li>• Dependencies include:                      ITAC Approval; Procurement process, including contract negotiations</li></ul>

Q&A





# Further Information

- Program Overview
- Child Welfare Information System
- Program Governance
- Program Roadmap
- Program Costs and Deliverables Forecast: SFY
- Program Cost Forecast by Project: SFY17 / 18
- Program Watch Items 1
- Program Watch Items 2
- IV&V Actions Status Report

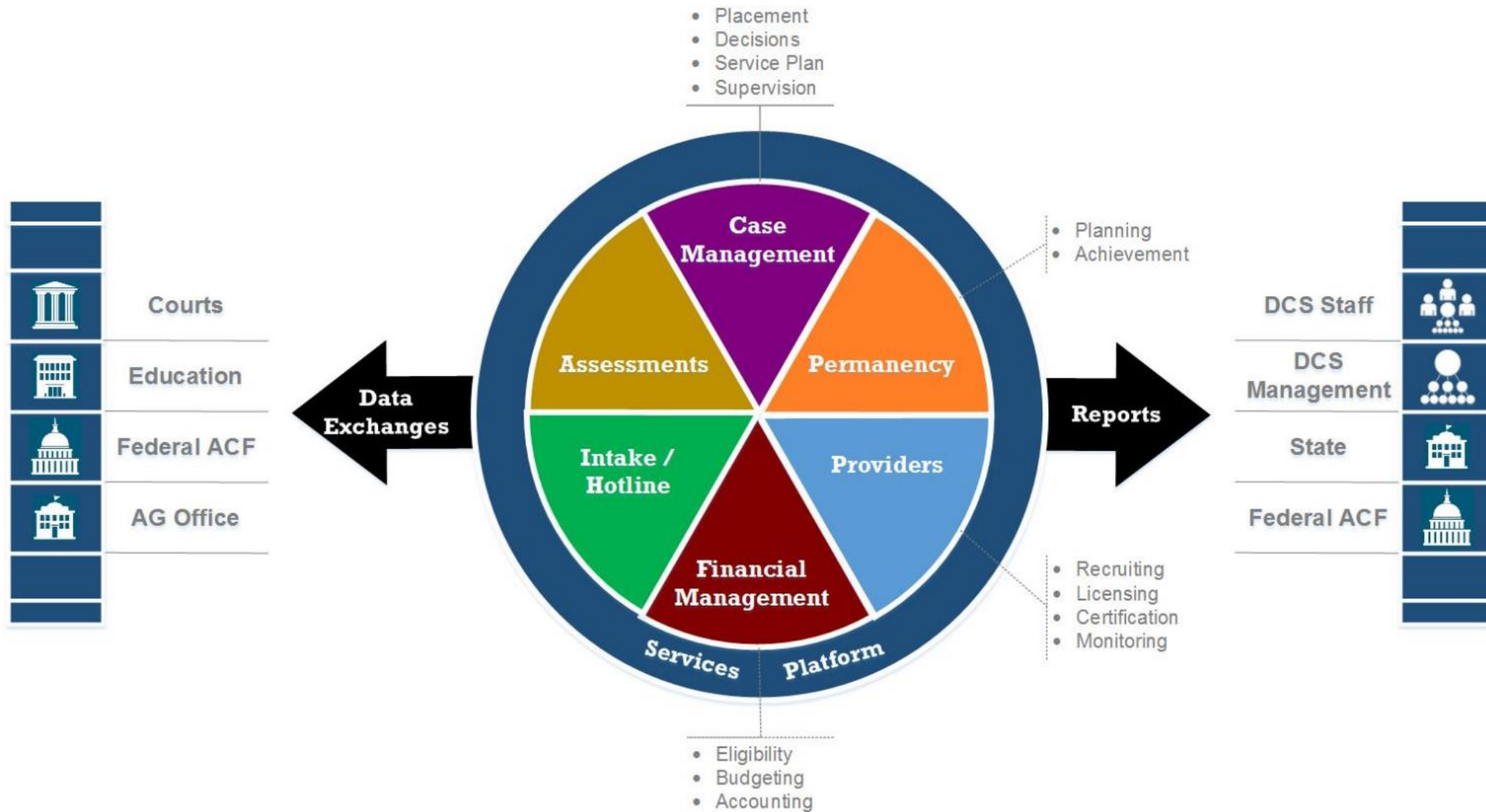


# Program Overview

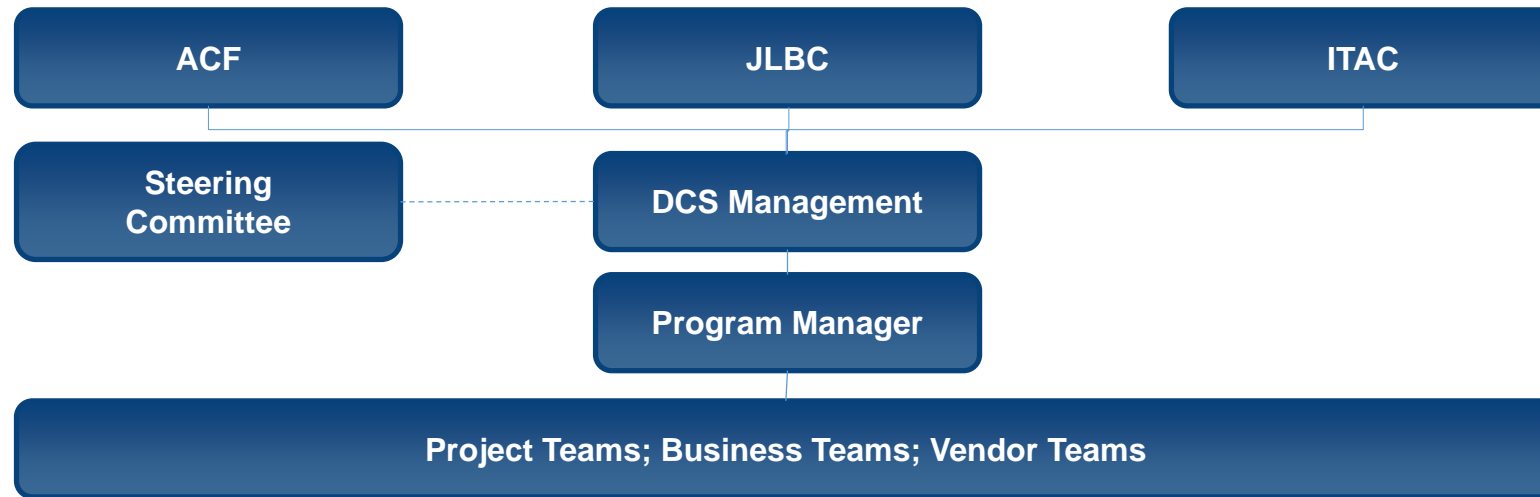
<b>Solution</b>	<ul style="list-style-type: none"><li>• Guardian will be a usability-centric, CCWIS compliant solution built upon a single technology platform that readily facilitates process driven DCS work activities and delivers more contemporary collaboration with all DCS partners.</li><li>• After July 31, 2018 CHILDS SACWIS cost allocation ends. CHILDS cannot be transitioned effectively to a CCWIS. The Guardian solution will meet these requirements completely, and therefore be eligible for CCWIS cost allocation. (Title IV-E)</li></ul>
<b>Procurement Strategy</b>	<ul style="list-style-type: none"><li>• A mobile first strategy will generate efficiencies by adding capability to investigators and case workers existing toolbox.</li><li>• Concurrently selecting and implementing a technology platform will enable a more consistent data model upon which all process driven functionality components will be built.</li></ul>
<b>Cost and Funding</b>	<ul style="list-style-type: none"><li>• State funding through JLBC appropriations subject to ITAC oversight. (APF)</li><li>• ACF approved 50% Federal match funding for development and maintenance costs through IAPD.</li><li>• Annual IAPD updates to maintain Federal match funding. (Title IV-E)</li></ul>
<b>Timeline</b>	<ul style="list-style-type: none"><li>• Capabilities and benefits of Guardian will become available starting with the investigators and case worker mobile solution functionality, and continue with incremental procurements and implementations through Q2 FY20.</li></ul>



# Child Welfare Information System



# Program Governance



## Program Projects

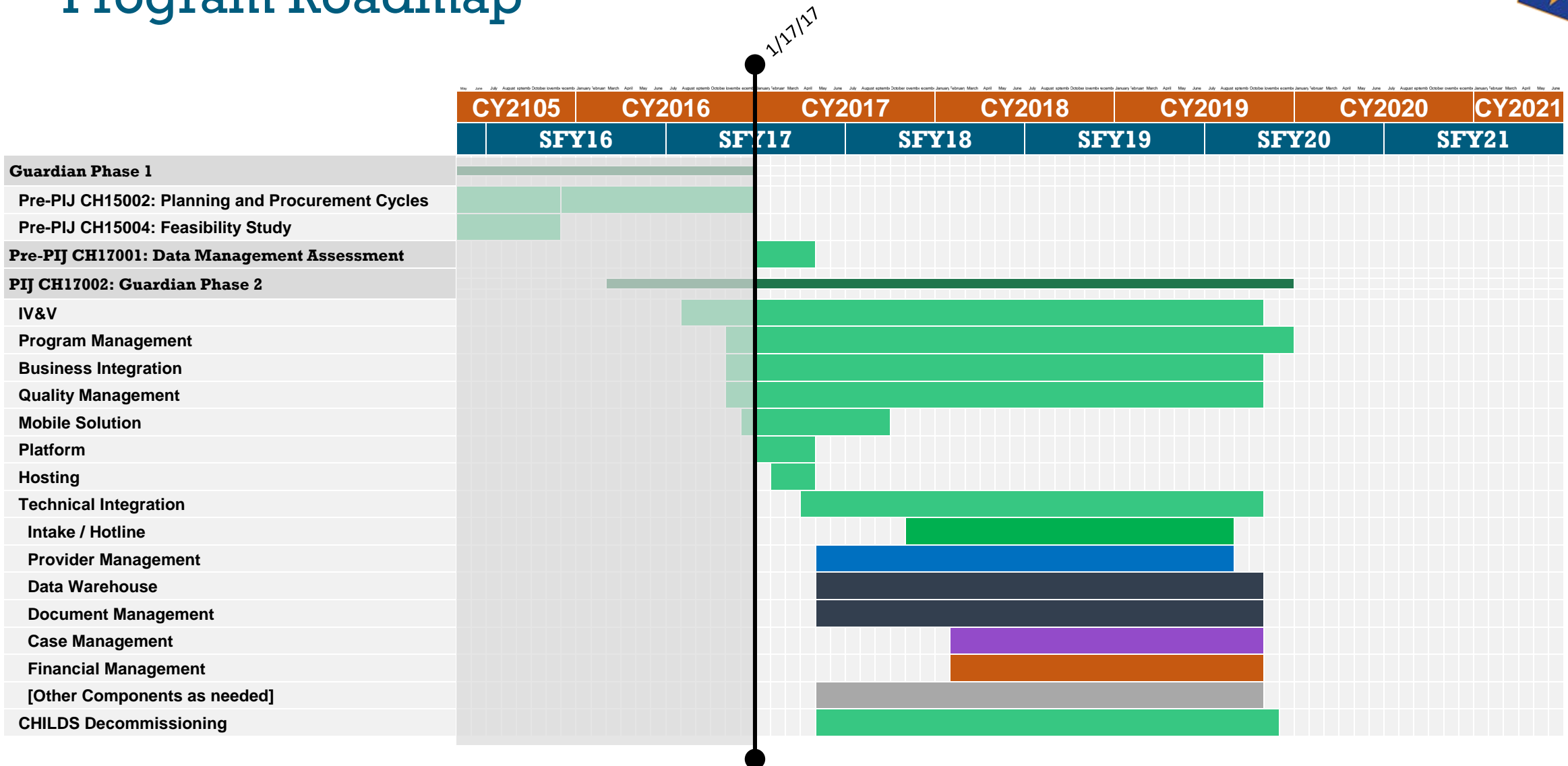
- Mobile Solution
- Platform
- Hosting
- Technical Integration
  - includes Data Exchanges, Data Warehouse, and Functional Components
- CHILDS Decommissioning

## Program Support and Services

- Planning and Procurement
- Feasibility Study
- Data Management Assessment
- IV&V
- Program Management\
- Business Integration
- Quality Management



# Program Roadmap





# Program Costs and Deliverables Forecast: SFY

As of: 10/12/2016

		CY2014	CY2015	CY2016	CY2017	CY2018	CY2019	CY2020	CY2021	CY2022
item	total	SFY15	SFY16	SFY17	SFY18	SFY19	SFY20	SFY21	SFY22	
Build Costs (Phases 1 and 2)	\$85,648,076	\$236,627	\$1,019,688	\$12,374,344	\$30,729,173	\$32,476,678	\$8,811,565	\$0	\$0	
O&M Costs	\$32,515,478	\$0	\$0	\$0	\$440,000	\$667,673	\$9,107,835	\$11,149,985	\$11,149,985	
<b>Total FY</b>	<b>\$118,163,553</b>	<b>\$236,627</b>	<b>\$1,019,688</b>	<b>\$12,374,344</b>	<b>\$31,169,173</b>	<b>\$33,144,351</b>	<b>\$17,919,400</b>	<b>\$11,149,985</b>	<b>\$11,149,985</b>	
<b>Deliverables</b>			- RFP Requirements			- Quarterly IV&V Reports		- Full Operational Service Model		
			- Alternatives Analysis			- Program Management				
			- Cost Benefit Analysis			- Business Integration				
			- Feasibility Study			- Technical Integration				
			- IAPD	- Program PIJ		- Mobile Solution	- Data Cleanup	- Intake / Hotline		
				- Program Roadmap; Cost Model; Management Plans		- Data Deduplication	- Intake / Hotline Assessments	- Provider Management		
				- RFPs and SOWs based on Program Roadmap		- Technology Roadmap	- Provider Licensing	- Data Warehouse / Reporting and Analytics		
				- IV&V Reports		- RFPs and awards based on Technology Roadmap	- Placement Tracking	- Document Management		
				- Data Management Assessment Report		- Platform in Hosting Environment	- Priority Reports and Data Exchanges	- Case Management		
				- Quality Management Plan		- Initial Components Design, Test, and Training Plans	- Later Components Design, Test, and Training Plans	- Financial Management		
				- Mobile Solution Design and UAT Plan		- CHILDS Decommissioning Plan	- Case Management Assessments	- CHILDS Decommissioned		
				- Platform Design			- Case Management TDM			
				- Hosting Design						



# Program Cost Forecast by Project: SFY17 / 18

	SFY17	SFY18
Planning and Procurement Cycles	\$ 422,724	\$ -
Feasibility Study	\$ -	\$ -
Data Management Assessment	\$ 654,708	\$ -
Planning and Procurement Cycles	\$ -	\$ -
Program Management	\$ 2,018,093	\$ 2,665,020
Business Integration	\$ 1,603,600	\$ 1,481,525
Mobile Solution	\$ 1,357,907	\$ 767,322
IV&V	\$ 506,733	\$ 552,800
Quality Management	\$ 1,794,417	\$ 2,353,000
Platform	\$ 3,136,618	\$ 4,093,267
Hosting	\$ 879,544	\$ 1,060,175
Technical Integration	\$ -	\$ 3,608,128
Intake / Hotline	\$ -	\$ 1,889,207
Provider Management	\$ -	\$ 2,001,407
Data Warehouse	\$ -	\$ 2,001,627
Document Management	\$ -	\$ 3,019,347
Case Management	\$ -	\$ 2,142,883
Financial Management	\$ -	\$ 2,236,383
CHILDS Decommissioning	\$ -	\$ 1,297,083
<b>Total</b>	<b>\$ 12,374,344</b>	<b>\$ 31,169,173</b>



# Program Watch Items, 1 of 2

Type	Description	Action Plan/Notes	Target	Owner	Priority
<b>Program Governance</b>	Program governance will establish policies and approval structures to manage the program, ensure consistent communication to engage program stakeholders, and mitigate program risk.	<ul style="list-style-type: none"> <li>Provide regular targeted briefings to executives and other stakeholders</li> <li>Establish Steering Committee and other formal program meetings to enable clear decision making</li> </ul>	1/31/17	PMO	<b>High</b> →
<b>Funding</b>	Funding coordination required for both DCS and Federal budgets.	<ul style="list-style-type: none"> <li>Annual need to request funding to complete solution</li> <li>Buy-in from State, Federal, and DCS management</li> </ul>	5/31/17 [SFY18]	PMO	<b>Low</b> →
<b>Project Complexity</b>	Incremental benefit delivery requires coordination. Switching off of CHILDS functionality to complement the switching on of Guardian functionality must be closely managed to ensure usable continuity of operations for DCS staff.	<ul style="list-style-type: none"> <li>IV&amp;V vendor to maintain oversight during the full span of the project</li> <li>Schedules with dependencies and contingency</li> <li>Coordination of CHILDS decommissioning</li> </ul>	4/30/17 [Plans]	PMO	<b>High</b> ↘
<b>System Complexity</b>	Functional components architecture can lead to integration and configuration complexity.	<ul style="list-style-type: none"> <li>Industry standards, using a Platform foundation</li> <li>DCS oversight of vendors</li> </ul>	4/30/17 [Plans]	PMO	<b>High</b> →





# Program Watch Items, 2 of 2

Type	Description	Action Plan/Notes	Target	Owner	Priority
<b>Procurement Approach</b>	Multiple procurements required to meet business needs	<ul style="list-style-type: none"> <li>JLBC and ITAC approval of program model for multiple projects</li> <li>Continued focus from state and agency procurement departments</li> <li>Variety of procurement methods to enable suitable vendor selection</li> </ul>	7/31/17 [Plan]	PMO	<b>High ↗</b>
<b>Procurement Strategy</b>	Limited vendor and evolving product market	<ul style="list-style-type: none"> <li>Identify known vendors, specializing in each component or service</li> <li>Ensure experience criteria included in RFPs or state service contracts</li> </ul>	7/31/17 [Plan]	PMO	<b>High ↘</b>
<b>System Acceptance</b>	Changing DCS processes while configuring system Busy caseworkers with limited time for training	<ul style="list-style-type: none"> <li>Business process redesign informs configuration</li> <li>Incremental delivery provides early successes and program champions</li> <li>Communication and training provides awareness</li> <li>Mobile solution provides early catalyst for change</li> </ul>	2/28/17 [Mobile Solution Plan] 11/30/17 [Guardian Solution Plan]	Business Integration	<b>High →</b>



# IV&V Actions Status Report

Risk	Response
<b>Stakeholder Management</b> <b>Communications Management</b> <ul style="list-style-type: none"> <li>• Create Communications Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of Communications Plan in progress, due January 2017</li> </ul>
<b>Financial and Contract Management</b> <ul style="list-style-type: none"> <li>• Finalize Funding and Reporting Structure</li> </ul>	<ul style="list-style-type: none"> <li>• ITAC has approved Program PIJ</li> <li>• JLBC has approved SFY17 Ask</li> <li>• DCS Program Management has worked with ITAC on reporting structure for projects and financials</li> </ul>
<b>Risk Management</b> <ul style="list-style-type: none"> <li>• Create Risk Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Risk Management Plan and Register will be created for mobile solution, due January 2017</li> </ul>
<b>Scope Management</b> <b>Schedule Management</b> <ul style="list-style-type: none"> <li>• Create WBS and Schedule</li> <li>• Identify Procurement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Initial WBS in progress based on early work in the program, due December 2016</li> <li>• WBS will be elaborated after technical integration design results, due April 2017</li> <li>• Initial procurements being progressed</li> <li>• Further procurements will be identified after technical integration design, due July 2017</li> </ul>
<b>Resource Management</b> <ul style="list-style-type: none"> <li>• Create Staffing Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Staffing Plan will be created for mobile solution, due January 2017</li> <li>• Staffing Plan will be elaborated after technical integration design, due July 2017</li> </ul>
<b>Organizational Change Management</b> <ul style="list-style-type: none"> <li>• Identify Business Integration Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Business Integration Plan for mobile solution will be created after Business Integration contractor procured, due February 2017</li> </ul>
<b>Quality Management</b> <ul style="list-style-type: none"> <li>• Create Quality Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Management Plan will be created after Quality Management contractor procured, due January 2017</li> </ul>