



## *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

Oct 16, 2019

Status Through: Oct 04, 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:

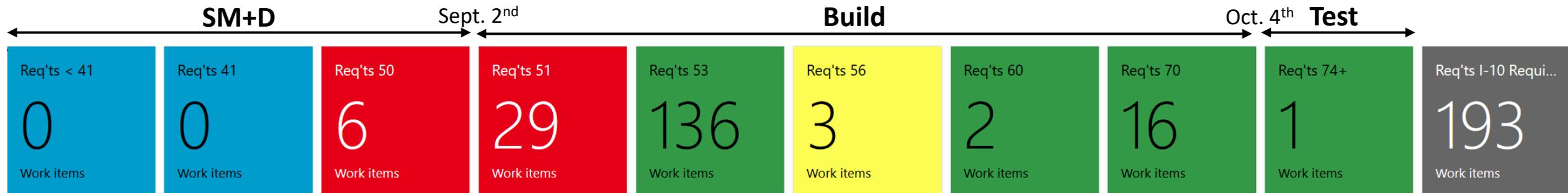
- Program Solution Modeling & Design (SM+D) velocity continues on track:
  - 56 requirements completed SM+D in first week of October (stage 50)
  - Iteration planning P4's for V1.1 release completed

Program Requirements - Priority 1-4	In Sol'n Modeling 1142 Work items	SM+D Complete 249 Work items	In Build 663 Work items	In Test 463 Work items	Total Req'ts 2517 Work items
"Business" Requirements - Priority 1-4	In Sol'n Modeling 784 Work items	SM + D Complete 241 Work items	In Build 622 Work items	In Test 463 Work items	Total Req'ts 2110 Work items
"Technical" Requirements - Priority 1-4	In Sol'n Modeling 358 Work items	SM + Design 8 Work items	In Build 41 Work items	In Test 0 Work items	Total Req'ts 407 Work items

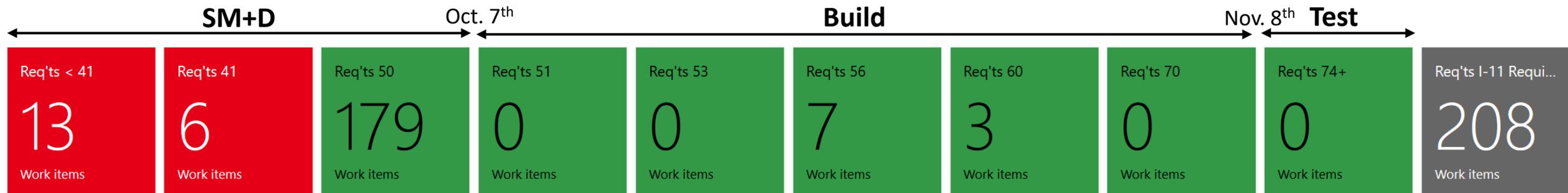
# Current Program Snapshot



## Iteration 10



## Iteration 11



Data as of 10/4

# Program Iteration Burndown

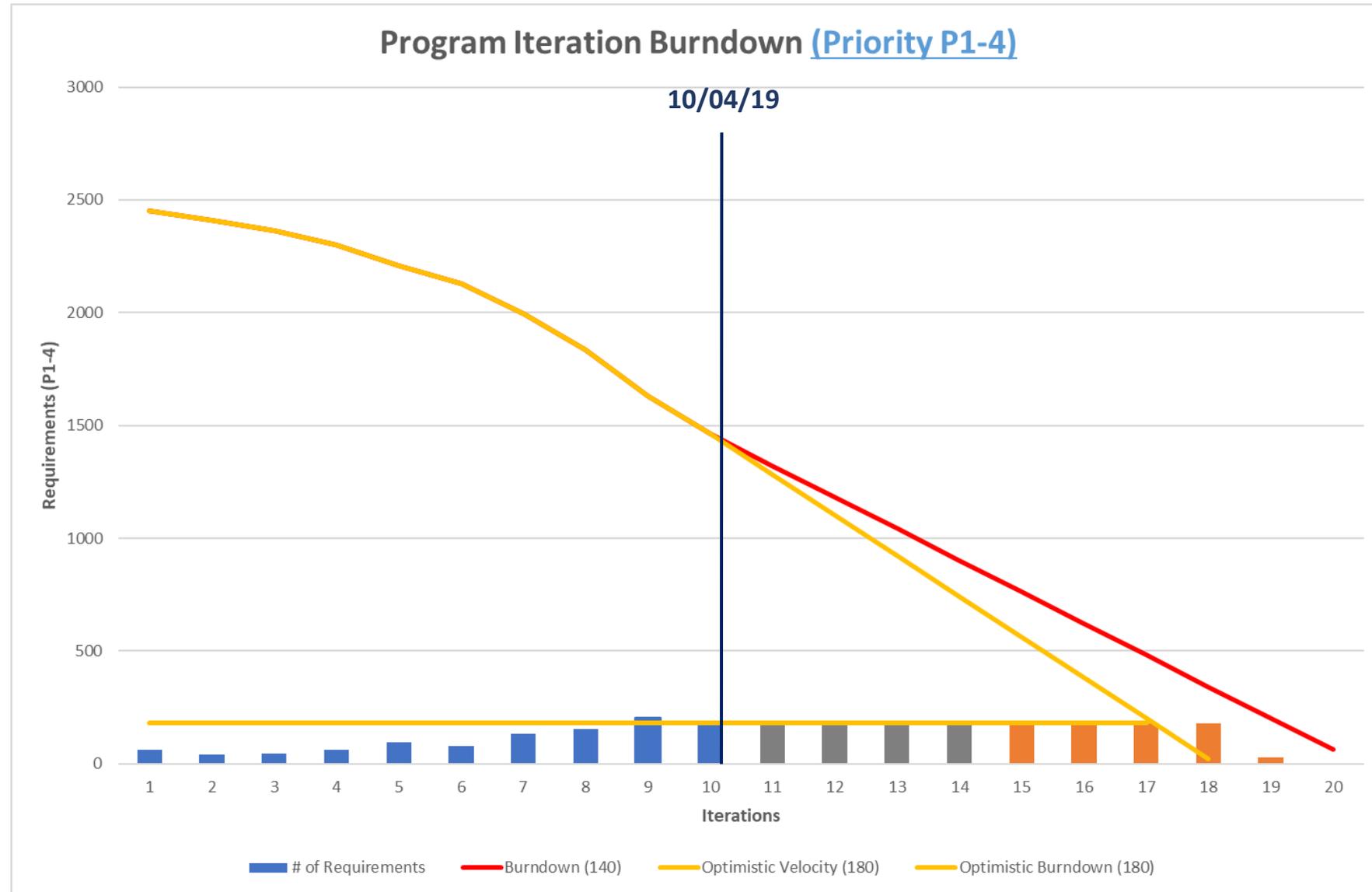


## Key Discussion Points:

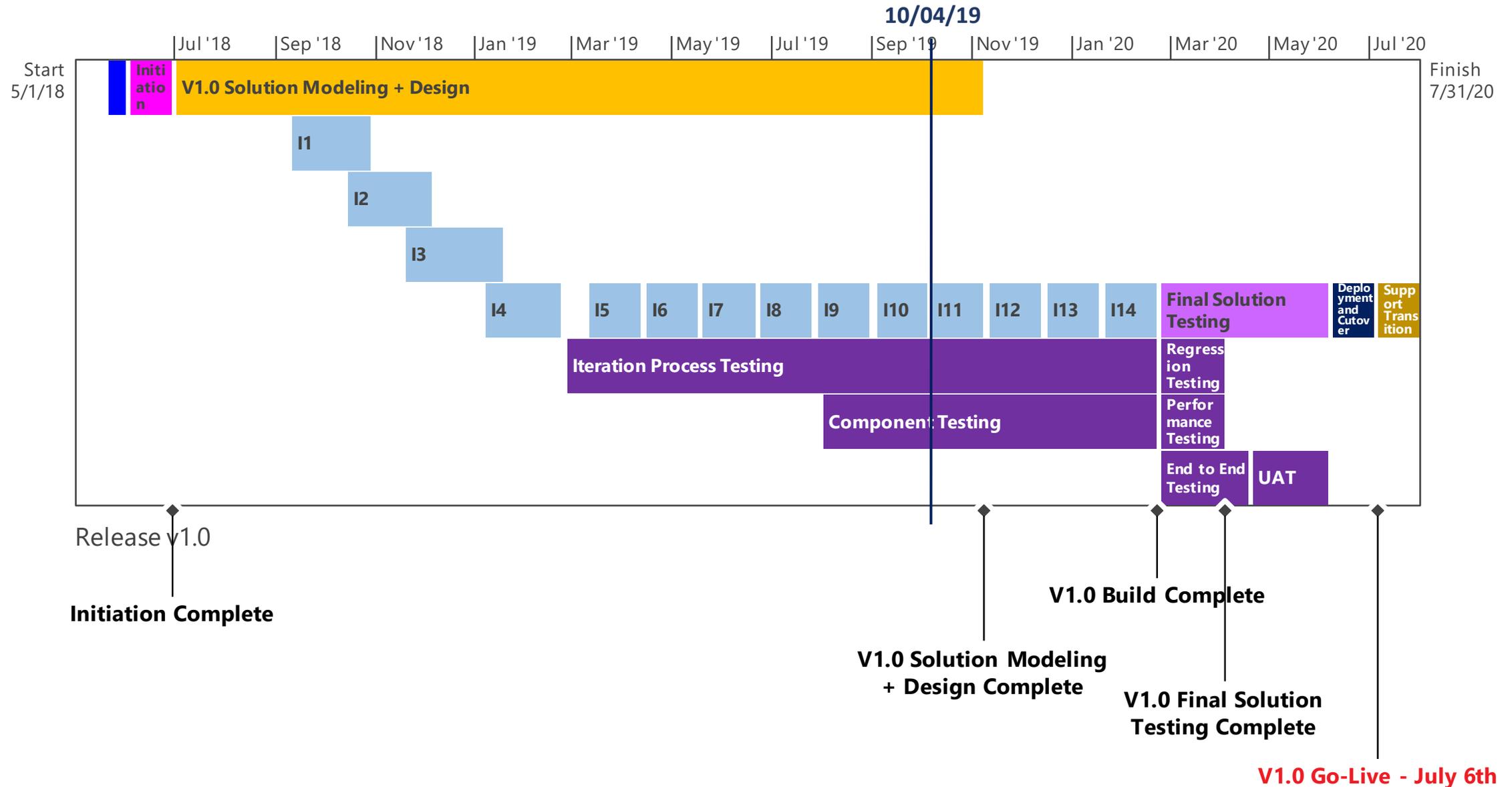
- As of 10/4, the program is through iteration 10 of 19
- Current Velocity shows the program achieving all planned requirements by November 2020

## SM+D Velocity

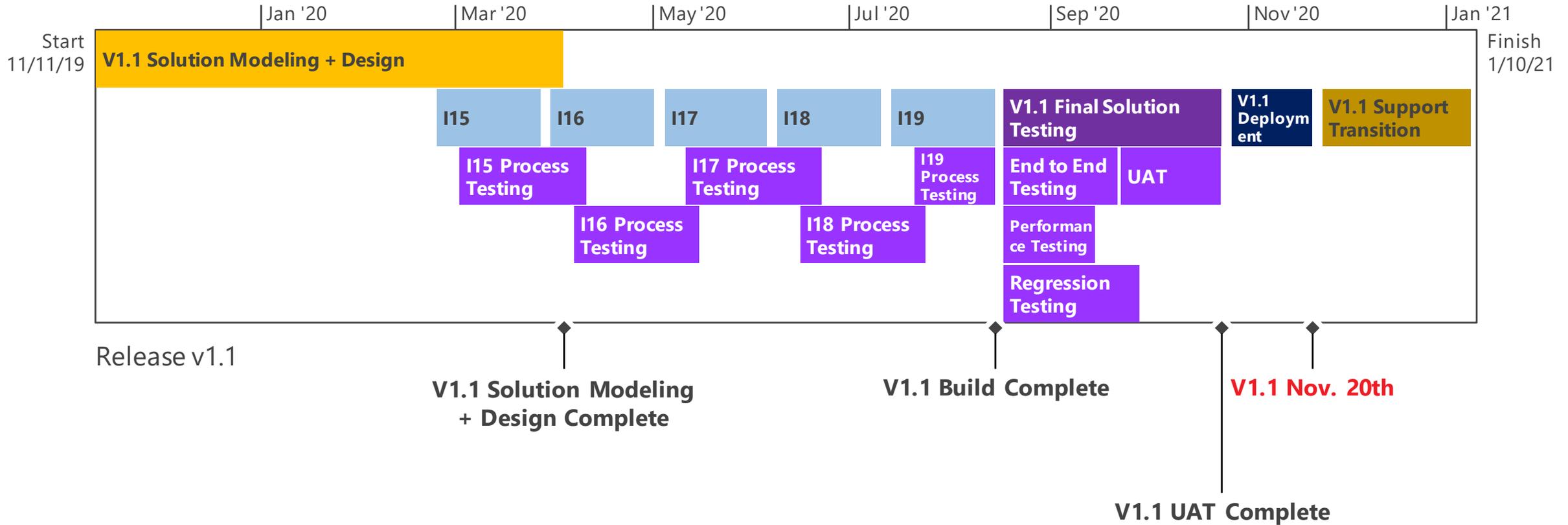
Week	# of Req'ts
4 <sup>th</sup> Oct	56
27 <sup>th</sup> Sept	27
20 <sup>th</sup> Sept	13
13 <sup>th</sup> Sept	13
6 <sup>th</sup> Sept	20



# Program Roadmap V1.0



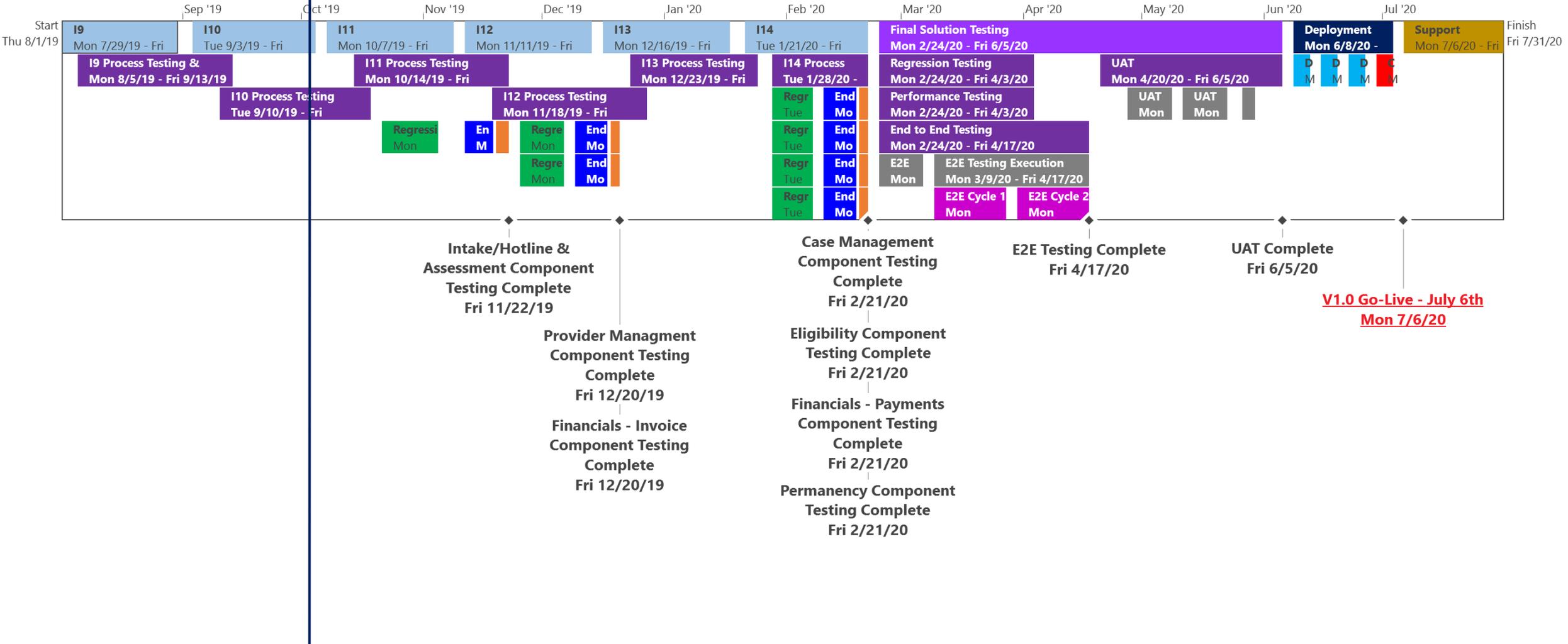
# Program Roadmap V1.1



# Program Testing & Deployment Roadmap



10/04/19





## Work Stream Health

### Blockers & Issues:

- ARB decisions pending and impacting current iteration progress
  - Dynamics Portals & OnBase Integration (**43588**)
  - Evaluate SSN protection and disclosure requirements (**60783**)
  - Finalization of Portal Provider Registration process (ARB item needs to be created)
  - ESRI licenses not yet available to solution Address Validation requirements

### Decisions:

- ARB provided updated guidance on Address Validation (**31875**)
- Masking SSN number and showing only last 4 digits (**87**)
- Portal Security: Same contact associated with different providers will have different email IDs (**88**)

### Team Updates:

- I10 – SM & Design sessions are complete. 33 out of 41 requirements are in Stage 51 (Development complete) and above. Completed Demo of 'Corrections' functionality (18 requirements)
- I11 – SM & Design is in progress. 31 requirements in Stage 50 and 4 in Stage 41. Documentation and process flow reviews in progress.

## Upcoming Objectives (over next 2 iterations) :

- Focus on Provider Search Requirements and Common Portal Requirements
- Focus on Corrections, Document Management and other portal related requirements

<b>Team 1</b> Requirements (P1-P4) <a href="#">Team 1 Dashboard</a>	In Sol'n Modeling <b>230</b> Work items	SM+D Complete <b>39</b> Work items	In Build <b>139</b> Work items	In Test <b>243</b> Work items	Total Req'ts <b>651</b> Work items
<b>Assessment</b> Requirements (P1-P4) Team 1 <a href="#">Assessment Dashboard</a>	In Sol'n Modeling <b>24</b> Work items	SM+D Complete <b>5</b> Work items	In Build <b>72</b> Work items	In Test <b>74</b> Work items	Total Req'ts <b>175</b> Work items
<b>Intake-Hotline</b> Requirements (P1-P4) Team 1 <a href="#">Intake-Hotline Dashboard</a>	In Sol'n Modeling <b>6</b> Work items	SM+D Complete <b>0</b> Work items	In Build <b>14</b> Work items	In Test <b>125</b> Work items	Total Req'ts <b>145</b> Work items



## Work Stream Health



### Blockers & Issues:

- None

### Decisions:

- None

### Team Updates:

- I10 – SM & Design sessions complete. Development is in progress. 47 out of 55 are in Stage 51 (Development complete) and above
- I11 – SM is in progress. 36 out of 39 are at Stage 50 and above. Remaining 3 will be solutioned based on GS readiness with concurrency rules
- I12 – SM is in progress

### Upcoming Objectives (over next 2 iterations) :

- Focus to collaborate across workstreams to design and build Service Request --> Service Referral --> Service Approval functionality

<p>Team 2</p> <p>Requirements (P1-P4)</p> <p><a href="#">Team 2 Dashboard</a></p>	<p>In Sol'n Modeling</p> <p>148</p> <p>Work items</p>	<p>SM+D Complete</p> <p>46</p> <p>Work items</p>	<p>In Build</p> <p>204</p> <p>Work items</p>	<p>In Test</p> <p>81</p> <p>Work items</p>	<p>Total Req'ts</p> <p>479</p> <p>Work items</p>
<p>Case Management</p> <p>Requirements (P1-P4)</p> <p>Team 2</p> <p><a href="#">Case Management Dashboard</a></p>	<p>In Sol'n Modeling</p> <p>127</p> <p>Work items</p>	<p>SM+D Complete</p> <p>2</p> <p>Work items</p>	<p>In Build</p> <p>47</p> <p>Work items</p>	<p>In Test</p> <p>29</p> <p>Work items</p>	<p>Total Req'ts</p> <p>205</p> <p>Work items</p>

# Team 3 – Eligibility and Permanency



## Work Stream Health

### Blockers & Issues:

- None

### Decisions:

- None

### Team Updates:

- I10 – Development In progress
- I11 – All 70 requirements are to stage 50, moving education (solution modeled) to I13
- I12 – Solution modeling in progress, 13 of 68 requirements already in stage 50
- I13 – Started solution modeling on Document Management feature. Currently have 17 of 41 requirements are in stage 50
- DocuSign/DB/CRM architecture in progress. Preparing to finalize and present viable options to Architecture Review Board (ARB)

## Upcoming Objectives (over next 2 iterations) :

- Finalize Eligibility for IV-E, IV-A, XIX
- Complete Permanency solutioning & build
- Define architecture for DocuSign and OnBase for i12 E-Signature build by mid-October

<b>Team 3</b> Requirements (P1-P4) <a href="#">Team 3 Dashboard</a>	In Sol'n Modeling <b>138</b> Work items	SM+D Complete <b>95</b> Work items	In Build <b>161</b> Work items	In Test <b>136</b> Work items	Total Req'ts <b>530</b> Work items
<b>Eligibility</b> Requirement (P1-P4) Team 3 <a href="#">Eligibility Dashboard</a>	In Sol'n Modeling <b>31</b> Work items	SM+D Complete <b>58</b> Work items	In Build <b>102</b> Work items	In Test <b>5</b> Work items	Total Req'ts <b>196</b> Work items
<b>Permanency</b> Requirements (P1-P4) Team 3 <a href="#">Permanency Dashboard</a>	In Sol'n Modeling <b>60</b> Work items	SM+D Complete <b>17</b> Work items	In Build <b>50</b> Work items	In Test <b>19</b> Work items	Total Req'ts <b>146</b> Work items



## Work Stream Health

### Blockers & Issues:

- n/a

### Decisions:

- n/a

### Team Updates:

- I10 – 20 of 39 requirements in demo ready state, remaining 19 will be completed by EOW
- I11 – All 38 requirements are in stage 50, due to cross workstream dependencies 16 interface requirements were moved to i13
- I12 – Beginning solution modeling on offsets and payment processing. Working with WS5 to establish regular cadence with AFIS integration team and progress with Provider & Payment interfaces.

### Upcoming Objectives (over next 2 iterations) :

- Concurrency & Payment Edit Rules Structure & Patterns – cross workstream collaboration/architecture direction
- Payment Process/Provider AFIS integration support
- Novitex – Remittance Advice & Bulk Invoice Printing

<b>Team 4</b> Requirements (P1-P4) <a href="#">Team 4 Dashboard</a>	In Sol'n Modeling <b>204</b> Work items	SM+D Complete <b>52</b> Work items	In Build <b>114</b> Work items	In Test <b>3</b> Work items	Total Req'ts <b>373</b> Work items
<b>Financials</b> Requirements (P1-P4) Team 4 <a href="#">Financials Dashboard</a>	In Sol'n Modeling <b>122</b> Work items	SM+D Complete <b>47</b> Work items	In Build <b>56</b> Work items	In Test <b>0</b> Work items	Total Req'ts <b>225</b> Work items
<b>Provider Management</b> Requirements (P1-P4) Team 4 <a href="#">Provider Management Dashboard</a>	In Sol'n Modeling <b>222</b> Work items	SM+D Complete <b>22</b> Work items	In Build <b>59</b> Work items	In Test <b>0</b> Work items	Total Req'ts <b>303</b> Work items



## Work Stream Health



### Blockers & Issues:

- Discussions with AOC are at the early stages
- Drug Testing & Education (ADE) interfaces will be delayed due to dependencies

### Decisions:

- None

### Team Updates:

#### Interfaces

- Status on Build goals for I-10
  - CIF --> In Testing
  - AZTECS --> Dev ready with Mock API and waiting for actual API from Agency
  - JXI --> Complete
  - AD --> In Testing
  - OnBase --> On-Going
- I10 – Meet & Greet complete for NEICE interface - Complete
- IBRD / IDD for the following in progress
  - ADE
  - Drug Testing (UAs)
  - NYTD
  - CMDP

#### Data Migration

- Data Mapping complete for Intake and data models deployed. Build is complete
- Data Mapping for Assessment is ready, and Build is in progress
- Data Model for Case Management is complete

#### Reports

- Reports iteration plan is complete and reports template review is in progress

### Upcoming Objectives (over next 2 iterations) :

- Catch up with updated plans for Interfaces and Data Migration
- Baseline iteration plan for Reports

<b>Team 5</b> Requirements (P1-P4) <a href="#">Team 5 Dashboard</a>	In Sol'n Modeling <b>399</b> Work items	SM+D Complete <b>9</b> Work items	In Build <b>46</b> Work items	Team 5 - In Test <b>0</b> Work items	Total Req'ts <b>454</b> Work items
<b>Exchanges</b> Requirements (P1-P4) Team 5 <a href="#">Exchanges Dashboard</a>	In Sol'n Modeling <b>1</b> Work items	SM+D Complete <b>0</b> Work items	In Build <b>4</b> Work items	In Test <b>0</b> Work items	Total Req'ts <b>49</b> Work items

# Current Development Estimate at Complete by Fiscal Year



	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	\$ 783,867	\$ 382,900	\$ 6,027,812
Business Integration			\$ 1,070,367	\$ 2,450,314	\$ 1,948,942	\$ 4,338,140	\$ 813,640	\$ 10,621,403
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	\$ 1,082,519	\$ 359,187	\$ 3,134,640
Platform			\$ 2,147,482	\$ 1,218,300	\$ 4,158	\$ 860,842	\$ -	\$ 4,230,783
Hosting			\$ 7,973	\$ 1,200,145	\$ -	\$ -	\$ -	\$ 1,208,119
Enterprise Content Management			\$ -	\$ 187,983	\$ 489,446	\$ 2,826,470	\$ 348,394	\$ 3,852,294
Integrated Shared Services			\$ -	\$ -	\$ 82,347	\$ 919,732	\$ 147,054	\$ 1,149,132
Data Management			\$ -	\$ -	\$ 571,928	\$ 2,317,166	\$ 793,035	\$ 3,682,130
Technical Integration			\$ 6,035	\$ 2,382,391	\$12,887,429	\$18,997,533	\$ 9,090,676	\$ 43,364,064
Training			\$ -	\$ -	\$ 244,610	\$ 1,083,652	\$ 600,000	\$ 1,928,262
Service Management Office			\$ -	\$ -	\$ 221,214	\$ 27,652	\$ -	\$ 248,866
CHILDS Decommissioning			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 236,627</b>	<b>\$ 931,591</b>	<b>\$ 7,208,794</b>	<b>\$13,456,258</b>	<b>\$17,769,420</b>	<b>\$33,457,573</b>	<b>\$13,027,813</b>	<b>\$ 86,088,076</b>
<b>Program Approved Budget</b>								<b>\$ 86,088,076</b>
<b>(Over)/Under</b>								<b>\$ -</b>

- At month 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	\$ 11,103,000	\$ 11,103,000
Total FY19 Appropriated	\$ 5,000,000	\$ 5,000,000	\$ -
Total FY20 Appropriated	\$ 10,100,000	\$ -	\$ -
<b>Total APF</b>	<b>\$ 35,784,600</b>	<b>\$ 25,684,600</b>	<b>\$ 20,684,600</b>
General Fund			
Fiscal Year	Planned		
FY15	\$ 236,627		
FY16	\$ 499,761		
Total General Fund	\$ 736,388		
<b>Total of All State Funding</b>	<b>\$ 21,420,988</b>		
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
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)	\$ 20,405,060	CH17002 (Guardian)	\$ 20,405,068
<b>Total APF/GF Spent</b>	<b>\$ 21,657,334</b>	<b>Total Federal Funds Spent</b>	<b>\$ 20,920,954</b>
Total Fund Remaining			
Total Funds Available to Spend	\$		44,794,231
Total Funds Spent	\$		42,578,288
<b>Total Funds Remaining</b>	<b>\$</b>		<b>2,215,944</b>

- 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 all costs paid through 8/31/19

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
129	Linda Roberts	DES mainframe migration (z-cloud)	DES migrating to ZCloud, support to IBM.	Data migration starts before zcloud migration finished.	5	Accept
147	Joshua Jackson	Functional: There will be rework of test cases based on changes to user stories	There will be rework of test cases based on changes to user stories	If changes to user stories proves significant, there is the potential for increased testing scope as scripts may need to be rewritten	4	
161	Linda Roberts	Google Integration	Migrate DCS mailboxes to GMail prior to Guardian go live will cause delay in program implementation date 7/6/2020	agreement to migrate prior to go live	5	Accept
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	End of Release 3 Testing Phase	5	Mitigate
169	Joshua Jackson	Build Velocity	Risk of build velocity achieving optimistic velocity thus requiring additional iterations, scope prioritization, and increased team sizes	Build identified as being a bottleneck for program progress.	6	Mitigate
171	Harish Kothapalli	QNXT Replacement	QNXT, a web based with Sequel backend is going away. The system is utilized by CMDP and it's 4-5 years past end of life. A 3rd party solution replacement is needed	If we don't have 3rd party selected or dialog with by Dec 2019, we need to figure out how to get data from QXNT	4	Mitigate
174	Joshua Jackson	Just in time design	just in time design runs risk of architectural inconsistencies and design inconsistencies between delivery teams	not completing solution design before build	4	Accept
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

# Total Program Risks



ID	Owner	Title	Description	Trigger	Risk Rank (1-6)	Risk Response
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.	Solution is identified to not be on track to achieve 75% fit target for all requirements.	5	Mitigate
180	Harish Kothapalli	Testing team was not given Production like data for HRIS testing	Very limited test data for testing HRIS inbound file	Testing with 3 records in the sample file is not close to real time data testing	6	Accept
181	Joshua Jackson	Aggressive Timeline for v1.0 and v1.1 Releases	The current project plan is aggressive and assumes that current SM & Development velocity can be maintained. Failure to maintain the targeted velocities will result in delays in go-live date.	SM or Build Velocity don't reach current iteration target of 180 requirements/iteration	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
183	Joshua Jackson	Dependencies on 3rd Parties for Interfaces & Integrations	The program has multiple dependencies on other agencies for interfaces and integrations. The full timeline for these integrations is in development, and if the 3rd party agencies are unable to meet program expectations for delivery, the program's critical path could be delayed.	3rd party agency is unable to meet program timeline, causing delay in interface development.	5	Mitigate
184	Joshua Jackson	Complexity and Dependencies in Remaining Requirements	Requirements may have varying complexities, resulting in inability to meet target velocity for each iterations.	Requirement decomposition causes increase in requirement count that exceeds program velocity capacity	5	Mitigate



# Q & A Session



# Appendix

# Program History

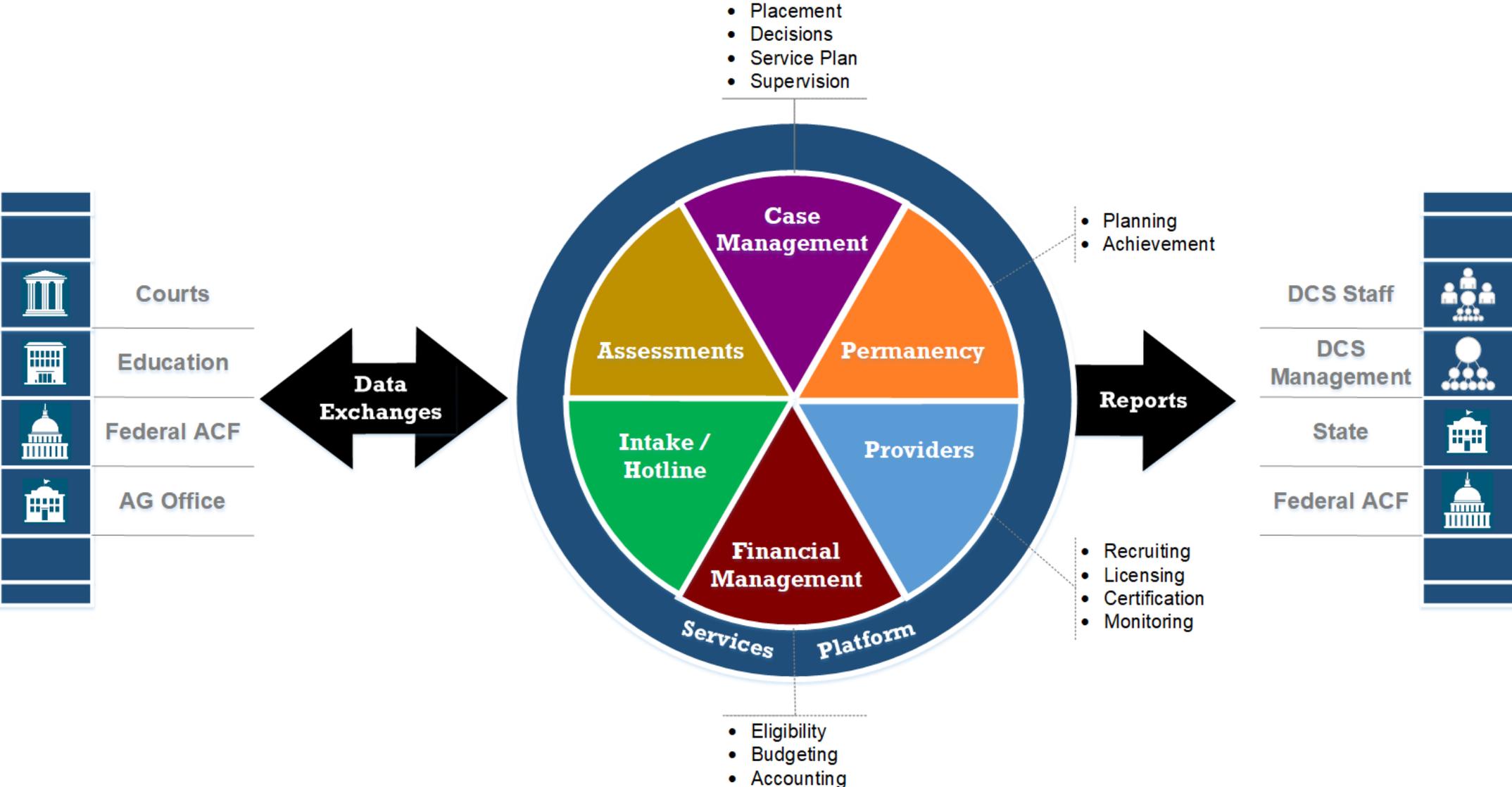


- The current DCS CHILDS application is under Federal Rules and Regulations called SACWIS (Statewide Automated Child Welfare Information System)
- In 2015, new rules and regulations, called CCWIS (Comprehensive Child Welfare Information System), were introduced. DCS is aiming to be compliant with these 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.



- 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



# 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 Key Milestone Dates



## Feasibility Study

Recommended replacement of CHILDS, secured funding

Jan  
2016

## Request for Proposal

RFP sent to System Integration Vendors

Jun  
2017

## Contract Award

Microsoft

Apr  
2018

## Mobile

Two Deployments

Aug and  
Dec  
2017

## CHILDS Decommissioning

CHILDS decommissioned and Guardian system of record

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

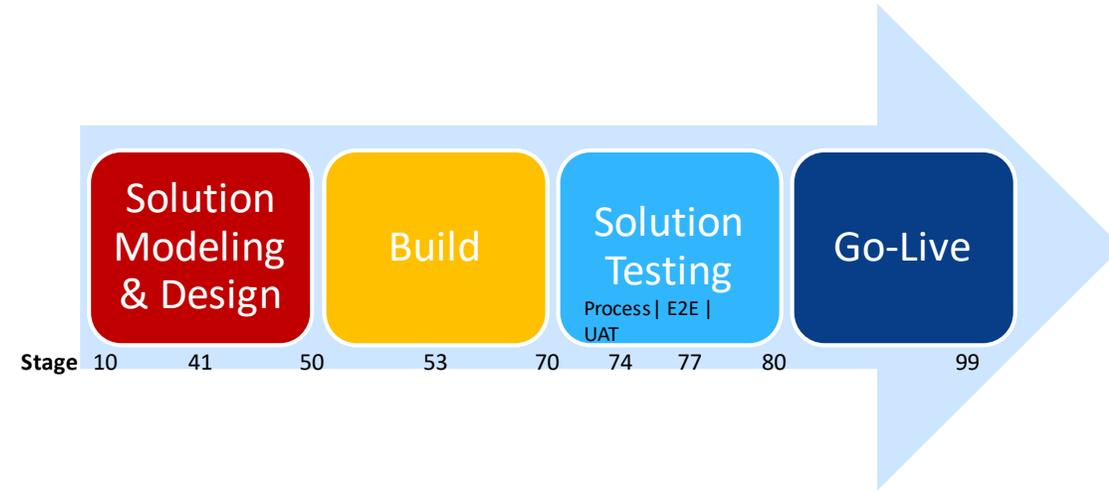
## Build and Deploy

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	Build Phase
51	Config-Dev Complete	
53	Demo Ready	
56	Demo Rework	
60	Demo Complete	
70	Demo Accepted	Testing
74	Process Testing in Process	
77	End to End Testing in Process	
80	UAT in Process	
90	UAT Complete	Production
99	In Production	



# Program Structure

