4.2.7 TAB 5: Solution Description

The benefit for DCF in selecting Accenture's integrated eligibility solution is faster out-of-the-box project start-up, lower implementation risk, and the successfully demonstrated and scalable SOA technical infrastructure ready for business today yet adaptable for tomorrow's changes.

The Department faces the significant challenge of replacing an aging and hard-to-maintain eligibility system with modern technology, improved functional capability, built-in flexibility for the inevitable changes that will happen and yet still being easy to maintain and add to as new programs come on line.

To meet the Department’s requirements, we propose a COTS-based system for the ACCESS Florida Replacement System project. The proposed solution builds on the foundation of large enterprise eligibility system deliveries and uses products from major enterprise software vendors including Oracle, Cisco, and Accenture Software. It supports the functional and technical requirements in the ITN and has the flexibility to support the Department’s long-term goals. We designed the core architecture such that components can be changed, added, or removed, to meet the Department’s future requirements.

The Accenture Public Service Platform (APSP) provides the core SOA architecture, which supports large, complex enterprise processing and integration. The Accenture Client Self Service Portal (ACSSP) and Accenture Benefits Management System (ABMS) support client and worker activities, respectively. Oracle COTS products integrate in the APSP to support portal, application server, database, rules engine, business process management, and other processing capabilities. Cisco Universal Contact Center (UCC) supplies call center capabilities. Image API’s iCenter provides document management services. We have successfully integrated the major components of this solution during the development of the APSP Suite of Products, reducing the risk to the Department’s implementation schedule.

Finding a Solution that Works for Florida

We knew a project this big and important for the State of Florida would require careful consideration of the solution options available to us. Since Accenture is one of the few vendors to successfully implement both transfer and COTS solutions for our clients, we know the strengths and weaknesses of each approach. The COTS products we propose for the ACCESS Florida Replacement System meet 82% of the ITN requirements out of the box. To meet the project’s specific objectives and broader DCF goals, as well as the accelerated deadlines to meet the Federal mandate, we believe the integrated COTS-based solution is the only solution that can meet the requirements in that timeframe.

Several states have tried transfer solution implementations, but no state the size of Florida has successfully rolled out a transfer solution statewide within the last 10 years. Many of our competitors’ transfer projects have failed to be implemented or were implemented after substantial delay or cost overruns. From our experience supporting some of these other transfer-based solutions developed by our competitors, we find that significant structural, architectural, usability or scalability flaws constrain the potential for success. While the transfer option was best for Idaho, it is not the case for Florida due to Florida's requirements, scalability desired, and accelerated timeframes.

Florida has a once-in-a-generation opportunity to streamline service delivery for today and tomorrow

- Provide accurate, real-time, automated eligibility determinations for clients
- Set the course for future Department needs with a MITA-aligned solution
- Gain a system that has capacity to support additional State systems
- Attain enhanced Federal funding for system development and operations
- Stand ready to meet the challenges of increased enrollment spurred by the implementation of the ACA
- Improve outcomes and customer service
Another COTS option is the Cúram product, which aligns with your goal of using COTS for human service system modernization. While the Cúram product seems promising, our recent experience with this product raises concerns over the maturity of the solution for implementation in a large, populous state within the required timeframe. In North Carolina, where we are working with the state to install Cúram, they are on track to just meet the federal deadline for ACA requirements, after two years of effort, and have spent significantly more than states who have selected our APSP product suite as their COTS solution.

The Cúram product has recently undergone a major upgrade. There are no points of reference that indicate whether the solution can support all of the DCF’s programs and requirements cost effectively. Finally, Cúram implementations can be more complex. For example, the Cúram data model contains approximately 1500 entity types compared to fewer than 1000 with APSP / ABMS. As an example of how this would influence system performance, Cúram stores decomposed addresses across many tables, adding complexity and processing time each time the system displays a client address. Table 5 - 1 summarizes factors we considered in determining the solution for the Department. Figure 5 - 1 summarizes the advantages of using COTS solution compared to a transfer, remediation, or custom solution.

<table>
<thead>
<tr>
<th>Factor</th>
<th>COTS</th>
<th>Transfer</th>
<th>Remediation</th>
<th>Custom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term ability for solution to stay relevant and evolve with market insights</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Degree of fit to Department requirements</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Ability to implement and rollout to entire enterprise</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Ability to manage implementation cost to budget</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Ability to meet implementation schedule</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Ability to drive changes to legacy business processes</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Likelihood of turning into an inflexible custom solution</td>
<td>⬜️</td>
<td>⬜️</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Use of configuration for development and maintenance effectiveness</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Predictable cost and maintenance using COTS vendor</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Access to long term maintenance skills and resources</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
<tr>
<td>Ability to implement changes quickly</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
<td>⬜️</td>
</tr>
</tbody>
</table>

Table 5 - 1. Accenture evaluated several options before determining that the APSP Suite of Products provides the functionality to fill Florida’s requirements for its ACCESS Florida Replacement System.
DCF's challenges are real. The APSP solution described in the following pages is real -- not a bait-and-switch, needs customization, change-order solution. Accenture's integrated eligibility experience is also real -- we did not just discover "eligibility" when ACA became law. In fact, we have been working to refine our APSP solution for over a decade, investing more than $15 million improving on the foundation of our highly successful C-IV eligibility system built for, and in use by, California. Selecting Accenture's APSP solution brings DCF the help needed to meet the challenges ahead and successfully replace the ACCESS Florida system.

4.2.7.1 Solution Overview

4.2.7.1.1 Detailed Overview

The Department has very little time to reach the CMS-mandated deadlines for an Affordable Care Act (ACA)-compliant eligibility system. Selecting Accenture means DCF will start with a solution that already serves millions of clients and tens of thousands of workers every day. First implemented in California more than 10 years ago, the continuous innovations and adaptation to Federal changes means DCF gets the most current and tested solution available.

This is a successfully implemented product. Nearly 70% of California counties use this solution; we have successfully implemented it statewide in Idaho and the first release is in production for statewide use in Kansas. Most recently, our solution was selected through competitive process by Iowa for their new integrated eligibility system.

This is a current product. Many of the Department's technical and functional requirements are packaged as COTS components in APSP. This presents a significant jump start to achieve the Department's timetable. As part of our continuous improvement approach, MITA and Seven Conditions guidance are leveraged in our SOA-based architecture resulting in compliance built directly into the product.

This is a tested product. Having helped other States on similar journeys, we appreciate the challenges facing the Department. The lessons learned from those experiences have become part of the fabric of our approach. They have been hard-wired into our technical solution. They are the foundation for our pre-configured, pre-tested, adaptable templates and tools.

By selecting Accenture, DCF chooses a market leader in large, complex IT systems integration projects; with an eligibility-tested solution that delivers the required functionality. The team we propose has Florida-specific legacy system replacement experience, solution experience, human services institutional knowledge, and ACA insight and experience. They possess the functional, technical, and project management skills required for success. Our proposed ACCESS Florida Replacement System solution, depicted in Figure 5 - 1, delivers service oriented architecture (SOA) to support business process changes, connects customers to the right services, and provides more holistic program and service delivery.

APSP is componentized, enabling easy adaptation now and in the future. As the only solution to blend proven functional capabilities required to support key eligibility functions with a flexible, open architecture, APSP provides the technology and successfully proven business model required to address DCF's objectives. As the application software provider and the system integrator, Accenture offers DCF a user-friendly, unified, web-based, customer-centric enrollment and eligibility solution that addresses Florida's current requirements and positions the Department for future change.
Figure 5 - 1. The Accenture Public Service Platform uses a flexible, service-based enterprise architecture speeding development, lowering cost, and reducing implementation risk.

System Components: Flexibility and Scalability -- Seamlessly Integrated

APSP provides the best of both worlds: a flexible solution tailored specifically to meet DCF’s needs with the pre-built components of a COTS solution that accelerates the implementation timeline. Three major elements in our solution seamlessly integrate to provide the desired technical infrastructure, enable client self-service and control benefits management. These three elements, described in the remainder of this section, make up the heart of our solution.

APSP Technical Architecture

APSP is a Service Oriented Architecture that allows integration of legacy applications, COTS software, and new customized functions through the selective exchange of data across the enterprise via an enterprise service bus (ESB). Built specifically for health and human services business requirements, this technical framework is flexible, scalable, and adaptable.

Accenture Citizen Self-Service Portal (ACSSP)

The Department's need to provide applicants and recipients with a secure, public-facing portal for information, screening, referral and benefits application is met through ACSSP.
Using a conversational, interview approach to collect the minimal data needed to assess eligibility, ACSSP:

- Promotes self-sufficiency, enhances outreach, and provides a new channel for client interaction
- Provides individuals access to program information, can be used to complete online applications, and review benefits, submit changes, and receive correspondence, Notice of Action (NOA), and messages
- Personalizes the individual’s application experience while providing information accurately, quickly, and securely
- Provides an easy-to-use, intuitive system which offers embedded help for clients and workers
- Uses a flexible, dynamic questions feature that allows rapid configuration to align with changing legislation.

ACSSP’s inherent flexibility allows for access to other portals such as the future Federal Health Insurance Exchange (HIX).

**Accenture Benefits Management System (ABMS)**

We address case worker functional requirements through ABMS. ABMS is an integrated, flexible, case worker-focused solution designed for the Department’s standard programs such as SNAP and TANF as well as other programs such as CHIP, Medicaid and the new Medical Assistance programs. Unlike other benefits systems with table-based rules that are tightly coupled and entangled with code, ABMS’s business services, rules, portal pages, workflows and other components are integrated through APSP using SOA standards and principles.

DCF benefits from the natural integration across the supported programs using end-to-end processes sharing services and data. This flexibility makes DCF’s desired implementation approach (self-service portal and new medical assistance programs followed later by SNAP, cash assistance and others) achievable. ABMS contains pre-configured business rules and workflows for those programs, and provides the flexibility to add in future programs. DCF can maximize its investment, reduce cost and increase the speed of any future development. For example, the Department can use ABMS to create rules sets to determine eligibility for new human services programs.

The APSP Suite of products includes integrated eligibility determination and delivery of services and benefits, built on a well-defined and successfully adopted business model. We outline the benefits our solution can provide DCF in Table 5 - 2.

<table>
<thead>
<tr>
<th>Features</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accenture Public Service Platform (APSP) Technical Architecture</strong></td>
<td></td>
</tr>
<tr>
<td>- Vendor-agnostic platform</td>
<td>- Improves interoperability with existing and new systems</td>
</tr>
<tr>
<td>- Standards compliant</td>
<td>- Maximizes reuse and reduces implementation effort by 30-50%, based on previous implementations</td>
</tr>
<tr>
<td>- Tested and field-tested</td>
<td>- Includes reusable test scripts and data for applications built on APSP, lowering project risk and reducing cost</td>
</tr>
<tr>
<td>- Pre-configured and ready to deploy</td>
<td>- Includes more than 50 ready-to-use technical services and frameworks</td>
</tr>
<tr>
<td>- Flexible, configurable portal interface</td>
<td></td>
</tr>
<tr>
<td>- Development platform and accelerators to speed business value</td>
<td></td>
</tr>
</tbody>
</table>
### Features

<table>
<thead>
<tr>
<th><strong>Accenture Citizen Self-Service Portal (ACSSP)</strong></th>
<th><strong>Benefits</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• User-friendly citizen portal interface to eligibility system</td>
<td>• Enhanced communications between case workers and citizens</td>
</tr>
<tr>
<td>• Simple preliminary self-assessment</td>
<td>• Streamlined automated application process</td>
</tr>
<tr>
<td>• Streamlined online benefits application</td>
<td>• Anytime, anywhere citizen access to benefits information</td>
</tr>
<tr>
<td>• Status checking of eligibility and payments</td>
<td>• Quicker and easier benefits management</td>
</tr>
<tr>
<td>• Multi-language and multi-program support</td>
<td>• Reduced costs due to citizen application input</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Accenture Benefit Management System (ABMS)</strong></th>
<th><strong>Benefits</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Integrated and streamlined case management</td>
<td>• Improves case worker efficiency and effectiveness</td>
</tr>
<tr>
<td>• Automated eligibility determination workflow</td>
<td>• Streamlines workflows and automated processes</td>
</tr>
<tr>
<td>• Flexible navigation and user-friendly interface</td>
<td>• Allows multiple workflows depending on business process</td>
</tr>
<tr>
<td>• Multi-program support</td>
<td>• Easy-to-maintain rules and automated workflows</td>
</tr>
<tr>
<td>• Integration with legacy systems</td>
<td>• Helps lower total cost of ownership</td>
</tr>
<tr>
<td>• Field-tested functionality</td>
<td>• One of the fastest and lowest cost implementation solutions</td>
</tr>
<tr>
<td></td>
<td>• Incorporates field-tested transfer functionality from the system we built for our California C-IV client</td>
</tr>
<tr>
<td></td>
<td>• Enables clients to get appropriate services more efficiently</td>
</tr>
</tbody>
</table>

*Table 5 - 2. The proposed solution begins delivering benefits to Florida on Day 1, enabling ease of use for workers and clients.*

### Key Business Functions Supported by Accenture Solution

Our proposal response aligns with the key business functions presented in the Department’s functional requirements matrix. We have reviewed the key business functions, such as Intake, Assessment and Application, and are providing detailed descriptions of how our solution addresses these requirements.

For DCF, the comprehensive nature of the APSP Product Suite provides the total integrated eligibility package needed to meet your goals, with approximately 82% of the requirements met out of the box. How the key business functions, such as "Intake, Assessment and Application" and their sub-functions (e.g., Screening, Referral, and Application) are addressed by our proposed solution is described in the following sections.

#### 4.2.7.1.1.a Intake, Assessment, and Application

**Screening**

Applicant self-service and initial screening are provided through ACSSP. Figure 5 - 2 illustrates the applicant's view of the self-service portal.

ACSSP will become the gateway for the collection of basic information needed to determine eligibility for enrollment in other programs, such as Medicaid and CHIP programs, as well as in a Quality Health Plan (QHP) for the Insurance Affordability programs through the future Federal HIX.
Intake begins with applicant screening through ACSSP, which provides the 'self-help' customer channel and facilitates self-service capabilities for applicants/recipient. ACSSP enables the applicant/recipient to screen for a variety of programs as well as complete online applications.

Out-of-the-box, DCF obtains the real-time determinations mandated by the ACA and improves the application and determination process by guiding new applicants through the eligibility and enrollment workflow without worker intervention. The self-screening and application submission though ACSSP will remove many of the manual processes for determining eligibility, thus allowing case workers to focus their time on those families who might need more personal intervention.

ABMS is the primary application that case workers and Partners would use to complete their screening-related assignments. When an applicant completes the screening information using ACSSP, the captured information is automatically passed over to ABMS for case worker actions with no need for any duplicate data entry.

Figure 5 - 2. With ACSSP, DCF can provide applicants the real-time determinations mandated by the ACA with self-service screening, referral and benefits application out-of-the-box.

ACSSP and ABMS have been designed and built to take full advantage of SOA-based shared services. These products are integrated and hosted within the APSP platform. Both the applicant and Department screening efforts are supported by real-time eligibility determination using the same centralized eligibility rules engine that is also integrated into the overall APSP infrastructure.

**Referral and Application**

ACSSP provides a simplified data collection and screening process that makes application and enrollment into different programs straight-forward for benefits seekers. Our solution conforms to the new ACA legislation such that it would help citizens navigate and detangle the complex regulations and application process currently required to apply for health care benefits.

Using the “Apply for Benefits” portlet, highlighted in Figure 5 - 3, ACSSP guides individuals who want to apply for services through a series of questions and applicants report key information to complete the
eligibility assessment. The completed application is submitted, along with uploaded verification documents, and eligibility is calculated through rule sets. The application saves the data, which may be retrieved from the database for use by ABMS and for review and verification by workers.

Figure 5 - 3. DCF’s applicants can easily turn their "Check Eligibility" into “Apply for Benefits” without having to re-enter information with Accenture’s APSP solution.

Through complete services integration, APSP supports accurate and timely case processing based on raw non-financial and financial data collection. For example, when relationships are created, ABMS automatically calculates reverse relations. Similarly, data entered for medical conditions are automatically factored into eligibility determination.

ABMS provides the functionality for referrals based on the eligibility determination indicated by the applicant's information and the business rules engine initial eligibility assessment. We will work with the Department to confirm the applicable business rules and the appropriate referral steps. This would result in appropriate referral without any manual or duplicate data entry for the Department or Partners.

The integrated self-service portal transmits applicant information seamlessly to the benefits management system, ABMS. This allows better customer service, improves public outreach and engagement, and increases accuracy by eliminating duplicate data entry. Additionally, through the integrated nature of the solution, applicants can quickly understand their individual eligibility status and make decision in real time. Built on true portal technology, ACSSP is scalable and expandable to easily adjust to ever-changing business needs.

**Clearance and Case Creation**

In order to begin processing an application, a case worker uses the intake information provided by the applicant through the self-service portal or provided directly via a form or interview. The intake process assigns the application date, captures the programs applied for by each applicant, and tracks the status of the application. The system captures the type of assistance requested and the date the application is received and entered.

ABMS adjusts the appropriate set of required screens during data entry and presents only those pages that are needed. This can significantly improve case worker efficiency and effectiveness. The status of the required screens is presented (e.g., completed, in progress, or incomplete) and case workers have the flexibility to navigate among screens as needed.
ABMS uses a to-do list functionality to display a list of required screens, such as determining existing relationships. The solution uses advanced phonetic searching to identify individuals who were previously known to the system, currently receiving assistance, or currently associated to another case. ABMS presents results to the case worker, illustrated in Figure 5 - 4.

APSP stores data so that a case worker can select a view date and see the data that is current at that time -- this is sometimes called "effective dating". Effective dating allows the case worker to identify the programs and benefits the recipient was receiving at any point in time. Once created, case workers, supervisors and authorized Partners would have access to view individual, case, eligibility, benefits, payments and program history and see the links between the individual and issuances, benefits, forms, and correspondence.

Using the data collected, association with known cases can take place and a worker can check for discrepancies between applicant reported information and other sources of information (e.g., SSA). The solution contains the built-in capability to match on items such as social security number and we will work with the Department to configure the rules engine logic to incorporate other matching criteria as desired.

The data collection process accumulates only the required information based on the participant program request and follows the natural flow of information entered from an application. This approach, called guided navigation, allows the worker to process information as the applicant presents it, rather than according to a forced navigation. Interactive questions lead the user to more detailed questions, depending on the responses.

**Scheduling**

For case workers and supervisors, scheduling and calendaring are essential. APSP contains built-in scheduling and calendaring capability accounting for weekends, holidays, leap years, and the federal postal service holidays.

With APSP, case workers and supervisors can easily and quickly accomplish typical scheduling functions such as appointment setting, missed appointment notices and reminders, as illustrated in Figure 5-5.
APSP automatically collects scheduling and calendar data such as the date, time, type of interview, and location for scheduled appointments on the Appointment Detail page and makes it part of the comprehensive case record. Because of the integrated nature of our solution, case "notes" and documentation for these meetings are automatically generated and become part of the case record.

For supervisors and program managers, APSP provides an integrated view of all of the scheduled appointments and can be sorted and reported based on user preference. The built-in flexibility APSP provides offers supervisors and program managers multiple ways to make and review case load assignments and to adjust them as business need dictates. For example, caseloads can be shuffled and dispersed among other case workers when someone is out on leave or if backlogs are approaching deadlines.

4.2.7.1.1.b Information Verification and Eligibility Determination

Information Collection

ABMS provides simplified data collection and screening, making the application process faster and easier to follow while allowing for multi-program enrollment. We will work with DCF subject matter experts to adjust key business processes, focusing on eliminating duplication of information collection and data entry. Integrated intake forms and processes for programs can be developed and used across multiple applicant and case worker access points such as the self-service portal, phone, mail, and for face-to-face meetings.

Information collection can be initiated by the applicant or case worker. In either case, the information only needs to be collected once, and then it is available for use in screening and referrals. Once collected, the APSP rules engine and business services components, shown in Figure 5 - 6, use the information for the immediate determination of appropriate service based on that particular applicant's data profile.

Figure 5 - 5. Calendaring and scheduling are an integrated part of the overall APSP solution for the Department's case workers and supervisors.
Figure 5-6. The Department’s business rules are applied through the APSP rules engine using pre-configured eligibility business services reducing design and development time.

For example, Applicant A is a single individual making 200% of the Federal Poverty Income Level (FPIL). This applicant accesses ACSSP, provides information and is routed to one of the Federal HIX-offered plans based on the questions answered during the data collection process. The client’s data is transferred to the State HIX to facilitate the enrollment of the applicant into the program.

Another applicant, Applicant B, is a single parent making 120% of FPIL. Based on Applicant B’s responses, routing through the Medicaid questions for enrollment in that program may be the best option. Regardless of which route or how the information is collected, the process is seamless to both the applicant and the case worker.

**Information Verification**

To reduce the Department's error rate and increase both the timeliness and accuracy of determinations, verification of applicant/recipient information is essential. We will provide an out-of-the-box interface module to applications in the Federal data hub including Beneficiary Earnings Data Exchange (BENDEX), SSI State Data Exchange (SDX) Inbound Daily, and State Verification Exchange (SVES). In addition to the interface with the Federal hub, we have pre-built interfaces to other Federal systems that are currently in use for verification purposes.

Before initiating eligibility determination, case workers are notified if the required data has not been entered or the appropriate verification documents have not been received. These automatic, rules-driven determinations are more accurate, more efficient and can reduce errors. Once eligibility is verified, APSP's flexible workflows can be set by the Department to either release benefits to the recipient or have the case record sent to a supervisor for review before final authorization.

We have worked with U.S. state and local government clients to implement document management to maximize workflow efficiency and information verification through the use of a single repository for recipient and applicant documents. The document repository comprises one common set of documents, reducing document filing costs, and providing users the rights to quickly retrieve case documents via a browser-based Electronic Document Management System (EDMS) at their desks, eliminating the need for separate paper-based case folders.
Our solution would allow documents, such as a birth certificate, scanned for one program to be used to expedite the application process for additional services. Having a proven EDMS approach can streamline and expedite eligibility determination processes by allowing case workers to have immediate access to case documents.

**Eligibility Determination and Benefits Calculation**

Once data collection is completed, the case worker can initiate the Eligibility Determination and Benefit Calculation (EDBC) process. With one click, the EDBC process compares case data with the policy rules hosted in the centralized rules engine to determine household/individual eligibility. The integration of pre-configured business and technical services with the appropriate business rules can improve efficiency and reduce the potential for determination errors.

We show an example summary EDBC screen in Figure 5.7. APSP enables efficient and timely implementation of rule changes, which reduces the need to implement manual workarounds. ABMS allows workers to make changes and re-run eligibility until benefits are correct.

The separation of business rules from business logic allows a quick, low risk way to modify/configure the system to efficiently support business rule implementation and policy changes. Once eligibility is correct, ABMS includes workflows that support the flexibility to immediately release benefits or send to a supervisor for review before final authorization.

The integrated nature of ABMS means no separation between the determination decision and the automatic generation of the appropriate Notice of Action (NOA). As described in more detail in the section on correspondence and forms, NOA functionality provides customized NOAs for the specific circumstances of the applicant's case including approvals, denials, changes, or a stop to benefits.

Our suite of APSP products provides flexibility to evolve and adapt to new business rules and processes. This flexibility allows DCF to easily model the changes inherent in new eligibility rules and thresholds without changing code. DCF will save time, decrease frustration, and improve error rates.

In conjunction with the EDBC functionality, ABMS comes with integrated audit and data collection features that track and store eligibility and financial information, including snapshots at every decision point for each authorized eligibility result. ABMS includes a robust audit trail, tracking user transactions to identify who initiates each action. ABMS has built-in quality assurance and quality control functionality, so authorized Department users can access accurate electronic records and timelines and make informed eligibility decisions.

**Enrollment**

The Department is under the same ACA-mandated service requirements that other states are facing. Our proposed solution specifically addresses those self-service and enrollment requirements through ACSSP providing the 'self-help' customer channel and tools that the ACA envisions. Furthermore, the APSP
Product Suite provides an adaptable solution ready for future policy changes and is expandable to add other programs.

Importantly from a workload and case worker management perspective, ACSSP provides screening, and online application for services then delivers the real-time determinations mandated by the ACA. The result is streamlining new applicants through the eligibility and enrollment process. At the Department's direction, this streamlining can occur with or without case worker intervention. Another key enrollment benefit our solution provides is access to other portals such as a HIX. This can provide those individuals a one-stop service location.

**Authorization**

Our proposed solution addresses two primary authorization requirements. The first is authorization for benefits and the second is the authorization for access and use of the system. The second point is discussed in more detail in the system security section of this response.

The authorization of benefits is one of the core business functions that our solution provides. The case worker can initiate EDBC with one click. EDBC compares case data with Department policy and business rules to determine eligibility.

Based on the Department's direction, the authorization workflow can be set to allow immediate benefits release or the case information and determination decision can be sent to a supervisor (or senior case worker) for review before final authorization and release of benefits.

**Client Management**

Our proposed solution takes advantage of a comprehensive eligibility rules engine to implement the Department's policies as intended, in a timely, consistent, and auditable manner. The use of a rules engine increases determination accuracy and provides validation that appropriate services are authorized. Eliminating incorrect or improper eligibility determinations reduces the potential for Federal penalties and increases the opportunities for enhanced funding.

Managing clients as individuals or in eligibility groups is part of our built-in functionality. The APSP Product Suite applies appropriate policies per program to determine the correct family size for each program. The rules then execute financial tests, such as income and property/resource tests, where correct amounts are used for the household/individual and the appropriate deduction and exemption rules are applied.

Each program can be evaluated individually, while still applying cross program dependencies as appropriate. Ineligibility for an individual, or one program, would not affect the continuation of the eligibility calculations for other individuals or programs, unless appropriate per regulation.

4.2.7.1.1.c **Case Management and Case Work**

**Caseworker Management**

Our experience has shown us that clients like DCF need a simple case worker management solution. Through the tight integration of workflow, rules engine-based decisions and role-specific access, case workers only see the tabs and sections that are required for their assignments. This simple and effective approach increases efficiency, decreases distractions and helps staff complete their assignments more accurately.

Department business rules automate the workflows. Case worker steps and tasks are role-specific and have online coaching guides. Figure 5-8 presents an example of a case worker home page. Case actions
(who took the action, when it was taken, and what happened) are automatically recorded and become part of the auditable record. Supervisors can monitor and review cases and workflows with ease.

Caseload levels and decision time limits can be used as triggers to alert management to potential backlogs. Performance metrics can be defined and captured at the individual, group, office or district level. Based on the mutually agreed upon approach, these metrics can be available in hard-copy reports, real-time look-ins or management dashboards.

**Workflow Management**

Our proposed solution includes built-in and pre-configured workflows for 14 key eligibility business processes. These provide DCF with a foundation that can expedite the design process. Because the team is not starting from scratch, early agreement on design can be accomplished and maintain the project momentum.

These 14 are the core of eligibility determination and include: Automatic Application, Case Maintenance, Case Review Quality Assurance, Cost Avoidance and Recovery, Determine Eligibility, Hearings and Appeals, Overpayments/Underpayments, Registration, Report a Change, Recertification, Case Worker Assignment, Presumptive Eligibility, Screening, Affordable Care Act screening. Using experience gained while maintaining and implementing eligibility solutions over the past decade, we were able to design our solution to workflow-enable processes that either change or are tailored based on local policies the most often.

In addition to the pre-configured eligibility workflows, APSP also has pre-built rule sets for TANF, SNAP, Medicaid (including MAGI eligibility), and CHIP. The rule sets for the in-scope programs (SNAP and TANF) can reduce the requirements elaboration effort and help maintain the schedule.

The flexibility and ease to maintain your future system will translate directly into significant savings in both cost and time. How well will the new system operate in DCF’s dynamic and rapidly evolving environment? Now is the time to evaluate the financial impact of making changes to the new system. What is the cost, in time and dollars, to keep the new system current in the face of inevitable, unplanned change?

*Figure 5 - 8. The customizable, integrated case worker portal presents the relevant functional areas as “Tabbed Folders” for specific roles decreasing time spent searching for information.*
Compare the APSP solution with others in the market. For example, TANF and SNAP rules for monthly reporting and retrospective budgeting changed several years ago, necessitating rule and workflow changes for every program in the country. The C-IV project in California was affected by these new requirements as were the other two eligibility system providers serving the non-C-IV counties. Figure 5-9 shows the comparative data California compiled. The facts were clear and convincing that the total cost of maintaining our solution versus others was significant lower. This data, along with other considerations, factored into California's decision to reduce the other vendors' service areas and expand Accenture's service areas.

Figure 5 - 9. DCF can gain a flexible and lower "cost of ownership" solution by selecting Accenture's APSP technical and functional architecture for Florida.

We also help design workflow templates by assembling a set of activities which can be shared, copied, imported and exported. These tools will enable the Department to continue expanding the workflow solution into the future, independent of the Accenture Team.

Because we integrate your workflows with APSP, we avoid hard coding and greatly reduce the effort required to scope, specify, develop and test frequent changes. The Oracle BPM tool requires minimal IT involvement so that Business Analysts can design, document, and run simulations of complete business processes without involving IT or programmers. This enables analysts to model business process changes and simulate the change impact without requiring code changes. Table 5 - 3 describes additional features and benefits of our workflow tool.

<table>
<thead>
<tr>
<th>Work Flow Tool Features</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible to accommodate current and future eligibility processes and frequently changing business models for improved agility</td>
<td>Reduces time and cost in implementing business process reengineering to meet future demands</td>
</tr>
<tr>
<td>Enhanced compliance with ongoing legislative and policy changes</td>
<td>Reduces risk in maintaining compliance with state and Federal guidelines and policies</td>
</tr>
<tr>
<td>Correct orchestration of steps involved determined by the Department</td>
<td>Configuration of business process orchestration is accomplished without application code changes, reducing cost and increasing flexibility</td>
</tr>
<tr>
<td>Work Flow Tool Features</td>
<td>Benefits</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Flexible system adapts to differences in service delivery based on region</td>
<td>Tailor processes to specific procedures and worker specialization</td>
</tr>
<tr>
<td>Role-based and skill-based workflow to help enforce consistency of process</td>
<td>Improves data accuracy and quality to lower risk</td>
</tr>
<tr>
<td>Supports the modeling and analysis of tasks, roles, decisions, approvals, reviews,</td>
<td>Reduces costs and time to determine and implement process changes</td>
</tr>
<tr>
<td>escalations, collaborations, flows, rules, policies, and forms</td>
<td></td>
</tr>
<tr>
<td>14 delivered business process workflows with built-in activity monitoring</td>
<td>Collects and retains activity data as well as data about how processes are working</td>
</tr>
<tr>
<td>Real-time business intelligence and alerts based on business metrics</td>
<td>The workflows include a set of alerts that are triggered based on configurable parameters including alert recipient (e.g., supervisor, worker). These can be adjusted to meet changing requirements and processes or to identify and manage areas for service improvement</td>
</tr>
<tr>
<td>Ability to take corrective actions when certain conditions are met/not met</td>
<td>Real time business activity monitoring reports to allow business analysts to identify issues and adjust over time</td>
</tr>
<tr>
<td>Common language to bridge the communication gaps between business process design and</td>
<td>Optimize business processes over time with reduced programming effort</td>
</tr>
<tr>
<td>implementation</td>
<td></td>
</tr>
<tr>
<td>Graphical representation of business processes based on flowcharting</td>
<td>The existing workflows are in a graphical interface, which increases understanding and can be used to easily design more efficient workflows</td>
</tr>
<tr>
<td>Business analysts enabled to focus solely on business-process optimization without</td>
<td>Each workflow is accompanied by documentation that further identifies the business process in non-technical terms</td>
</tr>
<tr>
<td>concerning themselves with technical implementation details</td>
<td></td>
</tr>
</tbody>
</table>

Table 5 - 3. The Department gains advanced workflow functionality and out-of-the-box key business processes by choosing Accenture.

Service Plans

Service plans are uniquely specific for both States and the business rules that benefits issuing organizations use. Our solution provides the capability to create, manage, update, report on and audit services plans across the programs being provided using APSP and intelligent rules engine functionality that our APSP technical infrastructure offers.

During project start-up, we will work with DCF subject matter experts to define, review, and test the service plan rules and requirements before being finalized for implementation.

Waitlist Management

Funding constraints and limited program availability (e.g., class room space or instructor time) are the two main contributors to applicants being determined eligible for services, but those services not being
readily available. This creates a backlog of eligible applicants for certain services that may only become available when new or additional funding sources are found or when new "classes" start.

This issue can be magnified for entire counties or regions when economic conditions or natural disasters occur that dramatically impact the employment market and hundreds, if not thousands, are suddenly forced to seek assistance from the Department.

The flexibility and adaptability our solution provides can help the Department address this crucial, but non-standard business need. Our proposed team includes individuals who have worked in Florida for many years and have been through these situations with other Florida agencies. We will work with the Department to mutually define, test and then deploy the most appropriate tools and processes for managing the necessary waitlist requirements.

**Supervisory Review**

Program management has expectations about the level and degree of supervisory review the eligibility replacement system should include. The Department's management team wants the selected provider to make real the operational control, quality assurance and necessary oversight that is expected by Partners, stakeholders and elected officials. We understand this, and as with many of the Department's requirements, supervisory review is both familiar in concept and demonstrated in practice by the solution we offer.

Early in the project life cycle, we work with you to mutually define, develop and test the specific supervisory review business rules. Because the proposed solution rests on an easily adaptable technical infrastructure that is thoroughly integrated across the entire set of workflow processes, creating these review rules is relatively straightforward and simple.

Our proposed solution brings the additional benefit of a set of supervisory review steps already built into the business rules and based on the latest iterations of Federal requirements springing from ACA. These are, of course, a starting point. That starting point allows us to quickly work with you to adjust those steps to meet your specific requirements, saving valuable time compared to building them from scratch.

The flexibility of the solution enables us to develop secure, user ID-based workflows, adding review steps, assigning workers with certain skills to certain types of cases. For example, the Department may need a trainee workflow with additional supervisor reviews, or an event-related workflow for people eligible for services based on a natural disaster.

**Program Integrity**

Assessing the quality and accuracy of eligibility determination and benefits calculations is essential for maintaining low error rates and promoting superior service delivery. One of the significant benefits for the Department that can help manage those critical items is the consistent application of business rules across case workers, locations, and programs.

Idaho faced similar accuracy and data quality issues for their programs before selecting and implementing our solution. Following an implementation approach that combined the technical implementation with business process redesign and other organizational change activities, Idaho went from penalty status in program quality to bonus status.

Because we are currently providing services that are similar to or exactly the same as those the Department is requesting in this ITN, evaluating the performance of existing programs and providing measurable data for program accountability and oversight are part of the core business functions our solution provides.

Through existing ABMS functionality, access to an agreed upon statistically valid sampling of client records would be provided to the Department's program integrity function at the mutually agreed upon
intervals. The Department would have the necessary access to case records to accomplish their reviews. The support our solution can provide for program integrity is described in more detail in the Program Integrity Reporting section that follows further in this response.

**Legal Management and Appeals Management**

Our solution includes a Hearing Search page and a Hearing Detail page, as shown in Figure 5 - 10. Users can sort hearings/appeals in chronological order and add notes as needed. Hearing and appeal participants can be recorded and tracked, and staff with the appropriate security rights can review case data online. The system supports the continuation of benefits pending an appeal decision, and appropriate notices are sent identifying the status of the appeal. A history of all appeals is stored in the system and can be searched.

*Figure 5 - 10. The Hearing Detail page enables users to easily track, monitor, and control Hearings to support timely, complete, and accurate processing.*

**4.2.7.1.1.d Provider and Business Partner Management**

**Provider/Partner Recruitment**

Provider and Partner management is an essential component in the Department's ability to provide services. As such, our team is prepared to work with the Department's Provider and Partner management team to define, develop and deploy the DCF-specific processes, workflows and tools needed to help the Department identify and recruit providers across the various programs.

For DCF, the Provider and Partner experience we bring is founded on similar work in Florida. That experience includes, for example, the 20+ Regional Workforce Boards and their hundreds of service providers. Our unique experience gained during the design, development and deployment of their statewide, web-based case management system is directly relevant to the Department because many of those providers and partners are also DCF providers and partners.

Our experience also includes the Provider and Partner relationships that have served the State successfully for more than 10 years with the MyFloridaMarketPlace eProcurement system. In close collaboration with
the Department of Management Services (DMS), Accenture designed, developed, tested and deployed one of the earliest and longest operating government eProcurement systems in the country. The relevance of our DMS experience for the Department is that at the start of that project there were no providers or partners involved.

Working diligently with DMS, our team developed an approach to define, recruit, train, and retain the types of providers and partners DMS needed (e.g., those with existing State contracts) as well as those they wanted (e.g., those that had never considered providing services for the State). Our approach was and continues to be successful. The result for DMS is a provider and partner list with thousands of small, medium, and large partners and providers who offer billions of dollars' worth of goods and services to all of Florida government.

We would build on that Florida-specific experience to assist DCF with its provider and partner efforts.

**Provider/Partner Eligibility**

Selecting Accenture for the eligibility system replacement project brings the Department relevant, recent and proven methods to define and deploy Department-specific provider and partner eligibility controls and processes. ABMS includes a Resource Databank area of the application for maintaining providers and employers. DCF's partner eligibility rules would guide this access and the associated workflows. We will develop pages to track and manage provider/partner eligibility, including searchable provider/partner agreements, and to add, edit or delete community partner data.

**Provider/Partner Enrollment**

Our solution is the source of record for provider enrollment information. The nature and detail of enrollment will be dictated by DCF and could, with mutual agreement, include National Provider Information (NPI), geographic locations, and other information such as capitation or Fee for Service rates. The provider enrollment information contained in the solution data set, including NPI if applicable, can be provided to an external source as directed by the Department.

**Agreement Management**

The provider agreements used by the Department serve as the basis for tracking, capturing and reporting on provider and partner activities. APSP contains modifiable rules sets to prevent enrollment of entities or individuals that do not meet the provider qualifications contained in the provider agreements. Built into APSP and available to the Department by selecting Accenture, system edits and controls prevent payments to providers or partners that do not have an approved agreement.

Provider termination information is captured as appropriate. Our automatic correspondence functionality can create and mail a variety of provider letters outlining service decisions and other relevant agreement information. These outbound communications can be configured to the Department's specifications and would be elaborated on from existing, pre-configured sources to provide the mutually agreed upon information.

**Resource Directory**

APSP provides the Department and other DCF-approved entities access to the mutually defined and agreed upon provider information. With our solution, authorized users can search providers based on criteria that can include name, partial name, provider identification numbers including the NPI and Medicaid assigned ID, provider type, provider specialty, county location and service they are certified to provide.
The specific types of search and listing criteria are numerous. Given our experience with other such directory requirements, we recommend a specific elaboration session with the Department and select stakeholders to review our existing capability and reach agreement on the functionality we would deploy for the resource directory that the Department would own, maintain, and update as required during the course of the project. As with all of the functionality our solution provides, Department-specified security profiles determine whether a user has access to search for or view provider information.

**Compliance & Audits**

One of the key benefits that Accenture's solution uniquely provides the Department is the built-in capability to have essential program data captured in one location -- i.e., through the self-service portal -- and then be shared with authorized partners and providers for service delivery. For example, data entered by an applicant can be used later by health benefits exchange partner or other authorized partner based on the Department's workflow business rules and security criteria.

Provider activities and outcomes captured in the system automatically become part of the case record and are available for reporting, oversight, and compliance and audit purposes. Some types of information -- such as site visit documentation or, as mentioned above, provider and partner notifications -- come out-of-the-box with Accenture's solution. During project start-up, our team will work with the Department's provider management team and program integrity function to define, develop and then deploy the mutually agreed upon DCF-specific compliance and audit information capture functionality. Our solution includes the Oracle Audit Vault tool, which provides an audit trail framework to capture transaction data and the details surrounding transactions. Oracle Audit Vault consolidates audit data from across the enterprise, and provides the ability to audit information entered by authenticated external and internal users.

**Licensing**

The inherent flexibility and adaptability that APSP offers the Department means mutually agreed upon provider license information can be captured, displayed, and maintained. Working with the Department's provider management team, we would elaborate on the pre-configured functionality to develop, test and then deploy that capability.

**4.2.7.1.1.e Financial Management**

**Benefit Issuance**

Our proposed solution uses automation and rules driven determination processes to increase accuracy, increase consistency, and reduce case worker-caused variations resulting in determination errors. With APSP, the centralized rules engine executes financial tests, such as income and property/resource tests, to determine the correct amounts for benefits. The appropriate deductions and exemptions rules are also used.

Each program can be evaluated individually without losing cross program dependencies that affect benefits amounts. For example, an individual who is ineligible for one program would not affect the continuation of the eligibility calculations for other individuals (in the household) or for that individual's eligibility for other programs -- unless DCF rules dictate that as the appropriate action.

Additionally, when initiating eligibility determination, case workers are notified if the required data has not been entered or appropriate verification documents have not been received. Once eligibility is correct, our solution includes workflows that support the flexibility to release benefits or send to a supervisor for review before final authorization.
Recovery & Recoupment

Overpayments, underpayment, supplements, and/or recoupments are recorded and tracked in ABMS. Staff with the appropriate security profile can authorize supplemental benefits/services. If timely notice rules result in an overpayment, APSP notifies the worker to associate the overpayment and existing recovery account or to create a new record. These errors are noted on the case, storing the relevant eligibility periods during which the payment error occurred. This information is available for case worker and supervisor review.

If the EDBC process identifies an overpayment, our solution can automatically require workers to create an overpayment account. This allows for the recoupment of the overpayment based on DCF program policy. Accomplishing this essential task is made simple because the case worker is guided through the screens to create the overpayment account. An example of this is in Figure 5-11. Where the EDBC process identifies underpayments, the underpayments are automatically issued.

![Select Recovery Account](image)

Figure 5 - 11. ABMS requires workers to create a recovery account if overpayments are identified, allowing reconciliation and verification that the appropriate allotment is issued.

If errors are found during a supervisory review, tasks can be added for the specific worker to address the underlying issue that has resulted in the errors. Once the errors are corrected, the EDBC process can be initiated again to automatically determine eligibility. The eligibility change and results display, including if the change potentially caused an underpayment or overpayment.

In addition to capturing payment errors, the data collection process within the ABMS collects only the required information based on the applicant program request, and follows the natural flow of information entered from an application; therefore unnecessary information is not required. The ABMS then displays, at the screen level, a summary of instructions for correcting the data errors of the elements on the given page.

These corrective instructions guide the worker to enter the data related to the selected program for the household. Mandatory data elements have a visual indicator. This indicator may change as the case worker changes applicant and program information.

Provider Payments, Billing and Collections, Settlement and Reconciliation, and Recovery and Recoupment

We understand that the State of Florida has made significant investments in its financial management and control systems for provider payments, billing, settlement and recoupment using systems like FLAIR.

Accenture's 10+- year MyFloridaMarketPlace project has given us unique familiarity with the State's preferred manner for establishing essential business relationships with vendors serving Florida government. We are well aware of the necessary steps for provider payment, billing, settlement and recoupment.
We will work with the Department to mutually define, develop, test, and implement the agreed upon financial management approach that leverages the State's considerable investment in provider financial management and controls (e.g., FLAIR and MyFloridaMarketPlace).

This approach enables DCF to maximize its limited system development resources by focusing on ACA-mandated services and schedules using our SOA-based data and interface sharing functionality to connect with the State's Partner organizations to meet this requirement.

4.2.7.1.1.f Reporting and Analytics

Outcome, Evaluation & Performance Analysis

The APSP reporting solution ships with more than 50 pre-integrated, pre-configured reports, workload management reports, auditing reports and exception reports. These are the base set of reports that would be used during elaboration sessions. During these sessions, DCF experts and our team would define, confirm and agree on the necessary modifications to the pre-configured reports.

As designed and used in multiple states as of submission of this proposal, our pre-configured reports can provide DCF with relevant information, required standard reports, trend data, operational performance data, and generate ad-hoc reports supporting day-to-day operations. We illustrate the general configuration process for reports in Figure 5 - 12. DCF can benefit from our robust capabilities that measure both functional and technical operations performance consistently.

APSP reporting uses Oracle Business Intelligence Enterprise Edition (OBIEE) and Oracle Business Intelligence Publisher (BI Publisher). The BI Publisher reporting engine handles pre-defined and standard reporting, while OBIEE provides real-time ad-hoc access and sophisticated dashboard capabilities. When detail is needed beyond the metrics provided out-of-the-box, the OBIEE Answers module can provide DCF access to query the database and customize criteria to further analyze data (e.g. applications received, pending, denied, approved, tasks cleared, who did work, how many applications were approved in a time period, how many applications were approved by each worker).

We will work with DCF to confirm the exact reporting needs using the pre-configured reports provided with APSP. We have the tools, the experience, and the methodologies required to output meaningful information from the APSP solution. The Department's goals for outcome evaluation and performance analysis are made easier and more comprehensive by selecting the Accenture solution.

APSP provides Quality Assurance (QA) and Quality Control (QC) reporting functionality. Authorized users gain access to accurate electronic records and timelines for all information used and actions taken during the eligibility decision workflow. One of the pre-configured reports that our clients have found useful is the Quality Assurance Reviewed Workload Inventory Report. This report captures and summarizes the types of cases that have been used for QA reviews across programs.

Figure 5 - 12. Starting with APSP's pre-configured reports increases the effectiveness of requirements elaboration sessions and maintains project pace.
With reliable and detailed data, the Department will be enabled to undertake initiatives and actions that improve customer service, focus training efforts, and assist in effective policy decision making. The QC reporting functionality supports extracting data for reviews at the worker, unit, section and office levels. The reports provide QC review findings and QC error rates and dollar amounts found in error (overpayments and underpayments). This is essential information that the Department can use for performance analysis and preparation for outside reviews.

**Forecasting and Trends**

Selecting Accenture's integrated APSP Product Suite provides the Department a strong suite of forecasting and trends analysis tools while also paving the way for faster, more reliable reporting in the future. Access to and use of the reporting functions by all users would be governed by the Department's access management rules and would require authentication and validation by users before access would be granted.

APSP's reporting design enables the Department to easily produce ad-hoc reports on request. The solution architecture provides fast access to data. This enables rapid report generation in flexible formats relevant to the user. The reporting component uses a comprehensive reporting data store which is maintained separately. The benefit of this approach is rapid and efficient data access and analysis that also prevents ad-hoc reporting from impacting production claims processing and other transactions.

**Program Integrity Reporting**

The ACCESS Florida Replacement System offers fraud and error detection reporting that supports the Department's requirements. We will work with the Department's program integrity function to define and operationalize an appropriate statistical approach providing quality control sampling of defined transactions. We do this now for our clients and understand the importance of this effort. Our technical approach provides for collecting random sampling of transaction results and having these results available for the Department to use for their reports and analyses.

Commonly executed transactions can change over time when new requirements go on-line. We will work with the Department to update the reviewed transaction types on a regular and mutually agreeable schedule. In addition, we can work with the program integrity function to provide quality control sampling on other agreed upon criteria such on the types of deficiencies logged. For example, if deficiencies and corrective actions are documented in the areas of SNAP applications, then we include a higher number of SNAP eligibility application transactions in the quality control sampling.

To support the Department's sampling techniques, APSP provides real-time access to case and individual records based on a user’s authorization level and security profile. Users have access to view individual, case, eligibility, benefits, payments and program history. This provides the ability for users without prior knowledge of the applicant, household, or the eligibility program decision being determined to review and assess the quality of the case, which satisfies FNS requirements.

Authorized users are able to select cases randomly to complete quality control reviews and evaluate the accuracy of eligibility determinations. The solution provides an on-line capability to vary case selections by a number of criteria such as review month, program, number or percent of cases, date and status (which is what allows for the selection of both active and negative cases).

The user can also enter the review month. All of these options and features assist the Department in pulling samples as deemed necessary or as mandated by Federal review standards. This allows the Department to respond to Federal requests on sampling and make corrections to the sampling criteria based on feedback from the Federal agency.
APSP allows users to identify error rate trends from selected case sets. By selecting either a number or percentage of cases, the user defines a sampling frequency and weight. The total dollar size of payments can be identified for the selection, and through reviews, a resulting payment error rate can be determined.

During implementation, Accenture would work closely with the Department to configure APSP to establish the method of sampling that is appropriate for Federal agency requests. We would document the sampling methodology and perform knowledge transfer of this methodology to the Department.

**Federal & State Compliance Reporting**

Our solution provides reporting and transaction data for key business processes and standard Federal requirements. Federal reports listed in Table 5 - 4 will be included in the March 2013 release of APSP.

The Department's Federal reporting tasks can be greatly assisted by selecting the Accenture solution for this project. For example, our Reporting Service Interface initiates and presents reports in a reliable and effective manner and can route reports to content management software or browser/PDF outputs.

### Federal Reports

- Food Stamp Exchange Program (FNS 269A)
- FSP (SNAP) Administrative Budget (FNS 366A)
- Status of Claims Against Households (FNS 209)
- SAVE, E&T, Nutrition Ed, EBT (FNS 269)
- EBT Exchange (FNS 269 A)
- CMA Program Estimates (ORR 1)
- Financial Status Report (SF 269)
- State Administrative Expense Plan (SF 269)
- TEFAP Financial Report (FNS 667)
- Foster Children (ACF 4125)
- FSP (SNAP) Activity Summary (FNS 366B)
- TANF Data Report Section 1-4 (ACF 199)
- Caseload Reduction (ACF 202)
- E&T Program Report (FNS 583)
- State Coupon Issuance and Participation (FNS 388)
- Issuance and Participation (FNS 388A)
- SNAP Reconciliation (FNS 46)
- SNAP Participation by Ethnicity (FNS 101)
- Food Stamp (SNAP) Nutrition ED EARS Report (FNS 759)
- Emergency Contingency Fund (OFA 100)
- CHIP Quarterly Reports
- CHIP Annual Reports
- Working Disabled Individual (WDI) Reports
- Annual Report and Maintenance of Effort (MOE) report (ADC 204)
- LIHEAP Qtly Allocation Estimates (ACF 535)
- LIHEAP Household Rep-Long Format (0970-0121)
- LIHEAP Grantee Survey / LIHEAP Annual Leveraging Report (ACF 284)
- Program Progress Report (OOR 6)
- State of Origin (ORR 11)
- CSBG/IS NASCSP Annual Fed Report (NASCP)
- Monthly Medicaid Parental Report
- Annual Medicaid Expenditure Report

### Other Reports

- Quality Control Sampling
- State Senate/House financial reports
- State Executive Reports
- Tribal Participation Reports

*Table 5 - 4. DCF can reduce the Federal reporting development time and implementation risk with Accenture's pre-configured reports capability.*

For the Department, our proposed solution allows for the categorization of services and expenditures to provide the CMS comparative measures. The APSP Product Suite solution stores the Federal expenditure category as well as multiple department defined expenditure and service categories down at the claim detail service level. This design enables the Department to perform ad-hoc analysis by Federal and State expenditure categories.
This gives the Department the ability to trend and forecast expenditures ahead of the generation of any of the CMS reports. APSP maintains all the data sets required by CMS for Department reporting. Financial transactions, adjustments, or other updates are applied according to the specified requirements business rules specified by CMS so that the APSP reporting solution captures the corrections in the applicable reporting period.

APSP reporting meets the CMS Federal reporting guidelines. Our solution offers a server-based reporting dashboard that integrates with the rest of the solution and offers useful features including charts, matrices, custom layouts, ad-hoc reports, custom report items, and a variety of presentation formats. The reporting dashboard provides navigation ease and allows various aggregations and graphical elements.

**Program Analytics**

Program analytics provide the basis for continuous improvement and innovation that DCF seeks for the ACCESS Florida Replacement System. Accenture provides a flexible and powerful solution that enables the Department to meet its goals. We use Oracle Business Intelligence Enterprise Edition (OBIEE) which, along with data and built-in reports in the ABMS system, enables the Department to track key goals, and enable effective system analysis, management, and control through business analytics and predictive management.

DCF executive leadership and managers will now have access to the appropriate and agreed upon real-time reports, charts, key performance indicators, and data when the system is in production. For the Department, OBIEE gives leadership the necessary real-time data to quickly understand how services are being used, workflows by type, and workers performance through pre-configured and ad hoc queries. The reporting function also enables the Department to transmit data to Federal agencies and State Partners. While we supply many pre-configured reports as part of our solution, during project start-up we will work with the Department management team to elaborate on the pre-configured report capabilities to define, develop, test and deploy the agreed upon reports.

**4.2.7.1.1.g Program Management**

**Policy and Planning**

Accenture's proposed solution provides DCF with the flexibility to evolve and adapt as business needs change or Federal mandates happen. Our solution can quickly model necessary business process changes and assess the impact of the simulated change *without requiring code changes*. The result for DCF is faster, more accurate policy-change impact analysis and less wasted effort, *resulting in* better operations planning.

With our solution, DCF's investment in planning and forecasting tools is not wasted. APSP can interact with any business process management tool for quick set up and workflow modeling. Change scenarios and rapid prototyping start from a configurable base set of rules, form snippets, workflows and other configurable items that allow impact results assessments without modifying code.

This prototyping can assist the Department with policy and planning analysis, allowing DCF staff to visualize requirements, design concepts, screens, content, and application flow without the time consuming need for traditional code and test tasks. However, in most cases where these analytical and planning concepts make sense, they can be reused for development or production efforts and save time. This configurability and modularity provides the best of both worlds. Workflow and performance simulations can be assessed for impact and much of the prototyping work can be retained for operations.
**Outreach**

Our out-of-the-box solution provides the automation to identify prospective and current beneficiary populations quickly and accurately. Once identified, our solution allows the Department to query the internal database using a defined set of criteria to identify records of those individuals matching the pre-defined outreach group's selection criteria.

Following the identification of the populations who meet the selection criteria, this identified population group can then be contacted through automated processes that exist in the solution, or the Department may determine that a manual outreach effort is more appropriate. In either case, a record of that outreach effort becomes part of the case file for the client and would be available for review by authorized users.

**Staff Management**

Based on appropriate security authorization, the Department's case worker supervisors can use the ABMS case-based data structure for real-time access to case and individual records. This allows the supervisor to review worker actions, as illustrated in Figure 5 - 13, and to control the workflow from within the system. Selecting Accenture and our solution also presents the Department with the ability to leverage the Oracle BPM product and enables selected users to set up and model workflow processes.

Together with the Business Activity Monitoring (BAM) functionality, case worker supervisors and program management can identify, record, and report on a series of staff performance metrics, such as the amount of time a user spends on each task within the workflow. This information can serve program management and front-line supervisors as an objective means for reviewing staff performance.

![Figure 5 - 13. DCF Supervisors can quickly access summary case-level information to manage case loads, review performance and validate determination decisions.](FL FIES 12.0046)

For DCF, our solution can provide the integration between operations and staff management that seamlessly present oversight and early warning. The Operational Dashboard, described above, could be configured to display key performance indicators (KPIs) that track the eligibility determination process for different programs and then alerts designated individuals when the resulting turnaround times exceed
Federal guidelines. This is a simple, yet highly effective way to help manage resources throughout the organization.

Additionally, with Accenture's proposed solution, DCF leadership can have visibility into items, such as work backlogs, priorities, productivity, and bottlenecks. This provides Department leadership with the information to proactively plan and manage workloads according to priorities, team capability, and capacity. Authorized supervisors have the ability to change process workflow execution for business processes to manage priorities and redistribute workloads as needed.

Gauging case worker performance can be accomplished with our solution. Supervisors can create tasks and reminders to for the case workers' attention. We will work with DCF subject matter experts and human resources staff to ensure that Florida's personnel policies and requirements for individual performance reviews, time tracking and reporting, and privacy standards are not violated or misused.

Training

Our proposed approach, tuned to the unique needs of each phase of the ACCESS Florida Replacement System project, prepares functional end users, super users, customer service/help desk/support specialists, limited users and technical support staff to become self-sufficient in the new system. Training for ACCESS Florida Replacement System users includes the following key aspects that support DCF's priorities for this critical program:

- Thorough training needs assessment and training plan that addresses DCF's unique training needs
- Mix of industry-standard instructional techniques reflects accepted adult learning theories
- Training database and sandbox to provide hands-on practice
- Robust content library delivers successfully demonstrated learning content, while reducing training development effort
- Training courses map to functional roles for a targeted approach to delivering training
- Outcome driven assessment confirms mastery
- Anytime access to learning supports users when and where they need it

We supplement the training with many types of user support services to assist end users directly. The range of user support resources includes system documentation, on-line help, and access to the Help Desk, among others. The online guides help the user complete tasks or processes and are the first-step in resolution of issues they may experience, either through the presentation of online job aids or manuals.

4.2.7.1.1.h Infrastructure and Support Functions

Correspondence

The Department desires an integrated, flexible, and multi-featured client correspondence, notifications and forms creation process. By selecting Accenture's APSP Product Suite, DCF gains that capability and also gains access to hundreds of pre-configured and pre-defined correspondence, Notice of Actions (NOA) and forms that are being used for eligibility programs today, as depicted in Figure 5 - 14.

Importantly, just like the pre-configured standard reports our solution offers, the set of correspondence, NOAs and forms we bring have passed Federal scrutiny during their use in those other states. The Department's experts would participate in the agreed upon correspondence, NOA, and forms elaboration sessions that would use our pre-configured set as the base for refinement and agreement.
Figure 5 - 14. The Department's correspondence, NOAs, and forms generation requirements can be simplified and made more accurate using the integrated APSP solution.

APSP supports Federal, State, and local laws, rules, regulations, ordinances, guidelines, directives, policies, and procedures that govern the provision of NOAs, forms and correspondence. Moreover, timely updates and adjustments can take place due to the built-in flexibility we bring. This is possible because these items are assembled using messages from a reference table, making maintenance and updates fast and simple.

One of the distinct advantages DCF gains selecting Accenture’s solution is enhanced MITA and Seven Conditions client self-service outcomes. Providing web-based client self-service minimally addresses the outcomes DCF’s Federal Partners want to achieve. With our solution, that minimalist functionality is available out-of-the-box.

What sets our solution apart from others and what would help DCF get ahead of the Federal expectations curve is our built-in Message Center. The Message Center would provide your clients with the direct, secure, and always-available communications channel to their case worker. This is the logical extension of client self-service and our solution makes that possible today using the client's selected devices -- email, smartphone, text, or regular mail, as illustrated in Figure 5 - 15.

A user or system-generated action triggers the request for production of correspondence, NOA or form. The solution accesses the standard templates and retrieves the necessary data and case information to fulfill the request for the notice, form, letter, stuffer (flyer) or other communication. Once created, that item can be posted to the client's Message Center and an alert sent to them telling them to check the Message Center. If the client prefers, the item can be sent via email or postal service. The choice is the client’s, and our solution provides the means for that to happen.

Based on program rules, the rules engine uses case actions to determine the appropriate template and organizes action, reason, budget and message “fragments” (logical groupings of approved text) together to create the NOA. This NOA includes the appropriate reasons for each proposed action, and a consolidated budget/computation showing the net result of changes made.

The templates and the action, reason, message, and budget fragments can be modified and version controlled separately, so each part can be easily updated to align with current regulations. The design of ABMS dynamically assembles “fragments” and provides a mechanism to include any additional calculations, or other information stored in the system, on the NOA.
Our design enables correspondence, NOA and form generation with little user intervention. This functionality could be modified through the elaboration sessions if DCF would rather have some type of case worker or supervisor review prior to any item being sent or made available to the client.

Case record updates are automatic with our solution. Each piece of item is labeled with the generation date, document name, and document status and includes the method of distribution. ABMS supports the generation of notices in multiple formats and distribution of these notices through email, print, web (including social networking media) and mobile devices.

By integrating Adobe LiveCycle into the ABMS correspondence, NOA and forms generation solution, we are able to enhance DCF’s client’s experience and provide business process efficiencies for the Department. With digital signatures and routing via e-mail, approval cycle times can be significantly reduced.

For items such as renewal forms, ABMS auto-populates the necessary information, routes it according to Department workflow rules and then distributes it to the client. This can have as much or as little case worker intervention as DCF and Accenture mutually agree is required.

All of the correspondence, NOAs or forms can be gathered and bundled together in batch processes for regular postal distribution when deemed appropriate. This bundling process results in the correspondence queued for mailing to one address on the same day being mailed in one standard envelope or package. ABMS produces a file to be sent to a print facility for the production and subsequent distribution of the mail. This functionality saves postage costs.

Once the correspondence is generated for a case, staff can view the correspondence that will be stored within the electronic document management solution (EDMS). NOAs, forms, and other correspondence generated for the case would be accessible in the future for review and potential need to resend.

If a form or notice template is modified, the different versions of that template are version controlled, so a historical record of the templates is preserved. Users have the ability to review, edit, and add to the generated correspondence. Figure 5 - 16 illustrates the process by which ABMS builds dynamic NOAs.

Figure 5 - 15. DCF’s clients can use the built-in Message Center for direct, secure case worker communications and for receiving correspondence and NOAs.
Figure 5 - 16. The Department's NOA process benefits from tight integration between case worker actions and workflow that automatically notifies the client without additional manual steps.

A few examples of the types of dynamically produced notices included out-of-the-box are:

- Approval of Benefits
- Change of Benefits
- Denial of Benefits
- End of Certification Period
- Missing Verifications
- Renewals
- Appointment Letter
- Insurance Enrollment

**Records Management**

For the Department, ACSSP offers the integrated records management solution and supports client and Partner-initiated document uploads and connection with online cases. Documents loaded by clients and Partners are placed into the Image API iCenter document repository and made available to the appropriate case worker.

Accenture's solution also has the option to allow future integration with scanning kiosks to provide applicants with the ability to submit their documents directly into the system at Department offices or other public places where kiosks have been placed.

Part of our records management solution includes using the Image API iCenter for scanning and indexing functions coupled with the iCenter repository that would support the Department's records intake requirements. Figure 5 - 17 demonstrates the process for collecting, scanning, labeling, and indexing both paper and electronic files input into the system.
This iCenter provides automated indexing and uses the leading OCR, ICR, OMR, and Barcode recognition engines available on the market and offers a wide range of flexibility in their use. These components combine to form a robust and flexible document recognition solution that supports records management seamlessly across the solution.

**Security Management**

To support a flexible business model, APSP includes a role and profile maintenance portal. Our approach provides the ability to create, delete, modify, and assign role-based security profiles quickly as Department business processes change. This capability supports decentralized role creation, modification, and deletion, and features embedded controls to prohibit assignment of incompatible roles as well as the designation of specific workflow routing based on Department requirements.

Administrators can rapidly create or update user permissions with immediate effect. The Department's authorized representatives may also rapidly suspend a user’s access (temporarily or permanently) to critical functions or sensitive information as warranted. The role and profile maintenance portal provides significant capabilities to administrators and security officers because multiple actions are performed from a single Web-based interface.

Accenture’s proposed solution for the Department encompasses relevant security domains and is based on Health Insurance Portability and Accountability Act (HIPAA), Health Information Technology for Economic and Clinical Health (HITECH), Centers for Medicare and Medicaid Services (CMS), International Organization for Standardization (ISO) 27002 and other preferred practice standards. Client data is protected using authorized access management and coupling identity management rules with infrastructure security to prevent data loss and encroachment.
The APSP solution carefully considers client's rights to privacy and confidentiality, and is designed with effective internal and external controls. Data protection is the main focus of our security strategy. Data must be protected while in storage and in transit to protect data confidentiality and prevent unauthorized access. Our encryption strategy is based on 256-bit SSL/TLS for protection of data in transit and data encryption protecting data at rest. Further, we utilize data masking in non-production environments to protect client privacy and confidentiality. This strategy enhances data protection and yields high data integrity and availability.

With integrated audit and data collection features, ABMS tracks and stores all eligibility and financial information, including snapshots at every decision point for each authorized eligibility result. ABMS includes a robust audit trail, tracking user transactions to identify who initiates each action. In addition, APSP provides Quality Assurance and Quality Control functionality allowing users to gain access to accurate electronic records and timelines of all information used and actions taken to make eligibility decisions.

Activities are routinely logged and can be audited to verify that only authorized teams had access to systems. In case of any breach, an incident report is filed within 24 hours from the incident, appropriate root-cause analysis done and causes fixed to avoid future breaches. We provide a configurable notification capability within the solution that collects and reports security data from multiple sources. Primary data sources include the access management and control platform and the core APSP solution. Activity that meets Department's defined parameters initiates alerts available as e-mails using SMTP or sent to mobile devices using SMS.

**Data Management**

The APSP SOA-based solution is specifically designed to address three key MITA themes: orientation of business processes, Business Rules Management (BRM) and data and metadata management. What this means for the Department is that our solution includes the industry leading Oracle 11g database with the required data management functionality.

Database metadata is managed using the ERwin database modeling tool. ERwin provides a simple, graphic display to visualize complex database structures and related metadata in an easy-to-manage interface. The Oracle SOA suite of products, including Oracle ESB, Oracle Service Registry and Oracle Web Services Manager provides the required service metadata management capabilities used to describe, discover, and manage the system's set of shared web services.

Our solution can help DCF address its case and data management requirements and gain real-time access to case and individual records the solution and would have the ability to view individual, case, eligibility, benefits, payments and program history -- including issuances, benefits, forms, and correspondence -- across the entire population of clients served.

Furthermore, data transfer between DCF and partner organizations is straightforward because of the SOA-based technical infrastructure our solution provides. Many of those electronic connections exist for data exchange between our solution and other entities that DCF works with such as SSA, IRS, and Health Insurance Exchanges. And, while important for DCF's current operations, our solution positions the Department to address future data management needs by meeting these key Department and ACA goals and data requirements:

- Supports real-time eligibility determination, routing and enrollment
- Enables additions and changes to be made more quickly to the eligibility system via a flexible administrative system, with the ability to cleanly incorporate potential significant new functionalities over time
• Enables data exchange with eligibility-associated functionalities and partners, including integration with Federal data hubs

• Creates a knowledge-base that serves as a single “point of truth” for business rules and is complemented with a high level of integration to avoid duplication of costs, processes, data and effort on the part of the State and beneficiaries

• Uses open standard architecture that provide adapters and technical services to integrate components to reduce cost

• Provides interoperability between technology components to provide health insurance coverage through the Federally Funded Exchange (FFE) or State Exchange

• Provides open standards to leverage Medicaid technologies and meet the seven CMS conditions.

**General**

The requirements identified by the Department for Infrastructure-- General, are all met by our proposed solution. The APSP Product Suite contains Wintertree Spelling Server XE for spell check functionality. Context-sensitive guides are available for applicants/recipients using ACSSP and case workers, Partners and supervisors have similar context-sensitive guides and job aids on-line and available using ABMS. ABMS supports the generation of notices in multiple formats and distribution of these notices through email, print, web (including social networking media) and mobile devices.

Our proposed solution contains automated backup routines that can be configured to carry out a weekly full backup and daily incremental backups for the systems as mutually agreed upon by the Department and Accenture.

**4.2.7.1.2 Accenture's Solution Provides Flexibility in Day-to-Day Operations**

The integrated eligibility world that DCF sees for itself resulting from the program is achievable. It is a very real place where applicants, recipients, caseworkers and their supervisors as well as program managers operate with flexibility and speed, and where tomorrow's challenges are not so alarming.

This new eligibility world exists for our clients now. Where APSP is in operation, applicants are using self-service, self-guided web-portals to help determine their eligibility for services. Their screening, referral and eventual application for services are guided by updated and current eligibility rules. These rules control workflow so that the applicant gets a quick and comprehensive answer. These applicants are able to complete their application and attach verification documents that automatically become part of the applicant case record.

In that moment of submitting their application, after being screened, provided referral information, attaching verification documents, and having received a preliminary determination of eligibility, these applicants are achieving the self-service outcomes envisioned by MITA and the Seven Conditions. This is made real by Accenture's solution. DCF can begin that same journey by selecting Accenture for the ACCESS Florida Replacement Project.

Applicant flexibility is just the start. Today, thousands of case workers have the flexibility and ease of use our technical architecture and functional services combine to deliver. For example, with our rules-driven determinations, easy-to-use case worker interfaces and program integration across the enterprise, the same programs that Florida is seeking to implement are being delivered, managed, and controlled in multiple states.

Selecting Accenture positions DCF to achieve the flexibility inherent in the modularity, data sharing, and services and components leveraging that makes case worker's efforts more focused on achieving program
outcomes while also allowing supervisors and managers the flexibility to shift and control workloads as business needs change. In Idaho, we were able to implement the new system with no loss of casework productivity, while in California, our system is flexible enough to accommodate workflow differences across the 39 counties using the C-IV system.

SOA, the Seven Conditions, and Experience Combine for Flexible Operations

APSP is a Service Oriented Architecture supporting day-to-day processes for existing benefits programs and is inherently adaptable for the inevitable future program changes. APSP is flexible and scalable and can grow and expand as caseloads, users and client demands increase, without requiring a major system redesign that many vendors' solutions require.

Using this enterprise architecture, the Department can integrate legacy applications, COTS software, and new customized software while allowing the selective exchange of data across the enterprise through an enterprise service bus (ESB).

One example of flexibility directly relevant to Florida is the continuing success of our California C-IV integrated eligibility project. California faces similar caseloads, language and cultural requirements as Florida. California is a county-based system that offers county-specific programs as well as standard benefits programs.

As the C-IV project grew from 4 to 39 out of the 58 counties in California, the mix of universal access and eligibility for that specific county's unique service profile has been integrated seamlessly into the overall C-IV capability.

Operational Flexibility Designed In from the Start

Day-to-day flexibility benefitting case workers and supervisors comes through the tight integration of case information and data controls. For case workers, our solution provides integrated and streamlined case management, automated eligibility determination workflow, flexible navigation and a user-friendly interface that supports the Department's programs.

The benefit for the Department is improved case worker efficiency and effectiveness, streamlined workflows and automated processes based on easy-to-maintain business rules. Unlike other benefits systems with table-based rules that are tightly coupled and entangled with code, ABMS' business services, rules, portlets and other components are integrated through APSP using SOA standards and principles.

This enables end-to-end services and data sharing that focuses case worker time and effort by only presenting the workflow screens and tasks associated with their specific role, Figure 5 - 18. ABMS is a workflow driven benefits management application and uses the Oracle Policy Automation (OPA) rules engine.

The critical benefit for DCF is that experienced business users -- not expensive code developers -- can make rule updates and changes without the endless iterations required for application code changes. This can significantly reduce the potential for delays when Federal or State-mandated policy changes happen. Case worker and supervisors can "customize" their interfaces in order to maximize their performance by selecting the types of information displayed. Access and use are governed by the Department's user authorization protocols and controlled by the workflows.
4.2.7.1.3 **Self-Service Increases Self-Sufficiency**

Flexibility and self-service for applicants, recipients, and designated representatives is provided with ACSSP. ACSSP is a secure, public-facing portal using a conversational, interview approach to collect eligibility assessment data. Importantly, this self-service portal increases access, availability and outreach to jump-start the eligibility determination process and helps reduce workload demands on limited State resources by eliminating duplicate data entry.

ACSSP allows applicants to anonymously check their potential eligibility for the Department's programs using the "Check Eligibility" portlet. The online portal has help features and links to guide applicants through the initial screening and referral process. The result is increased flexibility for applicants/recipients while reducing one of the most time-consuming processes for case workers -- screening, referral, and application. It provides a secure, HIPAA compliant messaging capability between the client and case worker. This reliable, personalized application engages users, keeps infrastructure costs down, delivers solutions rapidly, and is integrated into the APSP standardized application architecture.

One of the key benefits that our solution can provide DCF is to be ready for tomorrow today. Web-based access to screening, referral, and program information is provided out-of-the-box; as is the ability to actually submit an application for services. What sets our solution apart and puts DCF ahead of the Federal-expectations curve, is that our solution already provides the next logical step in client services with our Message Center.

For applicants/recipients, this Message Center provides enhanced and efficient communication with staff using mobile technologies such as e-mail or text. Applicants/recipients would receive notice that new correspondence, NOAs or forms are available on the secure portal. They log on and review the new material and can reply in a quick, secure and easy to use manner.

Some of the messaging capabilities of ACSSP are:

- Applicants can receive a reminder via text message or email that notifies them when their saved, but not submitted, application is about to expire
- Recipients can communicate electronically with their caseworker through the Message Center. Additionally, it is possible to incorporate a ‘chat’ style interactive online support feature
- Applicants/recipients can send e-mails to their caseworker and attach documents for their case file

Figure 5 - 18. The ABMS user interfaces are flexible, based on Department workflow, and present role-specific “folders” reducing the learning-curve and increasing effectiveness.
Applicants/recipient can request notification via text or e-mail of any alerts or messages awaiting the user in the Message Center.

Applying for benefits, as shown in Figure 5 - 19, is straightforward. The self-service portal uses simple language, intuitive navigation, has built-in guides, is secure, meets 508 compliance standards, and provides access to correspondence, NOAs and other case-related forms.

Using the self-service portal an applicant gains access to information on the offered programs and can use the screening service, find out what types of information are needed to determine eligibility (proof of income, birth certificates, etc.) and then provide the initial information to get started.

The on-line guide makes getting through the initial screening process straightforward and fast. Applicants can complete an online application for services without having to re-enter that information used for the initial screening. The initial set of services they may be eligible for is presented along with contact information for the relevant staff.

**Figure 5 - 19. Applicants are guided through simple, easy-to-follow steps when using ACSSP to learn about and then apply for benefits**

ACSSP provides context-sensitive help and step-by-step guides throughout the entire process. Applicants and recipients also have access to current on-line training any time they need more guidance on using the self-service portal. The completed application is submitted, along with uploaded verification documents, and eligibility is calculated using the underlying rule sets. The application data is saved and may be retrieved for review and verification by case workers.

The benefit for DCF applicants, recipients and authorized representatives continues after an eligibility decision is made. After being securely logged in, applicants, recipients and authorized representatives can inquire online about the status of their benefits, report changes, and complete necessary forms, such as a review form.

The self-service portal is available 24x7 except for scheduled maintenance. This enables universal access to the offered programs when it is convenient for the applicant, no matter if it is late or a holiday or
ACSSP works with all major web-browsers, including Internet Explorer, Google Chrome, Mozilla Firefox, and Apple Safari web browsers.

The Department can gain flexibility and increase self-service for the benefits programs offered as well as faster and more tightly integrated functionality when new programs are added by selecting Accenture's proposed solution.

4.2.7.1.4 Department and Partner Interactions Can Increase Efficiency

This is a time like no other. The continuing economic crisis has driven more families to rely on social programs, increasing workload and stress for case workers. The Affordable Care Act and accompanying Federal requirements expand Florida's role in the health care landscape and require significant changes within a very tight schedule. This chaotic and fast-changing environment requires Department and Partner users to do much more in much less time.

What is needed is an integrated eligibility solution that creates faster ways to collect the necessary information and then presents that information in a logical and consistent manner all while reducing duplicate and manual data entry by staff. Our proposed solution provides all that and more by thoroughly and tightly integrating both the applicant/recipient and the case worker/partner for seamless service.

The Department and its Partners would primarily have a single way to interact with the system -- ABMS. ABMS is the integrated eligibility determination and benefits administration toolkit designed to address DCF's requirements. Case workers can configure their home pages to display role-specific portlets, providing real-time access to case records based on a user’s authorization level and security profile.

ABMS collects the essential information for the universe of offered programs. Then, using an intelligent rules engine, evaluates that information to determine eligibility for those programs. The tight integration of information starts before a case worker ever has to open a file.

For example, the information an applicant provides through ACSSP passes seamlessly into ABMS. The case workers receive the most current information without duplicate data entry. The immediate benefit is reduced work effort and reduced frustration usually associated with benefits application.

With tight integration between what the applicant does and what a case worker receives, our solution helps eliminate repeated "telephone tag" and can make actual interview time more productive. The net result is faster, more accurate determination decisions with reduced hours of waiting in overcrowded offices.

ABMS is a portal-based, workflow-driven system designed for the Department's programs. When an authorized user logs on, they are presented with an interface designed on a case folder concept. The tabbed folders correspond to major case activities.

One of the benefits our solution provides the Department is that the "folders" that case workers see on their desktops are only those required for their assigned roles and tasks. This feature combined with built-in guides assist case workers getting through task completion by increasing focus, increasing efficiency and helping reduce wasted effort and inaccurate determination decisions.

DCF and Partner case workers would use ABMS for core business functions including screening, referral and application (if the applicant did not use the self-service portal) leading to clearance, case creation and scheduling. ABMS provides the case worker with efficient steps for any additional data collection, for verification of the collected information, and for eligibility determination.

Benefits calculations, enrollment and authorization all take place using ABMS. This creates a single case record from initial screen through authorization. Many case and client management activities occur automatically. Auditable case actions are captured and documented for use by reviewing entities. This
approach brings the Department the flexibility to create, delete, modify, and assign role-based security profiles quickly as business processes change.

Our solution provides case workers with more current information and less manual data entry. For example, the "Automatic Application" workflow in ABMS is triggered when an applicant submits a request (application) for services using ACSSP. The case worker receives the applicant information and can more quickly review and advance the application using the built-in automated workflow.

Putting the corresponding explanations at the case worker's finger tips when they are discussing the case with the applicant/recipient saves time, minimizes frustration and eliminates confusion. The result is more streamlined workflow, faster processes and eligibility determination with lower error rates across the Department's programs. The benefit for DCF in selecting Accenture's solution is multi-program support that helps maximize productivity and lower operational costs.

Part of maximizing case worker productivity is getting and using the necessary information more quickly and more accurately. With ABMS, case workers gain faster access to data exchange with eligibility-associated functionalities and with Federal data hubs as they come on line. For example, ABMS either maintains or has in development automated Federal interfaces to ACF's Public Assistance Reporting Information System (PARIS) and to SSA's SOLQ (State Online Query) and BENDEX systems for data verification.

ABMS business rules are written in natural language and managed in a separate rules engine, so they are easy to update when legislation and policy changes, as illustrated in Figure 5 - 20. Workflow can be monitored and modified as business needs change or outside events, such as hurricanes, require shifting resources for one area to another. Management reporting and analysis is quick and current because ABMS makes it easy to collect performance data and helps reduce incorrect eligibility determinations and payment error rates.

Figure 5 - 20. Separating the eligibility rules engine from application code in APSP means DCF business analysts instead of expensive code developers can make policy changes operational.
One other critical, but often overlooked, area the Department should consider in selecting its eligibility provider is the degree of control and ease of use that the proposed solution gives the Department for establishing, managing and retiring the various roles and profiles used within and outside the Department. Because the ABMS solution has role and profile maintenance built into the ABMS architecture, the Department gains the ability to have decentralized role creation, modification, and deletion, as well as controls embedded to prohibit assignment of incompatible roles. Administrators can rapidly create or update user permissions with immediate effect. The Department's authorized representatives may also rapidly suspend a user’s access (temporarily or permanently) to critical functions or sensitive information as warranted. Figure 5 - 21 shows this functionality.

ABMS features contextual menus and drop down boxes to reduce the need for specialized training for case workers and Partner staff. ABMS also includes group functionality to allow administrators and security officers to make consolidated changes to groups of users to reduce role management administrative overhead.

![Figure 5 - 21. Our powerful web-based role and profile maintenance portal provides flexible, decentralized, and secure role-based user rights management capability.](image)

The Department and Partner case workers would use ABMS to review applications, advance cases, make and verify updates to the case record, and to communicate with applicants/recipients. Case worker supervisors and program management would also use ABMS for caseworker management, workflow analysis, performance data and reporting. Security and technical staff would use ABMS in order to control and monitor authorized access to the system. Together, ACSSP and ABMS solution provide both sides of the integrated eligibility coin for the Department.
4.2.7.1.5 Accenture Solution Supports Comprehensive User Interaction, Collaboration and Communication

**Department Goal: Framework for Universal Eligibility**

Historically, those seeking assistance bore the burden of trying to determine what programs they were eligible for and how to get the help they needed. The myriad federal rules and multiple program requirements make it near impossible for applicants to find and apply for services. Finding the corresponding information when needed and then being able to take immediate action using that information is very difficult.

Accenture's solution turns that entire problem around. With some initial screening information and the click of a few buttons, all of the applicant's potentially eligible programs would come to them instead of them having to chase after each one independently. Providing this universal eligibility framework for offered programs takes this burden off the applicant (and case worker).

Putting the critical, but sometimes error-prone task of knowing all the rules and requirements on an intelligent rules engine, our solution simplifies the initial determination effort. This helps focus the next steps for the applicant and the case worker. Even before the rules engine engages, an applicant can look up the types of programs that are offered, do specialized searches, get immediate help online, or they can call the DCF help desk to speak to a trained representative to get questions answered.

The rules engine that enables applicants to achieve self-service also serves as the foundation for offered programs' universal eligibility. In the past, going to the wrong place or asking for the wrong service meant referral to somewhere else. This increased applicant frustration and resulted in a revolving door for those in need of services.

With our solution, when that applicant "knocks on the door" by providing screening information, the tightly integrated components our solution provides means there is no "wrong" door for that applicant. The potentially eligible programs are presented to the applicant. The option to apply is just a button click away.

Pushing the "apply" button opens the door to services and establishes the clear and easy-to-use communications path between the applicant and case worker through our integrated Message Center. Once that applicant has become a recipient, our solution continues to provide that same "no wrong door" service when the person's circumstances change -- e.g., new child, income change, disabling illness.

By updating their information using ACSSP or by email to their case worker, any programs they are now eligible for would be identified, reviewed, verified and then enrollment started. While others describe what their solution may do in the future, Accenture's solution has demonstrated success.

The underlying technical and business capability that creates the framework for universal eligibility started with our C-IV project in California more than 10 years ago. The project initially covered just four counties, however, based on the proven success, innovative technical approach, established cost savings and inherent scalability, the project has been expanded now to cover nearly 70% of California counties (39 of 58) serving more than two million clients and supporting more than 12,000 users.

The C-IV project began Accenture's journey to enable universal access to and eligibility determination for offered programs. Working with our clients, we defined, developed and implemented an industry-leading technical infrastructure supporting both client-facing and internal users through web-based applications. The result for California, and subsequent clients, has been significant reduction in manual effort, increased operational efficiency and data integration that begins at the very start of case initiation.

The benefit for the Department and the State of Florida is that over the preceding decade, as TANF evolved and Food Stamps became SNAP and CHIP came along to operate beside Medicaid, each and
every change, update and new class of eligible recipients was absorbed into the underlying base technical and functional infrastructure our solution provides. It did not stop there. Each new capability tested has proven successful in the real world.

When the State of Idaho needed to replace its antiquated and costly EPICS eligibility system, they selected Accenture's integrated solution. They determined that the same flexibility that let C-IV scale up would allow Idaho to scale down to meet their state-level administered program needs, client rolls and number of users and still provide universal eligibility for the programs being covered.

Similar to what the Department is seeking in this ITN, Kansas sought web portal capability, rules engine use for new assistance programs, and more universal access to programs for those who are eligible. Kansas selected Accenture's eligibility solution to address their needs. And, most recently, the State of Iowa selected the eligibility approach and solution being proposed here in order to provide greater access to programs for those who need them in that state.

Each of these states has their own "universe" of offered programs. Some administered at the county level and others at the state level. Regardless of the universe of programs or the way they are administered, selecting Accenture brings the Department the most current, tested and proven approach to the design, development and implementation of our integrated eligibility solution.

An integrated solution that has given those other States the tools, technology and capabilities to meet the same increasing service demands and shrinking appropriations that Florida and DCF are facing.

**Department Goal: Workflow Efficiencies and Error Reduction**

For the Department, managing millions of clients, thousands of case workers and multiple partners across a diverse and changing state is an administrative nightmare. Selecting Accenture's eligibility solution can bring a more integrated approach to caseworker and workflow management while also providing proven flexibility and rapid adaptability for those things beyond the Department's control.

Highly configurable workflows proven successful with similar programs in other states are available out-of-the-box with our solution. Using these pre-configured workflows as the starting point can maximize supervisor and management time during requirements elaboration sessions and focus the effort for DCF's programs. These assets eliminate time wasting, stalling questions and needless delays. Some questions the Department may have, and our responses, highlight the fit of our solution to DCF's requirements:

- **Do they scale?** Yes, from four counties in California, to 70% of California counties, to statewide in Idaho and Kansas and now going to Iowa.
- **Do they work for Florida's programs?** Yes, same programs -- TANF, SNAP, and various medical assistance programs.
- **What do CMS and other Federal Partners know about this solution?** They know that we currently provide many of their required reports, out-of-the-box. They know that they scrutinized these reports and that we have adapted to their changes.
- **What is the net benefit for DCF?** The net benefit is faster project initiation, lower design and development risk, and more focused effort on effectiveness and error reduction. Ultimately, case workers will be freed from eligibility-related administrative tasks, allowing them to focus on enabling client self-sufficiency.

When Idaho implemented this solution and replaced their legacy system, they went from penalty status to enhanced funding status in no small part due to the effectiveness and accuracy provided by our approach and solution.

There is no magic here. Starting with proven workflows is only the beginning. The continuing benefit that our solution provides DCF is the built-in modeling for new or changed business processes. Using these
workflow tools, DCF can model business process changes and assess their simulated impact without the time, cost and delay inherent in application code changes. Being able to accurately and quickly model the impact of proposed changes gives DCF a distinct advantage in planning for and being able to address the inevitable future program changes.

That is tomorrow. Increasing effectiveness and reducing errors is today's concern. Our solution provides DCF with the tools, approaches and experience to help make that a reality sooner rather than later. The same workflow modeling capability that can help prepare for the future can be used to assess and redesign the present.

Increasing workflow effectiveness and reducing errors go hand-in-hand. Tighter management control, easier review and faster modification of workflows at the individual, team and group level can have a significant impact on error reduction. Errors can result from inexperience, changed requirements or simple data entry mistakes.

For example, with our solution, supervisors and management can get better information about workflow bottlenecks and errors through our metrics reporting (see the section on Metrics Reporting). This information can help fine tune workflows and allow pre-defined triggers to automatically make case assignments and transfers using established thresholds. This helps the Department focus the case worker and supervisory effort on getting the work done and not on having to make daily decisions about who can do the work.

In another example, a case worker may not be sure about their next case step. This hesitation can result in missed deadlines for determination decisions. Federal agencies may count those as errors during their reviews -- an error of omission.

Experienced staff stretched beyond maximum and having to deal with new requirements, new applicants or an emergency situation may overlook basic items. This can result in calculation errors or denial of benefits for someone who is eligible. Again, this could lead to reviewers considering these as errors.

The Department can overcome these common sources of errors by selecting Accenture's solution for the ACCESS Florida Replacement Project. Part of the way our solution can help reduce errors is that business rules are written in natural language and managed in a separate rules engine. The result is easier updates when policy changes take place. This reduces the chance for errors being introduced from the start.

Workflow controls and simple to understand decision explanations also help reduce the potential for errors. ABMS provides detailed eligibility determination explanations for case workers. This allows them to improve clients' understanding of eligibility outcomes. It also helps keep case workers up-to-date on why the decisions are made the way they are.

Built-in safeguards are the third way our proposed solution couples the benefits of better workflow and error reduction for the Department. For example, internal controls designed to maintain the integrity of the determination process can require supervisory review and approval of decisions. Using pre-defined triggers, the Department can specify in exactly what circumstances having a supervisor review is necessary. These triggers can be simple or complex and may include the same applicant applying multiple times from different locations or the same "location" having many multiple applicants, for example.

Automated workflow, improved case worker and applicant education, and Department-defined review triggers are just three examples of how our proposed solution can provide DCF with the right help managing the work effort and reducing both the potential for and actual error occurrence using Accenture's solution.
**Department Goal: Improved Communications**

Effective communications are easy, secure and always available. The Accenture eligibility solution does this through ACSSSP for applicants/recipients and through ABMS for case workers and Partners.

In addition to promoting and providing self-service, increasing outreach, and being accessible when and where applicants/recipients need it, ACSSSP provides an entirely new and secure channel for clients to interact with their case workers-- the Message Center. After being securely logged on, applicants/recipients can check on the status of their benefits, report changes, or complete a review form as well as retrieve and review correspondence, NOAs and forms.

For the case worker, the communications channels provided by our solution create an automatic addition to the case record, establishing a clear audit trail for future reviews and, importantly, making the information available without "telephone tag" or other barriers getting in the way. Because our solution takes advantage of the latest mobile communications technologies, such as email and texting, communications from the case worker to the applicant/recipient can be quickly and efficiently provided.

Having the latest in mobile communications technology built into our tightly integrated solution coupled with the Message Center's central communications repository function provides the Department with secure, enhanced, efficient communications paths between and among applicants/recipients, authorized representatives, authorized Partners and case workers.

**Department Goal: Performance Measurement**

Similar to all of the core business functions, performance measurement and reporting are part of the integrated whole and not a separate piece requiring special wiring to work correctly. We design our solution to meet the conditions and standards set by CMS, as illustrated in Table 5 - 5, including those conditions and standards for performance measurement and reporting. Our solution provides numerous reports out-of-the-box. Built-in audits trails, workflow processes and Department-defined triggers can capture, maintain and report out performance data in hard copies, on-line and through mutually agreed upon executive dashboards.

Our business analysts and software engineers have experience delivering both eligibility and Medicaid Management Information Systems (MMIS) solutions in many states across the U.S. Using this knowledge, as well as lessons learned throughout our public healthcare and eligibility practices, we have built elements within the APSP products to support the CMS Conditions and Standards. All of these elements are included in our proposed solution for DCF.

<table>
<thead>
<tr>
<th><strong>Features</strong></th>
<th><strong>Benefits</strong></th>
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</thead>
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<tr>
<td><strong>Modularity.</strong> APSP comes pre-packaged with modular business services in an operational SOA architecture. Our ABMS and ACSSSP products have been carefully engineered to maximize modularity and reuse across the entire solution. The developer tools and cookbooks that accompany APSP help staff develop and deliver additional business services that are modular and take maximum advantage of reuse.</td>
<td>Reduced implementation time and cost by reusing components across multiple parts of the application, following a &quot;build once, use many&quot; approach to solution components.</td>
</tr>
<tr>
<td><strong>MITA.</strong> APSP aligns with MITA Maturity Level 3 and is designed to support increasing levels of maturity through its service-oriented, open standard architecture.</td>
<td>Alignment with MITA guidelines helps achieve compliance, fosters sharing across the health and human services business areas, and promotes technology solutions that solve real-world business</td>
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Table 5 - 5. APSP is specifically designed to meet the Seven CMS Conditions and Standards to provide a modern eligibility solution for the Department.

Department Goal: Program Integrity

Accenture is very aware of the need for a robust program integrity effort for all of the eligibility programs. It is sound management practice to plan for and then execute Department-led sampling and quality reviews that take place on a regular basis. Only this type of management effort can provide the keen insight for areas that may have historically had concerns while also identifying the potential for quality issues in new areas or programs.

We have program integrity workflows pre-configured in our solution as well as numerous reports and metrics for assessing the quality of decisions and work effort. These pre-configured tools would be used in elaboration sessions with the Department's program integrity function and with the appropriate
eligibility staff, to confirm and agree upon the necessary level and precision of sampling and frequency of reporting needed to satisfy the your requirements.

Authorized Department staff would be provided with the necessary access and reporting capability to carry out the scheduled reviews as mutually defined and agreed to by the Department and Accenture.

**Department Goal: Enhanced Funding**

The criteria for enhanced funding is subject to change as funding sources change and as program emphasis shifts over time. Even though the criteria for getting enhanced funding may change, the way to not get that funding stays relatively consistent and telling.

In order to not get enhanced funding, a Department simply has to continually fail to act in the required timeframes for the benefits programs; make calculation and determination errors and authorize benefits for those who are not eligible; and fail (or be very slow) to detect fraud and put the necessary safeguards in place to stop it happening in the future. Any of these things individually may, and all of them collectively would, guarantee no enhanced funding.

Any provider that tells you that their solution will get you enhanced funding "out-of-the-box" is making an assertion that our experience indicates is near impossible. The assertion we can make, and that our experience confirms, is this: our SOA-based technical infrastructure and the tightly integrated self-service portal, case worker portal and the intelligent rules engine-based workflow management provided by our solution reduces the potential for missed deadlines, significantly improves calculation and determination decisions and does in fact have built-in audit and review capability that detects, flags and reports potential fraud quickly and accurately.

Our integrated eligibility solution will help the Department manage, control and effectively operate the key programs that could prevent you from getting enhanced funding if not managed appropriately.

Selecting Accenture’s APSP Product Suite will bring increased ability to manage, control and operate more effectively all of DCF’s eligibility programs. This is at the heart of service to clients and is at the heart of meeting the Department’s goals.

**4.2.7.1.6 Accenture's Innovative Solution Works Today, Ready for Tomorrow**

Our proposed solution embeds innovations in system assets that clients, workers, and providers see on a daily basis, the underlying architecture that enables nimble response to change and the outcome focused approach that provides transparency about how every person contributes to DCF's mission.

Our proposed solution creates applied innovation that can ultimately improve outcomes for stakeholders of the delivery system. Our solution innovations are positioned at the practical intersection between strategic vision and tactical delivery challenges. Innovations in our solution include the capabilities that clients want improve their interaction with the department, that workers need today to better help clients and that support and administration want to best utilized scarce resources. That our solution is heavily COTS based means the innovations you get are not a one shot deal. As opposed to a transfer solution, the products we have proposed will continue to evolve creating innovation for DCF into the future.

There are three types of innovation that our proposed solution implements to position DCF for the future.

**System Centric Innovations**

Embedded in the system that clients, workers, providers and other stakeholder use we have implemented innovations driven from large state production operations that incorporate user feedback from over a decade of operation. The innovations within the system continue to build on previous innovations and architecture capabilities. Just a few examples of innovation within the system assets we propose include:
• Message Center - A virtual mailbox that contains correspondence, notifications and communications to clients. The message center reduces communication latency between clients and the Department can reduce the elapsed time and cost to process client transactions.

• Self Service Verification Document Handling - Capabilities with the portal that provide clients with transparency about verification documents they need, an option to choose and reuse verification documents they have previously provided and the ability upload new verification documents. This feature reduces questions and support calls from clients and reduces the elapsed time to process client transactions.

• Information Exchange and Reuse - Our solution provides integration capabilities to exchange information with other system and reuse information from other systems. Information reuse can reduce the administrative effort to process a transaction and also reduce errors and fraud.

• Web Based Training - We have invested and established web based training modules that can be used to train workers. As compared with entirely classroom based training, the web based training modules that are part of the system reduce the cost of training, provide workers with greater flexibility and make it easier to train new workers.

• Conversion Assets - The system comes with assets that reduce the conversion effort. We transform information to be converted to the new system into a staging system. Existing assets reduce the effort of moving data from the staging system to the new system.

Architecture Enabled Innovation

We describe with pride the Accenture Platform for Public Sector (APSP) SOA product that we propose to use in the solution. The innovations embedded in this architecture cover the hard things that are transparent to most stakeholders. Getting security, integration, performance, audit tracking, error handling and other utility features of the system right saves a lot of time and eliminates a lot of barriers as DCF continues to evolve. Just a few examples of innovation within the architecture assets we propose include:

• Pre-integrated SOA - Our solution provides the integration framework to connect with the COTS products of major software vendors to provide shared architectural service capabilities in areas like: BRM, BPM, Content Management, Security, Forms/Correspondence and many others.

• Multi Enterprise Perspective - Our solution considers that the powerful capabilities provided by the new system can be useful for applications and systems outside of DCF. The APSP design addresses security, logging, performance and other considerations that will come into play as DCF moves to the future. It is not that inconceivable that an employer system might want to integrate with the eligibility rules service to provide information to their employees or that a large provider may want to integrate and reuse verification information that a client provides consent for the provider to access. Our solution positions DCF to do the things that technology barriers have prevented in the past.

• Integration / Information Exchange - We believe our integration information exchange approach is an innovation that will be an extremely powerful enabler in the future. We propose to utilize a common information exchange, specifically the National Information Exchange Model (NIEM) for external interface processing. Having all information pass through the integration layer of the system in common format using a common vocabulary enables unimaginable capabilities. Team members on our team have been at the forefront of harnessing the power of this approach. Using this approach, we have been able to do incredible things like define a content access policy that a certain organization or role in the organization is not able to access a category of data or even specific element types. Using this innovation DCF will be able to leverage the power of their information broker.
• Security and Authorization - It's not glamorous and a lot of solutions underemphasize its importance, but security and authorization is one of the most important architecture services provided. Keeping security policy isolated from User interface and application logic reduces development, testing and maintenance. Our solution has robust security capabilities that prevent security concerns from being a barrier to policy or other innovations DCF would want to implement in the future.

Outcome Focused Approach

The last, but probably most important innovation that is part of our solution is the outcome focused approach that we employ. We organize our thinking around an outcome model and are able to communicate the structure of how the system capabilities and work each worker and person on the project does contributes to stakeholder outcomes. Using this framework, everyone understands their role and can participate in initiatives that contribute to improving outcomes. The outcome focus of our approach is organized in the following groupings:

• New Data Sources / Data Collection Efficiency - Data drives the transaction processing of the system and is the source of information that we analyze to find insights on how to do things better. Our approach includes innovations like more efficient data collection processes and access to new sources of information (e.g., Federal data hub).

• Integration Services - Integrating data collected in the system with information from other systems improves the data quality, links more sources of information together and protects the information. Many innovations in integration services include come from architecture capabilities described above. Information that has been integrated into usable information is a source for analytic processing.

• Analytic Capabilities - Analyzing information provides descriptive information about what has happened. Our framework also focuses on identifying outcome improving insights by analyzing information in the system. Accenture brings a list of outcome improving insights some of which are embedded in the system solution and others that could be implemented as prioritized. Outcome improving insights actually produce results when they are implemented as initiatives.

• Launch / Implementation Capabilities - Taking the insights that are determined from the analytics capabilities of the system and getting them implemented is an area where our solution excels. We have talked about how we can make business process or business rules changes with the architecture capabilities of the solution. We are also able to train and communicate to workers and stakeholders with the training, help and portal communication features of our solution.

In summary, our solution brings innovation that will help workers immediately when the system is implemented and also creates a platform for future innovation by DCF in the future.
4.2.7.2 System Development

4.2.7.2.1 Proposed System Development Lifecycle Methodology

Achieving implementation of the proposed ACCESS Florida Replacement system within the mandated schedule will require successfully demonstrated development methods, stability, and adaptability offered by Accenture’s System Development Lifecycle (SDLC) methodology.

An industry-leading system development approach, our SDLC provides DCF with faster project initiation, lower development risk, and verifiable results. We integrate this SDLC called Accenture Delivery Methods with the CMS ELS model to provide a common approach to software development. Using a similar solution and guided by our proposed SDLC, Accenture delivered an integrated eligibility system for the State of Idaho in 18 months. This represents the lowest cost and fastest implementation of an eligibility system in the U.S. in the last 20 years.

System Development Lifecycle that Results in Operational Eligibility Systems

Our SDLC foundation is Accenture’s Delivery Methods (ADM) for packaged software. ADM provides our delivery teams and the clients they are supporting with the accumulated project experience, tools, templates, and assets from the thousands of public and commercial sector projects we deliver. ADM aligns with the Project Management Institute’s PMBOK methods, the Institute of Electrical and Electronics Engineers (IEEE) and the Software Engineering Institute’s (SEI) Capability Maturity Model Integrated (CMMI) industry standards.

Accenture’s Health and Public Service practice would be responsible for delivering this project for the Department. This practice is currently assessed at CMMI Level 4. SEI’s research finds that organizations following CMMI Level 4 processes introduce 68% fewer defects and are 30% more productive than those who do not follow CMMI. The benefits for DCF include built-in quality, reduced risk, and improved efficiency.

Figure 5 - 22 illustrates the overall SDLC activities for this project aligned with the phases and tasks identified in the ITN. Beginning with the Define phase, which includes activities around requirements and architecture, and following through to Design, Develop, and Test, this process includes quality assurance (QA) activities along the way as well as planned phase gate reviews to help monitor that the Department’s expectations around deliverables are being met.

Understanding the critical need to obtain enhanced Federal funding, our SDLC process includes the ability to plan for, accommodate and adapt to State and Federal-level review processes, including the CMS ELC Gate reviews, which may change during the lifecycle of the project.
Figure 5 - 22. The methodology that we will use provides templates and examples to lower risk and expedite configuration and development.
4.2.7.2.2 Requirements Elaboration -- Field Tested Operations Provide Elaboration Start

In order to support Florida’s vision for integrated eligibility services, we would jointly work with DCF’s experts during elaboration sessions to clarify and confirm what that future looks like and confirm gap analysis. You have made clear your desire to overcome current system limitations. The configurable business and technical service components presented here for our Accenture Public Service Platform (APSP) solution enables the Department to quickly and easily make that start.

The proposed solution is a working and operational solution providing benefits to millions of clients and used by tens of thousands of case workers every day. As a result, the elaboration sessions and subsequent development efforts start from a place nearer to 82% of your requirements that are either met or configurable out of the box.

The core functionality, illustrated in Figure 5 - 23, includes a base configuration which shortens the effort needed from requirements elaboration to final agreement on system configuration. Both the design and testing of elaborated requirements are configurable and the results are real.

Figure 5 - 23. The core business and technical services provided by APSP provides a tangible base from which to elaborate requirements.

Our proposed solution is composed of proven functionality with configurable elements, enabling us to expedite the requirements elaboration activity and lowering the risk associated with the expedited timeline. This was the case, for example, with our Idaho eligibility system implementation. We were able
to define, test and elaborate additional requirements to quickly add CHIP and Aged and Disabled programs for the State as their business needs evolved during the project, without delay to the planned schedule.

The Department's ITN provides the high level requirements. Our approach includes planning for and leading focused sessions with DCF and Partner experts to further elaborate and clarify those requirements to develop the necessary detailed requirements. These sessions are critical to the overall success of the project. We will prepare for and conduct each elaboration session using an agreed upon agenda. We will document the sessions and provide the elaborated set of requirements, which we will mutually agree upon and complete. Disposition of new requirements will be handled through the change control process documented in the Project Management Plan (PMP) and approved by the Department.

This documentation effort will yield the necessary phase deliverable for the Detailed Requirements Definition tasks. Using this integrated approach to elaborate requirements is essential and makes connecting the dots between vision and reality an ordinary part of development, not an extraordinary activity that everyone hopes will happen. In addition to the information described here, we will comply with the Provide Design Phase Responsibilities outlined in ITN section 9.2.1.

**Elaboration Sessions that Save Time, Focus Effort**

The Department’s project team and subject matter experts will participate in requirements elaboration sessions with the Tallahassee-based Accenture team. We will have experienced eligibility business analysts and APSP configuration resources on-site for these sessions. Figure 5-24 details a high-level overview of Accenture’s structured and disciplined approach to developing and managing requirements.

Stakeholder participation is crucial. Attendance and participation in scheduled sessions for the core DCF and Accenture resources should be considered mandatory. This group should also be prepared for and attend sessions that may be scheduled with Partners and other stakeholder groups (such as CMS and other Federal Agencies). We will work with the Department to schedule the specific participants for each session and publish ahead of time. We use standardized formats, outlined below, for these sessions. We understand the need to work with the Department’s project team and program representatives to select and use the set of elaboration session formats that is most effective and the least disruptive for DCF. The team will use standard tools to track and report the outcome of meetings. In agreement with DCF, we will select from the following session types for this project:

- **Conference Room Pilot (CRP) Application Confirmation** - Sessions with the Department to gather and/or elaborate on large amounts of requirements quickly. This is the preferred method compared to JAD sessions because of APSP’s COTS nature. A CRP includes prototyping use cases and requirements with the base APSP solution so that DCF experts can understand how it fulfills the Department’s requirements. After the CRP sessions, we would finalize the business processes based on the feedback received.

- **Confirmation Workshops** - Facilitated meetings with the Department to elaborate on and document detailed and programmable requirements

- **Prototyping Sessions** - Sessions with the Department to showcase early concepts or partially finished versions of the software to help validate and elaborate on requirements

- **Test Scenarios** - Scenarios required for test-driven development
Figure 5 - 24. During Conference Room Pilot sessions, we collaborate with the Department, QA team, and IV&V contractor to analyze the system requirements, confirm fits and verify gaps.

Thorough Documentation Guides Faster Development

Requirements elaboration will include documentation of the detailed requirements the system must use when supporting and enabling the in-scope functions and programs. We will maintain the “requirements of record” for the system and will use this approach to define, elaborate, test and then operationalize mutually agreed upon new requirements as the project progresses. Our development team will use the work products from these sessions to confirm that requirements are complete and meet the agreed upon standard during the DDI phase.

We use IBM Rational Team Concert as the source of record for documenting, tracking and managing requirements and associated deliverables throughout the project. The DCF team will have 5 licenses and will be trained on the use of this tool. Additional documentation as part of the requirements process will include 1) reports from each CRP session, 2) a current requirements traceability matrix, 3) a description of business processes that will exist as a result of new system implementation, 4) an issues log, and 5) a change management plan and log.

As the project progresses, there is near-certainty that changes will take place based on new programs or new rules for existing programs. Using this type of requirements elaboration and agreement process will allow the Department and Accenture to mutually agree on and then deliver the functionality that brings the most business value for the overall development effort. This approach enables the consideration of evolving priorities to deliver needed functionality.

Of equal importance to determining priorities is the effort to establish, in advance, the acceptance criteria for requirements. The acceptance criterion for each requirement must be determined as early as possible and followed strictly during the elaboration sessions. The joint understanding between the Department and Accenture on the definition of “Complete” for a requirement enables the team to meet the Department's expectations for functionality of the ACCESS Florida Replacement System.

We acknowledge the responsibilities listed in Section 9.2.1 Provider Define Phase Responsibilities and Section 9.2.2 Department Define Phase Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN.
4.2.7.2.3   Reports Development -- Flexible and Easy to Configure

As requested by the Department in the ITN #03F12GC1 - ACCESS Florida System Replacement Response to Inquiries Question 39, the proposed system will provide the reports necessary to meet Departmental, State, Federal, audit, regulatory, operational, and other requirements. We will work with DCF to identify the exact reporting needs, whether pre-defined, ad-hoc or business intelligence-based, using the Requirements Definition Document as a starting point. As part of this phase, we document the purpose, format, content, and frequency of each report. We have the tools, the experience, and the methodologies required to output meaningful information from the solution. The Department's goals for outcome evaluation and performance analysis are easier to achieve and more comprehensive by selecting the Accenture solution.

We understand that Florida has unique reporting requirements, such as regular reports to the Legislative Budget Commission. Accenture’s solution ships numerous pre-integrated reports, giving DCF a jumpstart on report creation and use. When detail is needed beyond the metrics provided out-of-the-box, our Oracle Business Intelligence Enterprise Edition (OBIEE) Answers module provides query and reporting to further analyze key data (e.g., applications received, pending, denied, approved, tasks cleared, who did work, how many applications were approved in a time period, how many applications were approved by each worker).

The benefit for DCF from our report development approach is that pre-packaged reports and interoperability with COTS reporting tools reduces design, development, testing, and implementation costs and shortens implementation timeframes. Selecting our solution means the Department can enhance business and operational effectiveness oversight through executive-level dashboards and easily create ad hoc reporting functionality that is available early and continuously.

Accenture Delivery Methods builds performance into the development lifecycle. This means catching issues early in the process and results in earlier issue correction when it is less costly to fix. Critical elements of our SDLC methodology related to reporting include:

- Identifying performance targets early and reviewing the performance expectations defined by the Department and Accenture so that reporting captures the desired information
- Conducting a technical review for reports, interfaces, configuration items, application enhancements and workflow designs to identify inefficiencies. Reporting becomes focused and the Department staff are better able to use the available technology efficiently

This will give the Department transparency and visibility into the performance of project and program operations. We show how the general configuration process addresses report formats, timeframes, and verification activities in Figure 5 - 25.

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**Figure 5 - 25.** The APSP suite solution for reporting is easy to implement and is configurable to changing requirements if necessary. Configurations undergo cross-checks and reviews.
Our flexible solution includes reporting capabilities that would use Accenture Benefits Management System (ABMS) and OBIEE for key business processes and standard Federal requirements. Table 5 - 6 provides examples of Federal reports that will be available in the March 2013 release of the APSP Suite of Products.

**Federal Reports**

- Food Stamp Exchange Program (FNS 269A)
- FSP (SNAP) Administrative Budget (FNS 366A)
- Status of Claims Against Households (FNS 209)
- SAVE, E&T, Nutrition Ed, EBT (FNS 269)
- EBT Exchange (FNS 269 A)
- CMA Program Estimates (ORR 1)
- Financial Status Report (SF 269)
- State Administrative Expense Plan (SF 269)
- TEFAP Financial Report (FNS 667)
- Foster Children (ACF 4125)
- FSP (SNAP) Activity Summary (FNS 366B)
- TANF Data Report Section 1-4 (ACF 199)
- Caseload Reduction (ACF 202)
- E&T Program Report (FNS 583)
- State Coupon Issuance and Participation (FNS 388)
- Issuance and Participation (FNS 388A)
- SNAP Reconciliation (FNS 46)
- SNAP Participation by Ethnicity (FNS 101)
- Food Stamp (SNAP) Nutrition ED EARS Report (FNS 759)
- Emergency Contingency Fund (OFA 100)
- CHIP Quarterly Reports
- CHIP Annual Reports
- Working Disabled Individual (WDI) Reports
- Annual Report and Maintenance of Effort (MOE) report (ADC 204)
- LIHEAP Qtly Allocation Estimates (ACF 535)
- LIHEAP Household Rep-Long Format (0970-0121)
- LIHEAP Grantee Survey / LIHEAP Annual Leveraging Report (ACF 284)
- Program Progress Report (OOR 6)
- State of Origin (ORR 11)
- CSBG/IS NASCSP Annual Fed Report (NASCP)
- Monthly Medicaid Parental Report
- Annual Medicaid Expenditure Report

**Other Reports**

- Quality Control Sampling
- State Senate/House financial reports
- State Executive Reports
- Tribal Participation Reports

*Table 5 - 6. APSP development teams are creating Federal reports that will be included in the March 2013 release of APSP, decreasing development time required for the ACCESS Florida Replacement System.*

The APSP suite solution stores the Federal expenditure category as well as multiple department-defined expenditure and service categories at the claim detail service level. This design enables the State to perform ad-hoc analysis by Federal and State expenditure categories, giving DCF the ability to trend and forecast expenditures ahead of the generation of any of the CMS reports. Our APSP Suite of Products maintains the data necessary to produce the Federal reports for CMS. Financial transactions, adjustments, or other updates are applied according to the specified requirements business rules specified by CMS, so that APSP captures

**Report development approach enables new reports to be created or adapted from other implementations quickly**

- Out-of-the-box reports are current
- ACA requirements are included in base functionality
- Future changes can be accommodated with minimum delay
- Allows for ad-hoc analysis of expenditure categorizations
the corrections in the applicable reporting period. Our approach to reporting meets the CMS Federal reporting guidelines.

With our recommended approach to report development and with the reliable and detailed data that typically results from an integrated eligibility system, the Department will be better positioned to undertake additional initiatives and actions that improve customer service, focus training efforts, and assist in effective policy making. This would be possible by simply having the right approach and tools for reporting, such as those provided by our solution.

We acknowledge the responsibilities listed in Section 9.8.1 Provider Reports Development Responsibilities and Section 9.8.2 Department Reports Development Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN.

**4.2.7.2.4 Forms and Correspondence – Integration Combined with Communication**

The proposed solution for DCF provides an integrated, flexible, and multi-featured correspondence, notifications and forms creation process. The pre-built correspondence "outputs" allow for faster, lower risk design and development. Using the list of forms and correspondence specified in the System Requirements Matrix in conjunction with the standard forms, notices of action (NOAs), and correspondence as templates, we will work with you during the elaboration sessions to confirm their appropriateness for the Department. As part of this phase, we document the purpose, format, content, and frequency of each form and correspondence. Figure 5 - 26 provides an overview of the Client Correspondence solution.

Once agreed upon and deployed, these correspondence, NOAs, and forms can be created electronically as well as produced in hard-copy for mailing and record retention. Letters, NOAs, and other items can be configured for individual program rules and adjusted when business needs require a change. Frequency is also dictated by business rules.

The production workflow for letters, NOAs, and forms is business driven, highly automated, and integrated with the other system applications and services. For example, out-of-the-box, applicant and recipient correspondence and NOAs can be completely rules-driven and require little user intervention.

*Figure 5 - 26. The APSP solution provides correspondence, NOAs and forms, automatically posts the notices, alerts the client and documents the actions in the case record.*
Flexibility and Integration Provide Easy Adaptation

Simply producing the NOAs and other correspondence is just the first step. Getting the information to the applicant/recipient is what matters most. The Department needs an easy to use, reliable and secure way to assure that individuals receive the information, and, for mandatory determination deadlines, that they have quick access to the information in order to take appropriate action on the notice. To this end, our solution includes the Message Center, which is built-into the Accenture client self-service portal (ACSSP). ACSSP, as part of the integrated set of business services being proposed, and provides applicants and recipients the easy to use, reliable and secure access to major correspondence, NOAs and forms. In addition, the forms can be batched and mailed for those without self-service accounts.

Meeting Tomorrow’s Expectations Today

The Message Center is standard functionality with our solution. For DCF, such “standard” functionality leap-frogs you ahead of Federal client service expectations that a self-service web portal only starts to provide. With our solution, secure, direct and timely communications between client and case worker is made real.

When correspondence, NOAs, or other information is posted, the Message Center allows DCF clients to receive alerts on their mobile devices or computers. Those individuals can use the Message Center to quickly, easily and securely respond directly back to their case worker.

The Message Center reduces the time between NOAs being required, produced, “delivered” and acted upon by the client. The net result for DCF is more efficient processes, fewer missed deadlines, and improved determination decisions.

Our solution automatically and electronically captures notice creation, notice “send”, alert to the client, and client response in the case record with appropriate dates and times noted. A user or system-generated action triggers the request for production of the correspondence, notice or form. Our solution accesses the Department-approved standard templates and retrieves the necessary data and case information to fulfill the request for a notice, form, letter, stuffer (flyer) or other communication.

Correspondence and Forms Management that Increases Efficiency

For other correspondence, such as renewal forms, APSP provides an entire correspondence process that generates a form auto-populated based on the case record. The auto-population of the form will be completed per DCF-approved and mutually agreed upon requirements.

When initiated by case workers or supervisors, the solution provides the opportunity to edit and add to the auto-populated information. The form is then sent to the client by through the secure Messaging Center.

Correspondence, notices and forms can be gathered and bundled together in batch processes for standard mailing. When possible, the correspondence is queued for mailing to one address on the same day. ABMS produces a file to be sent to a print facility for the production and subsequent distribution of the mail. This bundling saves postage costs.

Once the correspondence is generated for a case, authorized users can view the correspondence, notice or form. NOAs, forms, and other correspondence generated for the case are accessible for review and for the potential need to resend. If a form or notice template is modified, the different versions of that template are version controlled, so a historical record of the templates is preserved. Users have the ability to review, edit, and add to the generated correspondence.

When the need arises, based on Federal or other changes, adding new templates in the Adobe LiveCycle tool is a straightforward process that allows non-technical users to design the templates. If the form does not require auto-population, it can be completed simply by using an existing document.
Our solution offers faster project initiation and lower risk because we can start with numerous existing templates that have passed Federal scrutiny. These templates can easily be modified for DCF’s specific needs. This helps keep the project on schedule during requirements elaboration and eliminates one of the most likely requirements bottlenecks.

We acknowledge the responsibilities listed in Section 9.9.1 Provider Forms and Correspondence Development Responsibilities and Section 9.9.2 Department Forms and Correspondence Development Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN.

### 4.2.7.2.5 Functional Design -- SOA Benefits Built-In from the Start

Our functional design approach is a well-defined and proven part of our methodology. One of the powerful benefits of our solution is that we don’t begin any phase from scratch. We bring production tested artifacts that are tailored to the unique needs of DCF. As shown in Table 5-7, our approach for functional designs begins with the update and, where needed, the creation of new artifacts in the following areas:

<table>
<thead>
<tr>
<th>Functional Design Application</th>
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<tbody>
<tr>
<td><strong>Configurations</strong></td>
</tr>
<tr>
<td>- Identify and define what configuration must take place to achieve the product requirements and support the Business Process Design.</td>
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<td>- Validate the planned configuration with the key business users and project management.</td>
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<tr>
<td>- Configure a baseline system with the basic functionality as defined in the product requirements.</td>
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<tr>
<td><strong>Conference Room Pilot</strong></td>
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<tr>
<td>- Tailor our existing prototype system to Florida’s unique requirements.</td>
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<tr>
<td>- Use the prototype system to conduct a conference room pilot.</td>
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<td>- Review resolutions to gaps, and make updates to the configuration design.</td>
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<td>- Validate the system design plan, and ensure the project is in line with the client's expectations.</td>
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<tr>
<td><strong>Design Report and Form Changes</strong></td>
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<tr>
<td>- Review and assess the planned need for reports and forms.</td>
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<tr>
<td>- Compare the desired reports and forms with the standard delivered inventory from the packaged software.</td>
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<tr>
<td>- Define and design any new reports and forms.</td>
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<tr>
<td><strong>Design Extensions</strong></td>
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<tr>
<td>- Review the Business Process Design and Gap Analysis, and identify software extensions.</td>
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<tr>
<td>- Evaluate and design software extensions.</td>
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<tr>
<td>- Review and validate software extensions.</td>
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<tr>
<td><strong>Design Data Conversion</strong></td>
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<tr>
<td>- Ensure that all the data required by the application will be available and accurate.</td>
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<tr>
<td>- Analyze the existing data sources.</td>
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<tr>
<td>- Design a technical approach for extracting, manipulating, and populating data in the target database.</td>
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<td>- Identify and set up conversion tools for improving data conversion efficiency and managing risks.</td>
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<tr>
<td><strong>Design Integration Solution</strong></td>
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<tr>
<td>- Extend the conceptual design of the overall integration solution by fleshing out the process, data, and application integration components: detail the functionality for the cross-application interfaces within a given business process or sub-process; identify business events or messages</td>
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Functional Design Application

within the integration conceptual design; define common or shared data objects to capture the business event/message layouts; and map each of the interfacing applications to the shared objects at the entity and field levels, and thus identify the data mapping rules.

- Design the workflow user interface for each business process/activity requiring human interaction, and define the roles and responsibilities assigned to each team responsible for the development of each interface.

**Design Workflows**

- Review and assess the planned workflow needs.
- Compare the desired workflows with the standard delivered inventory from the packaged software.
- Define and design any new or modified workflows.

**Confirm Application Design Deliverables**

- Confirm the design deliverables within the design team to ensure their completeness, consistency, and traceability.
- Review the deliverables with the various stakeholder groups (e.g., sponsors, application users, etc.) to gain a balance between the stakeholders’ needs and project constraints and to obtain approval and sign-off.
- Place the approved deliverables under configuration management according to the Configuration Management Plan, as appropriate.

**Transition Application Design Deliverables**

- Communicate the application design to the application build team.
- Ensure a full understanding of the transitioned deliverables.

Table 5 - 7. Functional Design Activities establish the basis for technical design of the ACCESS Florida Replacement System.

We will validate and work closely with the Department and respond with a familiar understanding of the capabilities of the development and technical environments. Our technical architecture team will verify the functional design of the application to ensure that any technical environment constraints are taken into account in the design. Flexibility and adaptability are the hallmarks of our solution. Functional deliverables, such as data models, workflows, screens, and other design elements are part of the existing documentation and would be the starting point for elaboration sessions with DCF experts to finalize requirements.

As part of our process, we prepare the initial functional design system deliverables. We will validate the Department’s needs by prototyping forms/screens, menu navigation and business functions and providing a walk-through of the functional system design.

### 4.2.7.2.6 Technical Design - Starting from Operations Produces Faster Results

The underlying technical design approach proposed for DCF is based on our Accenture Delivery Methods (ADM). Figure 5 - 8 provides the major components and overall understanding of the technical design.
and requirements of the components being developed. ADM leverages proven frameworks and methodology components from other, similar eligibility projects.

Throughout the course of the project, we would update and keep current the technical design documentation so that "as built" is verifiable and reviewable when the system is complete.

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<th>Technical Design Application</th>
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<tr>
<td><strong>Review Functional Design</strong></td>
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<td><strong>Perform Detailed Report Design</strong></td>
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<td><strong>Finalize Interface Agreements</strong></td>
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<td><strong>Perform Detailed Interface Design</strong></td>
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<td>Task Description</td>
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<td>Technical Design Application</td>
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<td>Perform Detailed Worklist Design</td>
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<tr>
<td>Perform Detailed Data Conversion Design</td>
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<td>Perform Detailed Extension Design</td>
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<td>Perform Detailed Workflow Design</td>
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### Technical Design Application

as in the functional design but include additional details sufficient for the developers to build out the workflows:

- Delivered workflow diagrams, if available
- Required information and sources of information (field names, table names)
- Frequency of use
- Purpose/goal of the workflows
- Table updates or additions
- Detailed data mapping

### Perform Peer Review

- Conduct peer review sessions according to the schedule and standards defined in the Quality Management Plan.
  - Identify knowledgeable resources appropriate to conduct a comprehensive review.
  - Confirm the Peer Review Criteria.
  - Conduct the peer review, and document the review comments.
  - Review the peer review feedback, and make appropriate updates to the detailed technical designs and other affected documents.
  - Confirm the review point resolution. Ensure all open review feedback points were adequately addressed.

- As part of this peer review, the development lead needs to review the technical designs and ensure that the designs complete the following:
  - Meet the requirements and performance metrics
  - Are consistent with the functional design
  - Are consistent with the Application Development Standards
  - Are feasible to implement

**Table 5 - 8. Technical Design Activities establish the basis for customization and build of the ACCESS Florida Replacement System.**

Selecting Accenture means DCF can start with the key design deliverables, such as database design, pre-configured and ready for Department review, discussion and agreement before holding formal elaboration sessions. While we have a starting technical design – supporting millions of eligibility clients and tens of thousands of case workers in multiple states now – we will use the technical design documentation specific to DCF to ensure appropriate fit. These formal sessions would include walk-throughs and explanation sessions with DCF experts.

The requirements traceability matrix will be updated throughout the review and approval process to ensure alignment with the design. At the completion of system development, we will update the system design deliverable to represent the completed “as built” new system. Any issues identified with the approved design will be managed through to resolution through our issue management plan and issues log. As requested, the Department will have direct access to the issues log.
We understand the need to use system resources as efficiently as possible and will work with DCF to create the database design and approach that minimizes data redundancy while still allowing the appropriate level of case worker and applicant support needed.

We acknowledge the responsibilities listed in Section 9.4.1 Provider Technical Design Responsibilities and Section 9.4.2 Department Technical Design Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN.

4.2.7.2.7 **Business Process Re-Engineering - Business Processes Ready for the Future**

Our proposed solution will enable DCF to direct future business processes. Refinement and adaptability are keys to success; thus, our approach and methods are flexible, scalable and demonstrated to be successful, as evidenced by our experience in California, where we expanded use of the system from an initial set of 4 counties to nearly 70% of California counties. Business re-engineering, change management, and staffing analysis occur to facilitate adoption, maintain schedule, and reduce service disruption risk.

Each state presents re-engineering, change management and staffing impact challenges that are unique. Our approach is flexible enough to accommodate the differences between a California county and the State of Kansas, while providing stable industry-leading practices that guides the entire effort. Our proposed team has helped other clients achieve similar transformations in the States of Idaho and California, as well as the City of New York.

**Starting from a Reliable Reengineering Process Using Relevant Deliverables**

Working with DCF subject matter experts during the Design Phase, we will use DCF-approved Define, Design, and Development deliverables to create reengineered business processes for the Department and Partners (the to-be Business process model document). Together, we will review and validate the ITN requirements and other requirements presented by relevant material, such as the Schedule IV-B Feasibility Study.

DCF subject matter experts will be instrumental to successful refinement. They have the experience needed to understand what works best and what must be accounted for and operationalized. The identified processes are captured in Business Process Design deliverables. Typically, these are flow diagrams graphically depicting the sequencing of business processes, decision points and business areas involved.

One of the most effective tools we use is the swim lane diagram. These diagrams map the business process into lanes defined by roles and/or application components. An example of this technique is presented in Figure 5 - 27. Such tools are used to explicitly define the relationships between the processes, the applications, and the roles. Process design deliverables are an initial step in requirements analysis. We will work with the Department to configure and test existing and elaborated workflows as they are approved.
Figure 5 - 27. Re-engineering the Department’s business processes and workflows using our solution reduces schedule risk and increases integration across the programs served.

Integration Can Improve Process Efficiency

Our re-engineering process is based on the integration between desired processes and the workflow management that our solution provides. Workflow management rests on the robust functionality of defining, routing, alerting and monitoring the status of tasks within a business process. As shown in Figure 5 - 28, the process for defining business processes and workflow begins with developing the use cases during the Design phase.

Our joint team of business process specialists will design the re-engineered processes following the direction provided by the use cases. At its most elemental level, a business process consists of workflows, which in turn consist of individual tasks which are made up of multiple steps to completion. Each workflow is built by defining the tasks/steps that make up each process. Once these tasks are defined, the tool provides the ability to route tasks to multiple destinations, and continually track status and completion of tasks.

Our approach and methods allow for the quick testing of the steps, tasks and processes in order to validate that the desired outcomes are achieved. For example, testing new processes could include items as simple as using defined criteria to route a task back to a previous person for correction when an error is detected by the application or supervisor. It could be as complex as allowing the solution to authenticate and use the collected data to run Eligibility Determination / Benefit Calculation (EDBC), determine benefits amounts, and then automatically authorize distribution.
Organizational Change Management Enables the Successful Adoption of the ACCESS Florida Replacement System

A clearly defined organizational change management approach, based on a reviewed and approved Organization Change Management Plan, paves the road to success for organizations like DCF who are facing extreme time constraints, have limited funding, and have large numbers of staff experienced in “how it used to be done.” The Organization Change Management Plan documents activities necessary for the Department and Partners to successfully adopt the new system while minimizing the impact to staff productivity and business performance.

Organizational Change Management improves the opportunity to achieve the desired goals. Lessons from other, similar eligibility engagements tell us that commitment to results, driven by rigorous measurement and leadership accountability, is essential for changing the organization and its people in order to adopt and use the new capabilities. Our proposed approach for the Department is based on successful activities
that have demonstrated success with other large organizations. Table 5 - 9 provides an overview of these types of activities.

<table>
<thead>
<tr>
<th>Organizational Change Management Activities</th>
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<tbody>
<tr>
<td>1. Conduct Organizational Change Management Readiness Assessment, which includes Staffing and Productivity Impact Analysis Report</td>
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<tr>
<td>2. Develop and document an Organizational Change Management Plan based on readiness assessment results</td>
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<tr>
<td>3. Approve Organizational Change Management Plan</td>
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<tr>
<td>4. Develop and apply appropriate organizational change management tools and activities for identified target audiences in organizational change management plan</td>
</tr>
<tr>
<td>5. Lead organizational change management activities</td>
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<tr>
<td>6. Assess effectiveness of organizational change management activities</td>
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<tr>
<td>7. Provide recommendations for continuous organizational change management activities</td>
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<tr>
<td>8. Determine how organizational change management recommendations will be implemented</td>
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</table>

*Table 5 - 9. Implementation of the identified change management activities guides the internal and external stakeholders for successful system adoption*

Accenture is one of the leading change management providers in terms of practice size, revenues and diversity of clients, and we can uniquely offer the Department approaches, lessons-learned, and demonstrated solutions that work. We will provide our Change Enablement Methodology, which includes an integrated, five-phase framework for leading and managing change, outlined here and illustrated in Figure 5 - 29:

1. **Plan Change:** Assess current and desired states including change impact, building a case for the change, defining governance, identifying and analyzing stakeholders
2. **Leadership Alignment and Change Measurement:** Collaborate with the State leadership team to build alignment and consensus
3. **Enable and Transform the Organization:** Equip the organization with a framework and capability so that leadership has the necessary tools to effect change required for successful implementation of the ACCESS Florida Replacement System
4. **Communicate and Manage Change:** Build a robust network of change advocates who would help bridge the divide between the existing way of operation and the transformed organization imperatives before actually implementing the ACCESS Florida Replacement System
5. **Design and Implement Training Framework:** Build the people capability to handle change and to promote a smooth transition

The coordination of the re-engineering steps identified and the change management approaches proposed will provide our joint team with the data to create and model the staffing impact analyses, helping DCF confirm that both the processes and the people have been appropriately accounted for in this total transformation of the business.

Agreement from the Department on the re-engineered processes, the change management approach, and the staffing considerations will follow similar steps.
We acknowledge the responsibilities listed in Section 9.5.1 Provider Business Process Reengineering Responsibilities and Section 9.5.2 Department Business Process Reengineering Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN.

Figure 5 - 29. The methodology for organizational change proposed for DCF encompasses the entire project life cycle and enables focused attention for this effort and integrates with the SLDC approach detailed in Figure 5 - 22.

4.2.7.2.8 **Interface Design and Implementation Approach and Methodology - Designs Ready for Review and Confirmation Out-of-the-Box**

Our solution is founded on the APSP Product Suite, which has been developed to integrate and interoperate with external and third party applications as services. Our proposed solution saves time and reduces risk by providing successfully demonstrated interfaces to key Partners (e.g., Federal services). Our pre-configured designs already work today with a multitude of technical services; thus facilitating integration with third party applications and external services for eligibility programs. We include documentation for these interfaces in the APSP Product Suite documentation.

APSP provides components that are fully integrated and ready to interface to your existing systems and those of your key Partners. APSP interface and data exchange services are reusable and work together to share data effectively. This reduces both the initial project start-up design efforts and quickly helps DCF and its Partners determine the appropriate interface strategy.

Our solution will also support DCF's existing automated interfaces to state and Federal systems. We will work with DCF and its Partners to conduct an agreed upon series of interface verification and documentation sessions. Agendas, minutes, action items, updates to the Systems Requirements Matrix, and other necessary meeting documentation will be defined and approved prior to implementation.
Existing Interfaces Have Been Tested

APSP is built to interface with systems of varying size and complexity, both modern and legacy. The underlying tools of APSP coordinate and communicate the secure electronic exchange of data between the Department’s existing information systems and various State and Federal systems.

APSP’s service oriented architecture supports the effective exchange of data through industry-standard web services using use standard messaging protocols such as Simple Object Access Protocol (SOAP) over HTTP or JMS over HTTP.

APSP includes support for NIEM, HL7 and X12 data formats. Additionally systems may integrate with APSP using Secure File Transfer Protocol (SFTP), batch for high-data volumes, traditional in-line java calls, and portlets for information sharing at the user-interface layer.

New Interfaces Developed to Meet Department Requirements

For third party and legacy systems, we will work with DCF technology leads, technical architects, and other Department experts, such as business area representatives, for each of the identified interface systems. Our first task will be to develop the strategy for data exchange between the Department and others.

For each interface, we will define and document the exchange types, triggering events, frequency, and data format to be exchanged. We will work with the Department to review existing interfaces to Partners and other entities to reduce the risk of service interruption, to maximize reuse, and to attempt to limit coding requirements for your Partners.

We leverage existing similar services in APSP to reduce cost and risk for the overall project effort.

CMS Guidance Used for Interface Design and Implementation

Following the CMS Guidance for Exchange and Medicaid Information Technology (IT) Systems, we implement interfaces as services where advisable. The use of services improves the maintenance of the interfaces and makes them available for possible use in additional applications. However, some interfaces are initially better suited as traditional file exchanges.

Jointly, we will work with your technical staff and with each of your interface partners to apply criteria in formulating the type of exchange. We have experience building services and interfaces similar to your existing interfaces.

Part of our standard methodology calls for the development of an Interface Plan that will provide an explanation of interface verification and validation activities. We tie the Interface Plan into our overall testing approach. This includes documenting the inputs and the outputs, so we can track and measure interface development and testing progress. We will use the project issue log to document problems with interfaces in development and will maintain the log to successful resolution.

We conduct thorough testing of the data exchange process and provide an integration test environment where the interface trading partners can confirm the quality of the data exchanged (content and format) as well as the mechanics of the information is exchanged (services, files, messaging, etc.).

Successful Experience Leads to Working Interfaces

Accenture is not new to the “eligibility business.” We were tackling the challenges of integrated eligibility long before the ACA created contract opportunities. Our approach to interface design and implementation carefully accounts for and addresses the data exchange requirements and expectations of one of the Department's most important Partners – the Federal Government.
We address these special data exchange requirements using APSP interface modules to applications within the Federal Services Data Hub including:

- Beneficiary Earnings Data Exchange (BENDEX) Inbound Daily (SSA)
- SSI State Data Exchange (SDX) Inbound Daily
- State Verification Exchange (SVES) Inbound
- State Verification Exchange (SVES)(SSA) Outbound

We provide existing batch interfaces to Federal Hub service partners. These include interfaces to the systems such as SSA, CMS, DHS, IRS, and financial institutions. As the Federal Services Data Hub becomes automated, we will replace those local batch interfaces with real-time service calls.

We already have a number of these interfaces pre-built. For example, ABMS product either maintains or has in development automated Federal interfaces to ACF's Public Assistance Reporting Information System (PARIS) and to SSA's BENDEX systems.

We know the nature of the inputs and outputs to communicate with these systems. Integration with these systems will remain seamless as they are cut over from batch connections to service-based connections (except for standard maintenance windows).

APSP supports secure communication between the Department and the Federal Services Data Hub using secure SSL connections and secure messaging using WS-Security and WS-Security Policy. APSP services and connections adhere to HIPAA security, privacy, and transaction standards. We also provide a security framework and secure data transfer protocols. The APSP interfaces to Federal systems comply with ACA mandated design, standards, and messaging protocols. Similar to the other requirements that our solution addresses, our interface design approach and methodology can provide DCF with the data exchange and communications tools and processes needed to support the holistic, integrated eligibility solution desired.

Our solution and the approach we use will reduce the amount of time needed to get started, can speed the early design and development phases and, when implemented, create the modern, flexible and scalable benefits system the Department requires.

We acknowledge the responsibilities listed in Section 9.6.1 Provider Interface Definition Responsibilities and Section 9.6.2 Department Interfaced Definition Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN.

### 4.2.7.2.9 Code and Unit Test Approach and Methodology

We recognize that DCF is seeking a development process that can implement your requirements and deliver high quality through completeness, traceability, and testing. Accenture brings a rigorous, standardized approach and robust methodology for Code and Unit Test that has been successfully implemented and refined in over 5,300 implementations. Our team includes skilled resources that bring leading practices in the functional and technical aspects of developing eligibility systems and experience with Accenture’s integrated tool suite.

Accenture’s focus on standardization, process improvement, and delivery excellence has resulted in our continuing U.S. Public Service CMMI Level 4 rating. The basis of our development and testing approach is the V-model that integrates each major activity in the System Development Life Cycle (SDLC) and defines supporting validation and verification steps as depicted in Figure 5 - 30.

We will collaborate with DCF to tailor our processes and tools to support DCF quality assurance reviews and project management. Accenture provides comprehensive defect management and reporting.
capabilities to facilitate timely defect resolution, achieve early stage containment, and provide transparency for Unit Test quality and results. The approach and guidelines for Code and Unit Test are documented in the Master Test Plan and approved by DCF prior to the start of development.

Our strategy for development activities leverages Accenture Delivery Methods (ADM) that contains specific methodology assets, job aids, and detailed instructions that promote development efficiency. Our developers use these assets to implement the APSP suite that features the APSP Developer Workbench, working code, design documents, test plans, and automated regression scripts embedded in our solution for predictable delivery using service oriented techniques. ADM and APSP enable our development team to rapidly create high quality system components, services, and configuration items that address and trace to functional and technical requirements. Our modular, reusable assets allow us to achieve high development throughput while promoting ease of maintenance based on a centralized "fix in one place" approach using business rules and workflow engines.

We assess development quality through detailed peer review and thorough Unit Testing. APSP provides the Accenture Code Quality Tool (ACQT) which automates a significant portion of the code review process we conduct for each component. Our developers design a Unit Test that is intended to execute each branch of logic or code path within each component to achieve an agreed upon threshold of coverage (typically set at 85%). Developers plan and document Unit Tests prior to the start of coding. Successful completion of Unit Test is required in order for a developer to successfully commit the object to the development environment; therefore, Unit Test is integrated into the development activity. We maintain Unit Test output including successfully committed code, code/peer reviews, Unit Test results, and Unit Test defects for DCF review.

**Development Resources and Tools**

Our development team members bring a variety of technical skills and experience in eligibility and large-scale system implementation. They will work closely with DCF personnel and Accenture functional counterparts to verify that each component performs according to design specifications. Accenture developers are supported by other resources within the development team, across project sub-teams, and may draw on the knowledge base that includes the network of thousands of Accenture professionals and Accenture alliance contacts.

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**Key Code and Unit Test Approach Benefits**

- **Standardized:** Our repeatable approach uses defined standards and customizable assets to generate quality components with decreased development timeframes and costs
- **Traceable:** We bi-directionally trace each component to requirements, designs, and tests to provide comprehensive traceability
- **Proactive:** Our V-model driven test approach facilitates early defect detection for cleaner test results in later test phases
- **Automated:** Our Unit Test tools enable efficient, automated execution of Unit Test and support development reusable test assets
We use Rational Team Concert (RTC) and SharePoint to manage our source code and documentation and provide strict version control and clear audit trails. RTC provides security for each of our controlled and dedicated environments and allows developers to check software versions in and out. The development team uses JUnit for automated testing. JUnit enables the creation of automated Unit Test scripts that provide reusable regression test capabilities. We provide tested releases of non Commercial-Off-The-Shelf (COTS) application software and release notes as defined in the project schedule. Accenture will update and resubmit software code when changes to the operational software are implemented.

**Defect Management**

Development team members track and manage application defects (also referred to as System Investigation Requests or SIRs) in Rational ClearQuest. ClearQuest provides robust defect management and reporting capabilities and supports automated workflow/notifications. We use and maintain ClearQuest for defect management throughout the duration of the project and work with DCF to define dashboard capabilities that provide easy access to defect status and information.

Each defect is documented using supporting screen shots and attributes that enable analysis and classification such as unique identifier, title/description, priority/severity, test phase, reporter/owner status, and resolution notes. We calculate defect metrics and generate reports to monitor defect detection rates, analyze trends, and drive ongoing process improvement. Corrections to Unit Test defects that impact requirements or designs are implemented per the defined change management process in the Project Management Plan. Defects that are classified as enhancements result in change requests from the design, development, and testing teams.

We acknowledge the Code and Unit Test responsibilities listed in Section 9.7.1 Provider Code and Unit Responsibilities and Section 9.7.2 Department Code and Unit Test Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN. Our development team understands the importance of developing standardized, modular code as well as the numerous down-
stream benefits of thorough Unit Testing. Our field-tested Code and Unit Test approach is intended to provide transparency and ease of review for DCF process and deliverable reviewers.

4.2.7.2.10  Location for Software Development Activities

Our developers perform Code and Unit Testing for the ACCESS Florida System Replacement project in Tallahassee and in Accenture's continental U.S. based delivery center locations. We determine the development site for specific activities based on the location and resources most suited to the task and access to key product or program experts to improve the result we deliver. Our methodology and staffing plans are tailored to this multi-site development approach which we currently use successfully on not only a majority, but almost all Accenture DDI projects. Our development staff has full access to the development tools, code base, environment, and defect management system described previously in Section 4.2.7.2.9 Code and Unit Test Approach and Methodology.

4.2.7.2.11  System Integration Testing Approach and Methodology

We recognize that thorough testing is critical to the success of the ACCESS replacement project. Our team collaborates with DCF to plan and scope testing activities in each test phase to validate that the system performs as designed and per the requirements.

Our V-model driven test methodology defines multiple, iterative test phases and facilitates stage containment beginning with Unit Test and continuing with Integration and System Test as previously shown in Figure 5 - 30. Governed by the Master Test Plan, each test phase has a defined scope and leverages bidirectional traceability and automated testing as feasible. We develop and maintain detailed test plans that describe the activities to plan and execute each test phase. Accenture provides tools and processes to track status of testing planning and execution including comprehensive test summary reports and defect management/reporting capabilities that facilitate ease of DCF monitoring and review. We welcome and support DCF participation in any test activity.

<table>
<thead>
<tr>
<th>Key System Integration Test Approach Features</th>
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<tr>
<td>• <strong>Proven:</strong> Standardized, mature processes are tailored to eligibility</td>
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<tr>
<td>• <strong>Thorough:</strong> Multi-phase tests evaluate each requirement and each component</td>
</tr>
<tr>
<td>• <strong>Traceable:</strong> Project-wide traceability links test scripts and defects to requirements and components</td>
</tr>
<tr>
<td>• <strong>Automated:</strong> Automation is leveraged across test phases and environments to facilitate regression and maximize reuse</td>
</tr>
<tr>
<td>• <strong>Transparent:</strong> Robust status reporting on test planning and execution and real-time dashboard capabilities</td>
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Integration and Interface Test Approach

Integration Test confirms that related system components communicate and function correctly including testing of interfaces. Each system component from the ABMS and ACSSP is subject to testing in each applicable phase of the V-model including screens, forms, reports, automated processes (batch, real-time, and near real-time), and interfaces (including COTS package interfaces). Interface testing activities occur in multiple test phases including Integration, System, and Performance; therefore, Interface Test is not a distinct test phase. We work individually with each DCF interface partner or legacy system contact to plan, develop and execute cooperative test activities such as identifying schedule/test data dependencies, confirming test scope/objectives, determining the type of testing that can be supported, executing coordinated testing, and analyzing test results.

Accenture develops and maintains a detailed Integration Test Plan that describes the test objectives, test approach, requirements, component inventory, schedule/key milestones, environments/data, entry and exit
criteria, test cases/scenarios, regression considerations, resources, and plan maintenance details. We will work with DCF to plan and scope Integration Test to achieve agreed upon coverage and address early testing of core business functions. Integration Test is organized functionally and traced at the component level as related components are developed or configured. We maintain the requirements traceability matrix to reflect the relationship between requirements and planned tests during each test phase.

Our team creates test cases and detailed test scripts using Rational test tools that leverage automation where feasible and integrate with Rational ClearQuest for defect management. We iteratively develop modular test cases and test scripts and seek DCF and Accenture peer review and input early and often. Accenture prepares realistic data and test files as necessary and masks any sensitive data derived from Production files, conversion activities, or other sources. We approach test data creation in a holistic, forward-looking manner and design test data and data restore capabilities to serve the current purpose as well as support future system releases and ongoing regression for each software build.

We execute Integration Test in multiple, logical test cycles for related components, interfaces, subsystems, and applications that implement partial or complete business processes to identify defects and determine System Test readiness. Defect corrections are re-tested along with appropriate regression testing. Successful tests of core functionality become the basis for ongoing regression testing using an expanding set of reusable scripts and restorable test data. Accenture prepares test summary reports at the conclusion of Integration Test that document test results, component coverage, and defects. This thorough approach to Integration Test reduces implementation risks, identifies defects proactively, and helps prepare DCF staff to review deliverables from subsequent test phases.

**System, Usability, and Regression Test Approach**

System Test expands upon the scope of Integration Test to validate business processes that span the complete, assembled application functionally and technically from end-to-end as illustrated in Figure 5 - 31. System Test scope addresses the following considerations:

- End-to-end testing of system-wide business processes including exception based logic
- System/application level security, and remote access
- User profiles, privileges, and time-out logic
- All new/existing interfaces and batch/automated processing
- Usability testing
- Positive/negative testing to confirm the application functions as expected and does not exhibit undesired behaviors
- Regression testing to determine subsequent releases do not break previously tested functionality

The Test team creates and maintains a comprehensive System Test plan that defines the business and test objectives, test approach, requirements, schedule, environments/data, entry and exit criteria, test cases/scenarios, regression considerations, resources, and plan maintenance details. We work with DCF to iteratively plan and scope System Test by prioritizing business processes according to transaction criticality, volume, and functional and technical complexity. This prioritization identifies areas for in-depth testing that may require additional test scripts, data types/volumes or specific regression testing. Our testers build on the traceability established during Unit and Integration testing to develop and maintain traceability between System Test cases/scripts and requirements.
Figure 5 - 31. Our comprehensive, multi-phase test approach reduces implementation risk, enables early defect detection, and provides a solid test foundation to build upon during Integration and System Test.

System Test cases and test scripts are developed and managed by subsystem and business process using Rational Quality Manager and Rational Functional Tester. Each test case and test script is subject to peer review and approval by DCF and Accenture. We document detailed test conditions and expected results in each test script.

The Test team uses system-generated data and converted data (as available) during System Test and avoids the manual creation of test data. We execute System Test in a dedicated test environment that mimics production as closely as possible in terms of configuration, security, and performance. Testers assess usability requirements using a checklist driven approach to evaluate man-machine and web browser interfaces and validate usability requirements are satisfied.

We conduct review sessions with DCF to validate System Test cases/scripts and data collectively address requirements. During System Test, we will confirm the compatibility of modules within the system and document that each requirement and system component has been tested in one or more test phases to determine overall system readiness for User Acceptance Test.

Upon successful completion of System Test entry criteria, the Test team executes System Test and logs defects using Rational ClearQuest. Rational Quality Manager features dashboard reporting capabilities and provides real-time System Test results and metrics. We retest System Test defect corrections and perform regression testing as applicable. At the conclusion of System Test, we prepare a detailed System Test summary report that includes test script execution results, requirement coverage/traceability, and defects identified/corrected.

Performance, Volume, and Stress Test Approach

Our Test and Technical teams plan, manage, and execute Performance Test in collaboration with DCF. Performance testing consists of three unique testing cycles:

- Performance testing subjects a server to load conditions that would be realized in the production environment
- Volume testing determines the estimated maximum number of concurrent users the application could manage
• Stress testing validates the application’s upper thresholds, stability and reliability over time

These tests collectively measure and improve the reliability and response time of the system for handling the anticipated transaction volumes based on contractual performance requirements. Performance Tests identify bottlenecks and resource limitations (stress), and test performance-related technical requirements. Performance Test is executed using Rational Performance Tester to validate that the application can perform under load in realistic scenarios, based on software requirements, using either simulated or real data being run through performance testing tools. In addition, we perform backup and recovery testing.

We conduct iterative performance testing throughout the software development lifecycle to identify and eliminate performance bottlenecks from design through pilot implementation. Accenture provides a detailed Performance Test Plan that defines the scope, activities, dependencies, and schedule for each Performance Test cycle. We seek to identify and minimize processing bottlenecks via throttling, multi-threading, and use of execution parameters during Performance Test which is executed concurrently with System and User Acceptance Test. Each sub-component and subsystem of the ACCESS replacement system is evaluated during Performance Test. We analyze Performance Tests and results, and present the results to the State, along with recommendations for performance improvement.

We acknowledge the responsibilities listed in Section 9.11.1 Provider System Integration Test Responsibilities and Section 9.11.2 Department System Integration Test Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN. Our suite of technical tools and diagnostics enable us to deliver a comprehensive Performance Test of the ACCESS replacement system that is easy to assess and review. We help DCF to definitely determine that each performance requirement has been addressed.

4.2.7.2.12 Proposed User Acceptance Testing Approach and Methodology

Accenture will collaborate with DCF to develop a comprehensive User Acceptance Test (UAT) Plan to validate ACCESS replacement system business requirements in accordance with the Master Test Plan. We will engage with DCF business process owners throughout the planning of UAT to develop an understanding of users’ needs, concerns, and expectations and combine this understanding with ongoing user dialogue as the basis of the UAT approach.

We implement the approved approach using a combination of Accenture resources skilled in testing and eligibility, field-tested UAT processes, and the Rational suite of automated testing tools. Accenture has successfully planned and supported UAT for eligibility systems in multiple States including California and Idaho. This experience has enabled us to develop and refine leading practices and deliverable templates tailored for testing eligibility systems.

Figure 5 - 32 illustrates the major activities that comprise the UAT process and central role of system users.

<table>
<thead>
<tr>
<th>Features of Our UAT Approach</th>
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<tr>
<td><strong>User driven:</strong> We collaborate with DCF to define robust and complete UAT scenarios that validate each requirement</td>
</tr>
<tr>
<td><strong>Traceable:</strong> Our tools allow DCF to easily drill into test coverage at various levels including requirements, functional areas, and releases</td>
</tr>
<tr>
<td><strong>Reusable:</strong> We use standardized templates to construct reusable test scripts that serve as lasting regression test assets</td>
</tr>
<tr>
<td><strong>Transparent:</strong> Our tools provide robust status and reporting throughout UAT planning and execution</td>
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</tbody>
</table>
Figure 5 - 32. The UAT approach centers around discussions and iterative reviews with DCF business process owners to maintain testing focus on user needs and expectations.

Our team incorporates user input, expectations, and feedback in the planning and creation of UAT deliverables using the following steps:

**Draft UAT Plan:** Accenture collaborates with DCF to develop the UAT Plan in Rational Quality Manager using a standardized template that captures UAT objectives, test approach details, requirements, schedule, environments/data, entry and exit criteria, test cases/scenarios, regression considerations, resources, and plan maintenance details. UAT scope consists of the verification of:

- Adherence to requirements and design documentation;
- Full installation of the application software;
- Conversion of legacy data;
- Completeness and accuracy of system documentation;
- Response time and overall system performance;
- System hardware and software performance;
- System, data, and application security; and
- Accuracy/performance of system interfaces.

**Scope Test:** The Test team works with DCF to iteratively analyze system requirements and DCF business processes in terms of complexity, criticality, and frequency/volume of transactions to determine the appropriate level of testing.
Create Test Cases: We collaborate with DCF to define end-to-end test cases to evaluate core and exception based system functionality, leveraging Use Cases defined during requirements sessions. Accenture testers conduct walk-through meetings with DCF to review UAT test cases and do not consider UAT test cases complete until approved by DCF.

Create Test Scripts: Our Test team collaborates with DCF to develop test scripts for each UAT test case. We maintain traceability from requirements to each test script and document requirement coverage. Our testers incorporate any additional tests requested by DCF business process owners. We collaborate with DCF to review UAT test scripts, discuss test execution methods, and identify desired types and volumes of test data/files that we maintain throughout testing.

Prepare Data: The testers work with DCF to provide a representative, production-like volume of converted or system-generated data in a test environment that duplicates production to the greatest extent possible for each UAT release. We incorporate DCF and interface partner provided test data files when pre-populating the UAT test environment to support UAT execution.

Finalize Plan: We assemble a finalized UAT Plan for each system release for review by DCF business process owners. Accenture provides traceability reports to illustrate requirement coverage and a complete inventory of test scripts and proposed test data. We work with DCF to incorporate user feedback or requested modifications to the UAT Plan, scripts, or data as necessary.

Support Execution: The Test team provides overall UAT support including test process and test tool training, UAT test scripts, test data/files, and general troubleshooting. The team uses end user training to prepare UAT participants. We also support and execute Performance Test cycles during UAT. The Accenture Test team collects UAT participant feedback to help gauge system impact on users and assess the quality of the UAT experience. Our testers strive to share their detailed system knowledge and help UAT participants to become “super users” that are able to educate other system users and champion the new system.

Resolve Defects: The Test team records, tracks, and troubleshoots each UAT defect. We facilitate daily UAT defect triage and review meetings, manage UAT defects in ClearQuest, and generate defect status reports. We retest defect corrections and perform regression testing in lower test environments prior to deploying corrections to the UAT environment. Accenture testers provide modified test scripts and test data/files as necessary to facilitate testing of UAT defect corrections.

Generate UAT Report: Upon conclusion of UAT execution for each release, we generate a UAT summary report that provides summary and individual results of test script execution, a listing and disposition of UAT defects, and traceability reports linking requirements to related test cases and scripts.

We acknowledge the responsibilities listed in Section 9.12.1 Provider User Acceptance Test Responsibilities and Section 9.12.2 Department User Acceptance Test Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN. Accenture believes a strong focus on quality and user involvement is critical to the success of UAT and the overall success of the ACCESS replacement system. Our experienced eligibility resources work closely with DCF staff to satisfy the Department's expectations and goals for UAT using automated tools and field-tested processes.
4.2.7.2.13 Proposed SNAP production pilot approach and methodology

Accenture brings a field-tested approach and methodology for pilot that features clearly defined steps and results-driven strategies to enable DCF to make an informed Go/No Go deployment decision. Our ADM methodology calls for a robust Operational Readiness Test phase that confirms our roll-out and operations procedures are in place. Performing a production pilot for system releases that include SNAP functionality allows DCF to engage in vigorous, real-life system processing prior to full, statewide deployment of business processes and rules against real-world volumes and circumstances. Our pilot approach enables DCF to assess and fine-tune organizational readiness and training effectiveness prior to deployment.

Other pilot benefits of our approach include the ability to identify/avoid unanticipated legacy and data conversion issues, assess the experiences of various user types and stakeholders, and confirm the effectiveness of help desk procedures. We collaborate with DCF throughout the pilot process to mitigate system implementation risks by allowing DCF to verify that the modernized ACCESS replacement system supports the needs of the business community.

Pilot Planning

Pilot is a functional and technical exercise conducted prior to the statewide implementation of SNAP functionality in a live production environment. The scope of pilot includes execution/evaluation of system-wide functionality and new/existing interfaces including:

- All functional aspects of the system
- Operability and stability of software
- Accuracy of conversion of legacy data and manual data
- Impact of missing and erroneous data
- Completeness and accuracy of system documentation
- Impact on workflow and staff productivity
- Response time and overall system performance
- System hardware, software and telecommunications performance
- Accuracy of system, data and application security
- Accuracy and performance of system interfaces
- Inclusion of on-line and/or batch reports relevant to new functionality
- Ad hoc access to any new data
- Remote internal user access

Key Pilot Approach Benefits

- **Organized:** Our pilot approach is simple and effective with clearly defined steps to elicit and organize user feedback
- **Collaborative:** We work closely with DCF throughout pilot planning and execution and assist in analysis of pilot results
- **Experienced resources:** Our team is well-versed in pilot planning, communication, management, training, user support, and technical monitoring/support
- **Thorough:** We bring training, tools, and techniques that prepare DCF to exercise and evaluate system functionality, behavior, usability, performance, and documentation
As governed by the Master Test Plan, we develop a detailed plan that outlines the goals, steps, activities, risks and mitigation strategies, schedule, and deliverables for pilot based on the timeframe determined by DCF in conjunction with FNS. The plan for pilot addresses activities and dependencies with the Implementation Plan we develop for each system release as described in Section 4.2.7.2.15 Installation and Implementation Approach and Methodology.

**Pilot Execution Steps**

Figure 5 - 33 illustrates our pilot strategy, which is designed to maximize the benefits of pilot, provide DCF with detailed information to enable a go/no go decision, and test operational readiness for each SNAP release using the following steps:

**Confirm Pilot Audience:** We work with DCF to identify user /stakeholder groups and confirm the pilot participants. Pilot participants are selected based on DCF pilot goals which typically include verification of training approach/material, system usability, installation, conversion, documentation, and operations procedures. After defining agreed upon goals for the pilot, DCF and Accenture verify the participants’ list, confirm the pilot schedule, and prepare the documentation to be delivered to the participants.

**Review Pilot Entry and Exit Criteria:** DCF and Accenture define and review the entry and exit criteria for the pilot. We work with DCF to assess the participants’ pilot readiness which is a key indicator of pilot success. The pilot participant readiness criteria are ideally identical to the criteria required for production users at the production launch.

**Launch Pilot:** We launch the pilot to provide the selected user group with the opportunity to use the ACCESS replacement system (including converted data and existing and new interfaces). The training team delivers the defined training curriculum to the pilot user group and captures training feedback that may be used to refine or enhance the training materials and delivery.

**Monitor Usage:** DCF and Accenture closely monitor daily pilot progress and activities which may be used to refine the production implementation approach. We monitor system usage by the organization as well as the pilot audience throughout the pilot. Accenture captures and troubleshoots system defects identified during pilot and assesses potential enhancements to the system or documentation suggested by pilot users. We provide periodic status reports on pilot status throughout the duration of pilot.

**Monitor Technical Environment:** DCF and Accenture monitor technical system behavior, connectivity, error logs, throughput, and performance. We work with DCF to document and resolve technical issues and validate that system documentation is complete and correct.

*Figure 5 - 33. Accenture brings a field-tested pilot strategy that enables DCF to make an informed Go/No Go Decision for each SNAP release.*
Gather Feedback: We work with DCF to prepare a standardized feedback form and solicit user feedback on various aspects of the system and its usability. Accenture monitors feedback periodically throughout pilot and consolidates this information into a concise format for DCF review.

Analyze Results: We draft a comprehensive Production Pilot Results and Analysis report that covers each activity that will take place during actual statewide implementation. DCF and Accenture analyze and prioritize pilot feedback and results to create action and assign action items resulting from pilot. Feedback is grouped by issue categories including Functional, Technical, System/Software, Installation, Performance/Connection, Application Support, Communication/Documentation, and Training Issues.

Communicate Findings: DCF and Accenture communicate pilot findings and recommended next steps to project stakeholders as defined in the pilot plan.

Confirm Implementation Readiness: We deliver the Production Pilot Results and Analysis report to certify the system is ready. DCF and Accenture project leadership team discuss pilot results and DCF makes a go/no go system deployment decision based on the organizational and system readiness criteria as defined by the Implementation Plan.

Pilot Responsibilities

We acknowledge the responsibilities listed in Section 9.13.1 Provider SNAP Production Pilot Responsibilities and Section 9.13.2 Department SNAP Production Pilot Responsibilities of Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN. Our pilot approach and methodology is designed to help DCF reduce the risks associated with pilot and obtain measurable results and meaningful analysis and insights into system quality and deployment readiness. We will help DCF confirm that the modernized ACCESS replacement system delivers the desired outcomes and fundamentally enhances and elevates the level of service DCF delivers to its clients and workers.

4.2.7.2.14 Data Conversion Approach and Methodology

Accenture's conversion methodology defines the people, processes and tools required to properly plan, define, design, test and execute the data conversions allowing for the continuation of benefits payments and the ability for case workers to take the appropriate actions on existing open cases within the new system.

Accenture has a comprehensive strategy, methodology, and technology suite for data conversion. Using these, we achieved successful conversions for human services systems in 38 states, including, most recently, public assistance systems in California and Idaho.

Conversion Methodology

Our conversion approach results in a successful data conversion with minimal disruption to participants and to Department operations

- Accenture successfully converted 39 counties in California from disparate legacy systems to the C-IV Welfare and Eligibility Determination with high accuracy
- Accenture successfully converted 122M person accounts, 250M addresses, 500M relationships, and 120M assessment components for the U.K. Department for Works and Pensions
- Experience from many large scale human services systems implementations, including California C-IV, and New York City HH5-Connect completed using Accenture Conversion Methodology
data conversion modules, set timelines for data conversion, and conduct mocks to verify timing and results. A key element to the data conversion plan is risk mitigation. Through our collaboration with the Department, we will identify areas of potential risk and adjust the conversion plan accordingly.

Additionally, the data conversion team includes staff that has detailed experience and knowledge of this conversion approach. They are familiar with specific business rules, legacy systems, and the current data scheme, and as such are uniquely qualified to help plan and support data conversion activities. Their existing knowledge and familiarity with existing data formats help our team define data conversion requirements more quickly and develop comprehensive data conversion plans with lower conversion risk. We acknowledge the responsibilities listed in Section 9.14.1 Provider Conversion Responsibilities and Section 9.14.2 Department Conversion Responsibilities in Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN.

**Define Conversion**

The purpose of this effort is to identify and analyze the sources of data to be converted. This would include identifying additional ancillary databases or excel spreadsheets from which to convert from. The programs to verify and validate the data are also reviewed. This review will confirm the programs needed for data cleansing, to report duplicate records identified, and to report any missing key data. We also develop an inventory of existing data formats, data mapping, and data conversion requirements of the legacy systems to define the scope of the project conversion effort. At the end of this phase the assumptions are revisited for validation and if needed, clarification and updating.

![Conversion Process Diagram](FL_FIES-12.0082)

*Figure 5 - 34. Our conversion process methodology guides the migration of data and mitigates risk inherent in phased conversions.*

**Design Stage**

The defined target data model, per Department objectives, will be used as the required target elements for detailed design of data transformation and load. The required target elements will then be mapped to source elements with regard to format, business functionality, data integrity, and data relationships. The source mapping element will require considerable collaboration between data and functional experts, conversion developers, and target database interested parties (rules developers and data model designers). It will be the combined effort of the Accenture Team and DCF SME's that will define the conversion algorithms. Some data may be populated in the new system manually by workers or clients themselves. The documentation of the mapping designs will be stored in a Conversion Data Dictionary (CDD). In addition, the CDD contains an inventory of conversion items that facilitates the use of data conversion software tool for conversion. The CDD can also be used to document a Fit/Gap analysis started during the
Define phase. The DCF SMEs will have final approval of designed mappings. Changes to approved mappings will follow a rigorous change approval process.

**Develop and Test**

The Development phase of the conversion lifecycle produces the actual conversion modules, configured tools and utilities that transform validate and load the data. Code generation capabilities in the conversion tool set facilitate a quick transition from the Design phase to the Development phase.

Accenture will develop and unit test the needed conversion programs to transform the legacy source data into the APSP Product Suite. The Accenture Conversion team, in conjunction with the Department SMEs, will develop conversion rules, and code for the detailed design mappings in the CDD with the use of a data conversion software tools. Apart from development effort, testing of individual work units would also take place. Unit testing is a test of an individual component of the solution such as a conversion extraction program or a conversion duplicate record report program. The objective of a unit test is to confirm that the component correctly implements the design specifications defined in the CDD. Each work unit will be independently tested during component test by the developer. The extract and transform components are developed based on the approved CDD, the load programs have already been developed and tested. This reduces the number of modules to be tested by one third, and decreases schedule risk.

**System Test**

The Accenture Conversion team will complete Conversion Develop activities for Unit, Integration, Performance, and User Acceptance Testing, so that Mock Conversions (or migration rehearsals) can begin well before go-live. Testing of the conversion programs will be done using an extract of data from the source system databases loaded onto the Conversion Staging Database.

System Test verifies that we can complete end-to-end business transactions. We will begin processing full-scale Dry Run testing during System Test and will provide converted data for system testing with the application. The Conversion team will execute a System Test of the conversion processes, procedures, and activities in an effort to make certain that the expected outcomes of the conversion processes and tools are functioning properly. One of the keys to correcting conversion data issues is executing an iterative process. Many issues do not become apparent until we execute the dry run tests to examine the data.

The system test conversions are used to monitor performance problems, simulate partial and full production volumes, and sequence automated and manual conversion activities. These activities also test data verification rules, data dependencies, validate that converted data is clean, verify data integrity, and highlight potential business process issues associated with cut-over. Accenture and DCF can identify these issues with time to implement alternative work procedures for current systems.

**Mock Conversions and UAT**

After system testing activities are complete, the Conversion team will begin to focus on UAT and planned end-to-end Mock Conversions. Mock conversions simulate the final conversion with production data volumes in a production-like test environment. Department staff will take the converted data through the business functions to verify both the conversion and application. These efforts verify readiness for the final conversions. We focus on performance testing the automated conversion process and work with the Implementation team to verify that conversion related action items are accounted for in the implementation plan and readiness checklists. The mock conversions and successful UAT demonstrate that the final cutover can be completed with acceptable errors and the subsequent mitigating processes. Mock Conversions also establish a baseline time window for the execution of conversion processes. The
specific order, timelines, and responsibilities of cutover activities will be documented in the Detailed Conversion Cutover Plan and will serve as a guide to the parties involved.

**Execute Go-Live Conversion**

Execution of the Detailed Conversion Cutover Plan involves implementing the system Statewide. The specific timing, sequence and list of cutover activities will be developed and refined in the Detailed Conversion Cutover Plan during the Mock Conversions. When the mandatory requirements have been addressed and the appropriate legacy data has been locked, to prevent change after extraction, the required data is extracted to a staging database. The Conversion team will work with DCF to communicate the cut-over timeframe and the period the legacy system data is frozen based on business processing (e.g., cut over period may occur immediately after month-end processes have been completed). Once complete, the transformation and load modules are executed during the final conversion to the APSP Product Suite.

**Conversion Approach**

The Florida ACCESS legacy system is comprised of 19 legacy systems plus numerous excel data sheets as additional sources. At project initiation, we estimate as much as 30 TB of data spread across 2,500 plus database tables and files. Accenture’s proven conversion methodology and previous eligibility systems conversion experience will provide a sound approach to maximize automation and reduce the impact of manual conversion.

Our conversion approach is to use tools and previous eligibility systems conversion strategies to maximize automation of the data migration. Accenture’s conversion methodology as shown in Figure 5 - 35 provides a repeatable step-by-step guide which allows us to implement the tools and strategies with a high level of confidence. Accenture will work with the Department SMEs to refine the conversion approach and document it in the Data Conversion Plan throughout the development of the conversion processes leading to execution.

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**Figure 5 - 35. Our Conversion Execution Process will provide clear responsibilities and major milestone validation procedures communicating conversion status.**
A straightforward successful conversion approach that has been tried and tested:

1. Production legacy source systems will not be directly accessed by the conversion process.
2. Extract and transform data from specified legacy systems into an intermediate facility, in which the O&M team can supply the Accenture Conversion team with a periodic replication of the data included in the conversion.
3. Transform legacy data into a common format, with a defined table structure, Data Definition Language (DDL), and flat files that can be loaded into Staging database using Oracle SQL Loader or similar.
4. Perform Baseline Data Validation #1 to which future data validation points will be compared. This shall include analysis of important high level data such as count and type of program, total persons, and total caseload.
5. Data Validation #2 confirms the data transmitted from DCF’s non-production environment to the data that will be used for loading the source schema.
6. Import data from load ready files onto the Staging database using Oracle SQL Loader according to import definitions specified in the SQL Loader control files, completing the source schema.
7. Data Validation #3 of the source schema load will be compared to the baseline data validation from the source systems.
8. Extract, Transform, and Load the source schema into the target schema based upon the Data Mapping design used to develop the conversion algorithms.
9. Once the data is loaded into the target schema, Department SMEs and database administrators, and the Accenture Conversion team can perform Data Validation #4 and application testing to help confirm that data has been loaded and processed correctly.
10. The Accenture Conversion team will perform a database table space load from the Staging database target schema to the Application Production database.
11. Database administrators prepare the production environment for go-live. This includes final indexing, security, turn on logging, and other activities.
12. Perform the final Data Validation #5 of table counts from Staging to Production.
13. DCF and Accenture can confirm the application is working properly.

**4.2.7.2.15 Installation and Implementation Approach and Methodology**

We will collaborate with the Department to prepare a detailed Implementation Plan containing content similar to that shown in the sample plan provided in Figure 5 - 36. The purpose of this plan is to detail project-related activities necessary to get our proposed solution operational on time so that users can start processing eligibility determinations first thing after go-live. The plan will outline the when, who and how for the rollout of the solution to the offices, as well as the tasks necessary to prepare for the rollout.

This deliverable will help key stakeholders understand the implementation activities, including their roles and responsibilities, as it will define:

- The overall approach for implementation
- The implementation activities including:
  - Pre-Roll out activities including identification of go-live acceptance criteria
  - Promotion of software to the production environment
  - System availability to users
  - DBA procedures
  - Application installation scripts
- Plans for roll-back in the event of major issues encountered during roll-out
- Procedures for data conversion and population of the Production system

- The responsibilities of each of the participants involved in the implementation
- The overall roll-out schedule and milestones for the implementation

Implementation planning begins on Day 1 of the project and addresses the phased implementation of capabilities. We acknowledge the responsibilities as described in Sections 9.17.1 and 9.17.2 Provider and Department Installation and Implementation Responsibilities in Attachment I: ACCESS Florida System Replacement Statement of Work of the ITN. Our Implementation Lead will work with Department staff and provide interim drafts of the Implementation Plan for review and comment. This helps solidify an agreed-upon approach and avoids surprises. The formal review and acceptance of the Implementation Plan is completed during the Test Phase of each release (i.e., Phase 3 Portal Release, Phase 4A Architecture Release and Phase 4A/B Integrated Solution Release) prior to the start of the corresponding implementation.

This review will confirm that the Implementation Plan, and the supporting plan for data conversion and site support, contains the necessary activities the implementation team will perform. The Implementation Plan will also allow the combined Department and Accenture team to identify any issues and key dependencies, and take corrective action without jeopardizing the schedule. We ask the Department to work with us on obtaining timely approval for the plan from key stakeholders, to communicate timeframes, and to communicate the plan to the larger user community. We will also use the approved plan to monitor and track the status of implementation activities.


Even though it is approved during the Test Phase, the Implementation Plan does not remain static. We will continuously review and revise it with the Department as further information is discovered through project activities leading up to implementation. This includes documenting risks to the implementation and creating contingency plans to mitigate those risks.

Our experience working with public service organizations worldwide has educated us on successful statewide implementation strategies, as well as potential implementation risks. Table 5 - 10 provides an initial draft of those risks we may face together on the project. This awareness of challenges enables us to plan for risk up-front in the project and plan for success. These risks along with other risks identified will be managed using the robust risk and issue management plans defined in the project management plan.
<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Activities</th>
</tr>
</thead>
</table>
| Office locations varying in size, location, programs, and processes are rolled out at once. There is added complexity to communication and involvement of each of these distinct offices. This could affect the offices’ ability to be fully prepared for implementation | • Prior to the start of implementation, establish processes so that project leadership effectively represent, communicate with, and involve each office  
• Build a profile of each office and customize these processes based on the diverse needs of each office  
• Implementation Plan guides information sharing with stakeholders |
| Attrition, vacancy, and current workload of office staff may limit worker involvement in implementation activities. This could affect their ability to be fully prepared for implementation | • Consider each office’s specific staffing and workload issues when recruiting and planning for office leadership involvement in project activities  
• Establish standard templates that could be reused across offices to streamline staff involvement  
• Look for ways offices could collaborate when involved with project activities |
| Data quality issues may impact the statewide implementation           | • Our conversion approach is initiated at the beginning of the project and includes iterative test and purification processes to identify and pursue resolution of data issues prior to statewide implementation |
| Failure to achieve user acceptance of the system and new processes in time for implementation | • Actively recruit user involvement in the design process  
• Proactively communicate process changes and address office user concerns  
• Encourage office leadership to motivate staff to embrace the changes |
| Manual data entry requirements exceed the data entry capabilities of a given local office | • Evaluate manual data entry needs early  
• Explore collaboration opportunities for local office data entry |
| Identifying the incorrect staff as super users could create issues for onsite support after implementation and risk the success of the statewide implementation | • Provide criteria used on previous projects to help guide the Department in selecting super users  
• Deliver training to super users to provide them with the knowledge and tools required and enable them to be advocates of the new system  
• Work with the Department to adjust the assigned caseload (where appropriate) for staff in this role so they are not overwhelmed with their additional responsibilities shortly following implementation |

Table 5 - 10. Potential risks and mitigation measures are refined and managed with the Department throughout the project, supporting visibility and resolution.

Guided by the implementation processes and activities in ADM, and the schedule and tasks outlined in the Implementation Plan, our implementation team will coordinate and monitor implementation activities from initiation to completion. A critical element of our implementation methodology is the integration and coordination of project-wide efforts, including managing readiness activities across and within teams.

Figure 5 - 37 shows how the implementation team will achieve the benefits of the overall implementation approach and promote a successful implementation by tracking the status of various activities including:
• Confirming production environment hardware and software installation
• Confirming that required staff training has occurred
• Verifying that data conversion and population activities are complete
• Monitoring progress against the detailed implementation plan at the Department and offices
• Completing staff readiness assessments

Figure 5-37. Coordination of team activities provides confidence that users are trained, infrastructure is in place, and user support is ready and available.

While planning for the implementation, we will facilitate meetings to gauge the progress of these project-wide activities. As implementation draws near, the frequency of these meetings increases in order to assess readiness for go-live. It is important that both Department and Accenture decision makers attend these meetings in which we review status of critical activities such as application readiness, data conversion, infrastructure, training, site support and communications.

Once implementation occurs, daily communication with the implementation support staff is critical in order for the flow of information to remain constant. This is accomplished with daily support status calls that occur throughout the implementation support period. It is important that there are no holes in the communication procedures and that they are distributed and understood by each individual involved in the implementation. By defining daily communication procedures that allow information to travel from end users to project management within hours, we are better prepared to address risks before they become issues and act proactively instead of reactively.

While there are support teams in the local offices, a Central Support team will monitor system performance, effectiveness of operations and maintenance services, and the ability to produce standard and ad-hoc reports. Central Support will also gather user feedback on the ease of use and support of the business processes and on the adequacy of the tools, procedures, and documentation. Throughout implementation, we document deficiencies and their associated corrective action plans and monitor the implementation of fixes and improvement measures.

Upon implementation of the system to production, we will review the tasks and activities in the Implementation Plan and submit to the Department a final implementation report. The report consolidates the results of converted data metrics, local office staff training, help desk staffing, production hardware, and software installation, among other topics.
4.2.7.2.16 Hardware Installation Approach and Physical Installation Location

Accenture will collaborate with the Department to plan the installation of hardware and software supporting the project. We will provide a bill of materials that lists the hardware and software necessary to implement the solution. We will be responsible for installation of the hardware and software regardless of whether they are purchased by Accenture or the Department.

Our proposed solution includes installation of the environments at the Northwood Shared Resource Center (NSRC). We acknowledge that the NSRC is the primary data center and part of the state data center system governed by Florida law. Accenture will work closely with the NSRC team to minimize project surprises. We will provide transparency to our plan and significant lead times to allow the NSRC team to successfully complete their activities and plans related to the implementation.

We will conduct a server sizing study to determine which servers to use and evaluate alternatives. We will develop the Infrastructure Plan based on the server sizing study approved by the Department. The Infrastructure Plan is a component of the Implementation Plan as discussed previously. In addition to the specifications of hardware to be installed at the NSRC, our Infrastructure Plan will also include the timeline, resources, activities and procedures to complete the installation at NSRC.

We have completed significant work with our vendor partners to select hardware configurations that will meet DCF's performance and scalability requirements. This includes utilization of pre-configured hardware, such as Cisco servers supporting the Call Center infrastructure, and Oracle Exadata and Exalogic servers supporting application needs. Use of these certified installations means the Department is delivered a solution that is fully supported by our vendor partners at implementation and well beyond the contract term.

The configurations we have selected will meet the performance measures for Phase 3 Portal Release and will grow to meet the additional processing requirements for the Phase 4A Architecture Release and Phase 4A/B Integrated Solution Release, as shown in Table 5 - 11. For example, we will include quarter rack configurations of the Oracle Exadata and eighth rack configurations of the Oracle Exalogic. These hardware configurations have the capability to significantly scale up to meet future needs. Within the Exalogic hardware, we are using virtualization to maximize the use of available processing resources. This allows for a small number of physical devices to support a large number of software applications. Use of virtualization also allows our solution to license only the necessary number of processors as needed for each phase of the project.

<table>
<thead>
<tr>
<th>Project Phase</th>
<th>Hardware Installation Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Startup</td>
<td>• Install pre-production hardware components</td>
</tr>
<tr>
<td>Phase 3 Portal Release</td>
<td>• Install production portal Hardware&lt;br&gt;• Install shared foundational hardware necessary future releases&lt;br&gt;• Install and stabilize hardware before cutover&lt;br&gt;• Use virtualization to license only CPUs needed for the Phase 3 Portal Release</td>
</tr>
<tr>
<td>Phase 4A Release</td>
<td>• License any additional CPUs needed for Phase 4A Architecture Release&lt;br&gt;• Deploy any additional virtual machines supporting Phase 4A Architecture Release processing volume</td>
</tr>
<tr>
<td>Phase 4A/B Integrated Solution Release</td>
<td>• License additional CPUs needed for the Phase 4A/B Integrated Solution Release&lt;br&gt;• Deploy additional virtual machines to support the Phase 4A/B Integrated Solution Release&lt;br&gt;• Install Production Call Center Hardware</td>
</tr>
</tbody>
</table>

*Table 5 - 11. Our solution includes a phase-specific hardware installation approach.*
4.2.7.2.17 End User Training Approach and Methodology

The Florida ACCESS Replacement System provides DCF with an unprecedented opportunity to harness cutting-edge technology to enhance the lives of millions of Floridians. Effective training is absolutely imperative to translate the promise of technology into reality. In selecting Accenture, DCF gains modern instructional designs and methods, an effective role-based curriculum, and deeply skilled training professionals. We have a demonstrated track record of delivering training for public sector clients that enables a smooth transition to new processes and technology. Our out-of-the-box training curriculum is based on the highly effective training program from the California C-IV project, where we trained over 13,000 users in 39 counties to provide services to over 2 million clients.

Our proposed approach, tuned to the unique needs of our proposed release schedule, helps functional end users, super users, customer service/help desk/support specialists, limited users, and technical support staff to become self-sufficient in the new system. Training for ACCESS Florida Replacement Project users includes the following key aspects that support DCF’s priorities for this critical program:

**Thorough Training Needs Assessment and Training Plan address DCF’s unique training needs.** Our Training Team will work with DCF business process owners to assess impacts to users and map the appropriate training to each user role. The resulting Training Needs Analysis forms a curriculum architecture that covers planned training for training target groups, including external users. We will work collaboratively with the Department as we tailor the detailed Training Plan that includes the approaches, for developing, conducting and deploying training, including ongoing and new hire training for the duration of the contract. We will actively engage DCF stakeholders in developing the Training Plan, and will submit it for DCF review and approval.

**Mix of industry-standard instructional techniques reflects accepted adult learning theories.** DCF expects a training approach that balances effectiveness with expense. We propose a mix of industry-standard instructional methods including instructor-led training (ILT), web-based training (WBT), and walk-throughs to achieve DCF’s objectives. We determine an effective blend of methods by considering factors such as the complexity of the training content, location of participants, cost, and facilities. For example, DCF has a large user population that is geographically dispersed throughout the state. This makes a fully instructor-led approach costly and creates the risk of business disruption when large numbers of users leave the office for training. For this reason, we propose a mix of instructor-led and web-based courses. The Department's requirements for interactive training that reflect sound adult learning principles are embedded in our approaches. Both WBT and ILT include step-by-step user instructions with data field options and status updates, and reinforce concepts through repetition.

We have used this approach successfully for other states. For example, in Idaho, the agency wanted a practical, focused training program that would get their workers proficient as quickly as possible. Eligibility workers took a series of WBT courses that covered a substantial portion of the system functionality, including navigation, case registration, and intake. Supervisors gave their workers dedicated time to perform the WBTs in one-hour increments, according to what worked well in their offices. Instructor-Led training then consisted of two days of classroom training. This model was highly effective. On Day One of implementation, the agency experienced no reduction in productivity rates. Processing times held steady as well, and decreased over time. We look forward to working with DCF to create a similar story.

**Training Database and Sandbox provide hands-on practice.** We provide a training database that contains a variety of data and allows students to explore the system through hands-on exercises. Our approach supports DCF’s requirements for a training environment that is:

- Realistic
- Fresh for each user
• Duplicated so that trainees can each have a copy of the same training data
• Able to simulate interactions with other systems to show a function during training
• Refreshed to match the needs of the training schedule
• Easy for trainers to independently conduct a refresh or access a copy
• Inclusive of training data, not actual data, for confidentiality.

In addition to the training database, after classroom training, users have access to the post-classroom training environment (the “sandbox”). The sandbox provides a way to reinforce skills after users return to their offices. For example, a worker takes the eligibility training and learns system functionality using carefully planned training scenarios that demonstrate specific outcomes. After training, the student returns to work and uses the sandbox environment to enter a case similar to one from his or her own caseload. This experience reinforces the skills learned in training and strengthens readiness for implementation. Local office management establishes the procedures for granting protected time for workers to practice in the sandbox environment.

Robust content library delivers successfully demonstrated learning content, while reducing training development effort. We bring pre-developed training courses for base system functionality. DCF will benefit immediately from these courses because they are available at project startup to train Department team members. We tailor these baseline courses to reflect DCF-specific configuration and customizations, rather than develop courses from scratch. In this way, DCF gets courses that have already been field-tested by eligibility workers and courses tailored to DCF’s specific configuration.

Training courses map to functional roles for a targeted approach to delivering training. Our comprehensive training approach is flexible, scalable and relevant to what users need to do to perform their eligibility-related job tasks. As required in the ITN, training can be scheduled as appropriate to correspond with quality standards, supervisor discretion, and other factors.

Outcome driven assessment confirms mastery. The Department decides the percentage required to pass a course and can easily change the setting within the course, as needed. Students can complete the courses as many times as needed. Because our SCORM-compliant courses will be delivered through the Department’s existing learning management system (LMS), DCF can capture completion data and append it to the student's record.

Anytime access to learning supports users when and where they need it. The online curriculum and online help offer flexible access to learning for ongoing and refresher training before or after implementation, or for use in new hire training. In addition to accessing courses through the LMS, DCF users, community partners, contracted providers and other groups specified by the Department can access the web-based training, job aids, screen shots, tutorials and other documentation through the system as required. Likewise, online help is available whenever users are in the system - whether on the training database, sandbox or the live application.

Business Process Change Pre-requisites

Prior to training, users gain an understanding of changing job roles and new business processes by participating in business process change efforts. When users begin training with appropriate context and an understanding of how their jobs and the associated business processes will change, they can more effectively focus on learning the system. Business Process Change initiatives occur to support the Phase 3 Portal Release, Phase 4A Architecture Release and Phase 4A/B Integrated Solution Release. More information about Business Process Change initiatives is in Section 4.2.7.2.7 Business Process Re-Engineering.
Training Approach by Phase

The Florida ACCESS Replacement System implementation will occur in three phases: 1) Phase 3 Portal Release provides incremental production self-service portal capability using ACSSP to support MAGI application submission, 2) Phase 4A Architecture Release provides production architecture implementation of the APSP MITA-compliant architecture components, and COTS based architecture services that will be leveraged by workers and the ABMS application in subsequent implementations, and 3) Phase 4A/B Integrated Solution Release, which provides production capability for fully integrated multi-program eligibility system operations. The Phase 4A/B Integrated Solution Release will be rolled out district by district, with new users coming on each month. The following outlines our proposed approach to develop and deliver training for each release. We deliver training within one month prior to implementation for each project phase release.

Phase 3 Portal Release Training

The Phase 3 Portal Release affects citizens applying for benefits, and the caseworkers who process applications submitted via the portal. Training consists of a short, public-facing tutorial that teaches citizens and external users to access and use the new system’s functions available to the general public. It also includes web-based training courses, as shown in Figure 5 - 38 that instruct users on system navigation. Phase 3 Portal Release also includes training for customer service/help desk staff and applicable technical training. Training delivery for this phase consists of Instructor-led delivery for super users, select technical and support staff, and the web-based courses described earlier.

![Citizen Self-Service Portal](2_FL_FIES-12.0052)

*Figure 5 - 38. We customize baseline WBTs to reflect the Department’s unique requirements and provide training effectively and efficiently.*

Phase 4A Architecture Release Training

The Phase 4A Architecture Release provides production architecture implementation of the APSP MITA-compliant architecture components, and COTS based architecture services that will be leveraged by workers and the ABMS application in subsequent implementations. Designated workers who will use the new architecture capabilities are trained and can then use their new skills to serve as super users throughout the project and beyond.
Phase 4A/B Integrated Solution Release Training

The Phase 4A/B Integrated Solution Release provides production capability for fully integrated multi-program eligibility system operations. This release affects the call center personnel and the remaining user community. This is when the majority of existing workers begin using the ACCESS Florida Replacement system to perform their job tasks. Our training approach for this release includes the following components:

Web-based Training. DCF personnel and external users will complete WBTs that focus on their specific job duties. Eligibility workers complete web-based prerequisites to their ILT course. Other personnel will take WBT courses relevant to their job, such as Special Investigations, Overpayments, or Quality Review. This way personnel only need to complete training that is relevant to what they do, maximizing what they will learn while away from their jobs.

Instructor-led Training. Eligibility workers receive both web-based training and instructor-led training (ILT). We provide classroom training via a two day hands-on instructor-led course, delivered by a skilled trainer. During training, users access a training environment that contains individual copies of staged data that support the training content. During training they have access to the online help so they can practice using the help to receive support after implementation. We would offer this course, for the applicable programs for the phase, at the Department’s approved locations around the State. Participants of ILT sessions also complete prerequisite WBT courses to prepare them for the classroom session. The benefit of this approach is that eligibility workers complete the WBTs at their own pace, minimizing time away from the office and giving them the opportunity to build confidence in foundation skills and navigation tasks prior to attending the classroom training. We will deliver training in time to meet the implementation schedule. Our team will deliver ILT to appropriately sized groups in accordance with the schedule approved by the Department.

Walk-throughs. For small numbers of specialized staff, we deliver training via Walk-throughs. Walk-throughs are face-to-face training sessions conducted in an informal setting by an experienced Accenture team member or an experienced instructor. Walk-through training is supported with a simulated production (sandbox) environment so that the participants can practice with a variety of scenarios. Examples of content delivered via walk-throughs are Collections and Issuances.

Post-training Practice. Beginning with rollout for the Phase 4A/B Integrated Solution Release, users have access to the sandbox environment for post-training practice.

Technical Training

Our solution includes out-of-the-box technical training that, in conjunction with project knowledge transfer activities, educate DCF Technical Staff on the system. We will tailor the content for DCF’s technical personnel to include the required knowledge and skill areas for support staff. Examples of technical training include Configuring and Modifying the ABMS/ACSSP User Interface, Configuring and Modifying Rules, Configuring and Modifying Security, and APSP Architecture courses. Technical training is available beginning with project Phase 3 Portal Release and will be scheduled as close as possible to the time the skill or knowledge will be used.

Training Administration

We provide a training schedule in advance so that, as specified in the ITN, the Department can schedule the training class dates, reserve classrooms, provide in-class liaison support, schedule attendees, and provide logistical support. This also provides enough advanced notice to allow supervisors to request schedule changes. We build into our training schedule capacity for make-up sessions. Our trainers will track course attendance and class completion and provide that information to the Department.
Training Methodology

Guided by our ADM, we customize the baseline training content and develop new training materials based on industry standard instructional methods and sound adult learning principles. Courses build on the pre-requisite knowledge from other courses. For example, all users take the System Navigation course first so that they know how to perform basic system functions prior to learning more specific functional content. Eligibility workers take WBT pre-requisites to prepare them for their instructor-led Eligibility course. Our experienced trainers deliver content consistently from one training session to another, as they build in lessons learned from prior sessions. Course evaluations help identify corrections and enhancements to the training, and we integrate approved changes according to a pre-defined release schedule approved by DCF. Figure 5 - 39 illustrates the key training development and delivery activities.

Figure 5 - 39. We apply a mature training methodology that lowers risk and increases the quality and effectiveness of the training program.

We acknowledge the responsibilities listed in Sections 9.15.1 and 9.15.2 Provider and Department Training Responsibilities of the ITN, as specified in Attachment I: ACCESS Florida System Replacement Statement of Work. We propose a core team of Accenture staff, including a full-time Training Manager, who works at the project site to design, develop and implement the training program. Our approach for staffing training content developers is to use Accenture’s training professionals from our Accenture Learning group. Accenture Learning personnel are our company’s leading resources for training content development. Instead of bringing all of the developers on site, our core Training team members and DCF business process owners engage with Accenture Learning personnel. Accenture Learning personnel then customize baseline ILT and WBT content. This approach provides cost-effective and rapid learning product development and enables involvement of DCF’s business process owners.
Approach and Methodology for the Development of User Documentation

User Documentation Approach

DCF recognizes that online support is the daily lifeline for users of all types as they use the system to complete their job tasks accurately. Both ACSSP and ABMS contain baseline system documentation, user manuals and user online help that we tailor to reflect DCF-specific changes. As shown in Figure 5 - 40, users access online help by clicking the Help link at the top of any system page, both in the portal and ABMS. Online help opens in a new window to a help topic that is specific to the page the user came from, allowing the user to continue working in the system while viewing online help. Our manuals are consistent with the online help information and available online.

We use online help in a variety of ways – to supplement ILT courses during the initial training effort, support users during their practice in the sandbox environment, and provide help to users after implementation. Our approach to developing documentation is guided by our ADM and starts by comparing the baseline online help content with the requirements matrix to confirm applicable functionality is reflected in the inventory of procedures. We then use the delivered online help as a basis, modifying the existing procedures to reflect DCF-specific system configuration and customizations. This approach benefits the Department by eliminating the need to create documentation from scratch. We create new procedures to address new functionality.

After the online help is updated, we test it for accuracy before implementing it into production. DCF personnel, including super users, participate during testing as a way to gain familiarity and confidence with the system. We maintain the documentation in accordance with a maintenance schedule agreed upon with DCF in order to keep it current with the system.

Accenture developed the baseline online help using Adobe RoboHelp 9. We will use that same tool to tailor the baseline content for DCF. Users can refer to the WBTs any time after training for refresher or support. During the project, DCF trainers and other designated personnel will learn how to use RoboHelp to create, modify and test online procedures so that they can maintain online help into the future.

Figure 5 - 40. Out-of-the-box online documentation guides users through the system and provides answers to their questions or information about a business process, field or page.
Technical Documentation

The APSP Product Suite is delivered with a fully-configured development toolkit designed to support creation, enhancement and modification of standards-based modular application components. The APSP Developer's Workbench contains developer guides and how-to cookbooks which include code samples. The how-to cookbooks offer detailed information about the core implementation of product adapters as well as guides specific to supported vendor products. Manuals are available online, as required in the ITN. Both ABMS and ACSSP are delivered with implementation and configuration guides. Additional documentation, such as Java API documents related to the APSP architecture, is available from the Accenture Software FTP site.

We acknowledge the responsibilities listed in Sections 9.16.1 and 9.16.2 Provider and Department Documentation Responsibilities of the ITN, as specified in Attachment I: ACCESS Florida System Replacement Statement of Work. We are dedicated to the principle that effective training and user support is an essential element of a successful implementation for DCF and for the ACCESS Florida System Replacement Project. A prepared and confident workforce, educated network of community partners, and an informed citizenry help DCF realize its overall business goals and vision for the future.

4.2.7.2.19 Deliverables

We recognize the value of your time and effort to verify the delivery of high quality work products developed by our Accenture team. We therefore propose prioritizing deliverables, and collaboratively creating a deliverable review process that makes efficient use of the Department’s time. It is important that we work closely to verify that the deliverable expectations, checklists, and deliverables adhere to effective delivery of services related to the ACCESS Florida System Replacement project.

The process for deliverable submission, approval, and maintenance will be aligned to the detail provided in the ITN. During the Plan phase, our team will document for each deliverable the anticipated contents, scope, quality standards, quality assurance measures, approval process, acceptance and approval criteria, and reviewers within each Deliverable Expectation Document (DED). We create a Deliverable Checklist for each deliverable. The Checklist will reflect adherence to our quality processes. Both the Deliverable Expectation Document and Deliverable Checklist will be completed, reviewed, and approved by the Department before the first deliverable submission.

We acknowledge the deliverable review and approval process as defined in the ITN and will follow the specifications for the interim drafts and the expected review timeframes. Deliverables will be distributed to Department and project personnel as defined in the ITN.

We acknowledge the deliverable consistency and maintenance requirements as defined in the ITN. We align deliverable quality assurance and preparation instructions for each deliverable with the goals and objectives of the Department. The quality assurance processes and standards will be documented within the Quality Management Plan, a subcomponent of the Project Management Plan. We identify and evaluate deliverable preparation instructions within each DED.

List of Project Deliverables

We identified our list of proposed ACCESS Florida System Replacement project deliverables based on our review of the deliverable requirements in this ITN. We also considered additional deliverables completed for other similar integrated eligibility system implementations, as well as for other State of Florida engagements. We then compared these deliverable requirements to the standard deliverables that are part of ADM. In this way, the ACCESS Florida System Replacement project will benefit from the thousands of successful Accenture projects upon which ADM is based.
Upon approval from the Department, our team is responsible for the completion of the deliverables in the final deliverables list. That list will consist of the project deliverables submitted as part of the reply to this ITN, as well as any additions or deletions agreed upon during contract negotiations. Upon approval from the Department, we will submit deliverables according to the proposed deliverable review and approval process described in the ITN.

During the Plan phase, we will work with the department to finalize the list of deliverables with condensed descriptions as shown in Table 5 - 12.

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Description</th>
<th>SDLC Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Baseline Project Management Plans</td>
<td>Integrates detailed plans in the Project Management Plan</td>
<td>Plan</td>
</tr>
<tr>
<td>2</td>
<td>Disaster Preparedness Plan</td>
<td>Describes pre-disaster records protection, and an alternative recovery plan that will allow the Provider to continue functioning in compliance with the executed contract in the event of an actual emergency</td>
<td>Plan</td>
</tr>
<tr>
<td>3</td>
<td>Baseline Deliverable Expectation Documents</td>
<td>Includes the deliverable contents, scope, quality standards, quality assurance measures, approval process, acceptance and approval criteria, and reviewers</td>
<td>Plan</td>
</tr>
<tr>
<td>4</td>
<td>Deliverable Checklists</td>
<td>Reflects adherence to our quality assurance processes for each deliverable</td>
<td>Plan</td>
</tr>
<tr>
<td>5</td>
<td>Detailed Requirements Definition Document</td>
<td>Elaborates and documents of the requirements contained within the Requirements Traceability Matrix</td>
<td>Define</td>
</tr>
<tr>
<td>6</td>
<td>Detailed Requirements Traceability Matrix</td>
<td>Records the relationship between the requirements and the developed system</td>
<td>Define</td>
</tr>
<tr>
<td>7</td>
<td>Updated Project Management Plans</td>
<td>Updates to the individual detailed plans within the Project Management Plan</td>
<td>Define</td>
</tr>
<tr>
<td>8</td>
<td>Data Conversion Plan</td>
<td>Includes data conversion algorithms and detailed plan to convert the existing electronically stored data</td>
<td>Design</td>
</tr>
<tr>
<td>9</td>
<td>Data Conversion Design</td>
<td>Documents the approach to building the conversion programs that will extract the data from multiple sources</td>
<td>Design</td>
</tr>
<tr>
<td>10</td>
<td>Functional Design Specifications</td>
<td>Includes data models, process models with graphic and narrative components, business rules and workflows</td>
<td>Design</td>
</tr>
<tr>
<td>11</td>
<td>Technical Design Specifications</td>
<td>Includes information to guide the configuration and implementation of the system interfaces and to design and build the development, execution, and operations architecture services</td>
<td>Design</td>
</tr>
<tr>
<td>12</td>
<td>Database Design</td>
<td>Documents the database structure and integration points within the entire solution</td>
<td>Design</td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Description</td>
<td>SDLC Phase</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>13</td>
<td>Development/QA Environment Design</td>
<td>Documents design for the development and quality assurance environments</td>
<td>Design</td>
</tr>
<tr>
<td>14</td>
<td>Disaster Recovery Plan</td>
<td>Documents approved backup arrangements, formal agreement of appropriate parties, prioritization of systems and modules, arrangements for use of a backup facility, and periodic testing of the backup procedures/facility</td>
<td>Design</td>
</tr>
<tr>
<td>15</td>
<td>Updated Project Management Plans</td>
<td>Updates to the individual detailed plans within the Project Management Plan</td>
<td>Design</td>
</tr>
<tr>
<td>16</td>
<td>Master Test Plan</td>
<td>Includes the overall approach and process for testing, such as unit testing, system testing, integration testing, performance testing, end-to-end testing, UAT and regression testing</td>
<td>Develop</td>
</tr>
<tr>
<td>17</td>
<td>Application Architecture Development Completion Letter</td>
<td>Letter submitted for approval to document the completion of installation and configuration of the Application Architecture Development environment</td>
<td>Develop</td>
</tr>
<tr>
<td>18</td>
<td>Training/Performance Environments Completion Letter</td>
<td>Letter submitted for approval to document the completion of installation and configuration of the Training/Performance environment</td>
<td>Develop</td>
</tr>
<tr>
<td>19</td>
<td>Production Environment Completion Letter</td>
<td>Letter submitted for approval to document the completion of installation and configuration of the Training/Performance environment</td>
<td>Develop</td>
</tr>
<tr>
<td>20</td>
<td>Code and Unit Test Data Conversion Software Completion Report</td>
<td>Report submitted for approval to document the completion of the conversion programs and unit test data</td>
<td>Develop</td>
</tr>
<tr>
<td>21</td>
<td>Test Materials</td>
<td>Includes test plans to be executed during the test phase</td>
<td>Develop</td>
</tr>
<tr>
<td>22</td>
<td>SNAP Production Pilot Implementation Plan</td>
<td>Includes the processes for promotion of the software to the production environment, data conversion to and population of the production system, making the system available to users, identifies the steps leading up to the rollout as well as the strategy to rollback in case of major issues encountered during the rollout tailored for SNAP</td>
<td>Develop</td>
</tr>
<tr>
<td>23</td>
<td>Updated Project Management Plans</td>
<td>Updates to the individual detailed plans within the Project Management Plan</td>
<td>Develop</td>
</tr>
<tr>
<td>24</td>
<td>System Test Results</td>
<td>Testing results from executing the processes and scripts contained within the System Test Plan</td>
<td>Test</td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Description</td>
<td>SDLC Phase</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>25</td>
<td>Technical Test Results</td>
<td>Testing results from executing the processes and scripts contained within the Technical Test Plan</td>
<td>Test</td>
</tr>
<tr>
<td>26</td>
<td>Performance Test Results</td>
<td>Testing results from executing the processes and scripts contained within the Performance Test Plan</td>
<td>Test</td>
</tr>
<tr>
<td>27</td>
<td>Conversion Test Results</td>
<td>Testing results from executing the processes and scripts contained within the Conversion Plan</td>
<td>Test</td>
</tr>
<tr>
<td>28</td>
<td>Converted Data Test Results</td>
<td>Test results for the converted data after being extracted, transformed, and loaded into the new solution</td>
<td>Test</td>
</tr>
<tr>
<td>29</td>
<td>UAT Results</td>
<td>Testing results from executing the processes and scripts contained within the User Acceptance Test Plan</td>
<td>Test</td>
</tr>
<tr>
<td>30</td>
<td>SNAP Production Pilot Results</td>
<td>Includes a pilot results and analysis report that certifies that the system is ready for statewide implementation</td>
<td>Test</td>
</tr>
<tr>
<td>31</td>
<td>Implementation Plan</td>
<td>Includes the processes for promotion of the software to the production environment, data conversion to and population of the production system, making the system available to users, identifies the steps leading up to the rollout as well as the strategy to rollback in case of major issues encountered during the rollout</td>
<td>Test</td>
</tr>
<tr>
<td>32</td>
<td>Training Plan</td>
<td>Includes our training approach, training documentation and processes to train users and prepare them with the knowledge and skills necessary to effectively employ the new system.</td>
<td>Test</td>
</tr>
<tr>
<td>33</td>
<td>Updated Project Management Plans</td>
<td>Updates to the individual detailed plans within the Project Management Plan</td>
<td>Test</td>
</tr>
<tr>
<td>34</td>
<td>Training Materials</td>
<td>Includes materials used to provide training on the new system</td>
<td>Implement</td>
</tr>
<tr>
<td>35</td>
<td>Operations Documentation</td>
<td>Includes status reports, operations reports, and other material used to monitor pre-and post-implementation</td>
<td>Implement</td>
</tr>
<tr>
<td>36</td>
<td>System Implementation Completion Report</td>
<td>Report submitted for approval to document the completion of the ACCESS Florida System Replacement implementation</td>
<td>Implement</td>
</tr>
<tr>
<td>37</td>
<td>Transition Plan</td>
<td>Includes the approach, documentation, and processes that will be used to transition the</td>
<td>Implement</td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Description</td>
<td>SDLC Phase</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>38</td>
<td>Closeout Letter</td>
<td>Letter submitted for approval to document implementation completion and completion of the implementation phase</td>
<td>Implement</td>
</tr>
<tr>
<td>39</td>
<td>System Operations and Maintenance Plan</td>
<td>Includes the approach and processes used to operation the new system such as operator support, system administration, database administration, problem troubleshooting and coordination, preventive maintenance and repair and help desk services (Tier 1 for the Department and Tier 2 for other users)</td>
<td>Implement</td>
</tr>
<tr>
<td>40</td>
<td>Warranty Completion Report</td>
<td>Report submitted for approval to document the completion of the ACCESS Florida System Replacement warranty</td>
<td>Implement</td>
</tr>
<tr>
<td>41</td>
<td>Transition Status Reports</td>
<td>Status reports to measure progress of the Transition Plan execution as well as escalate any key risks or issues regarding the transition</td>
<td>Implement</td>
</tr>
<tr>
<td>42</td>
<td>Updated Project Management Plans</td>
<td>Updates to the individual detailed plans within the Project Management Plan</td>
<td>Implement</td>
</tr>
<tr>
<td>43</td>
<td>Warranty Defect and Repair Services Report</td>
<td>Report containing warranty defects and repairs made during the warranty period</td>
<td>Warranty</td>
</tr>
<tr>
<td>44</td>
<td>O&amp;M Services Report</td>
<td>Report containing services provided during the warranty period</td>
<td>Warranty</td>
</tr>
<tr>
<td>45</td>
<td>System Operations and Maintenance Plan Update</td>
<td>Updates to the System Operations and Maintenance Plan</td>
<td>Warranty</td>
</tr>
<tr>
<td>46</td>
<td>Operations Support Deliverables</td>
<td>Includes supporting documents defined in the System Operations and Maintenance Plan</td>
<td>Warranty</td>
</tr>
<tr>
<td>47</td>
<td>O&amp;M Deliverables (weekly status reports)</td>
<td>Status reports to measure progress and execution of the operations and maintenance during the warranty period</td>
<td>Warranty</td>
</tr>
<tr>
<td>48</td>
<td>Operations Transition Deliverables</td>
<td>Includes approach, documentation, and processes that will be used to transition the operations of the new solution to the Department or its designated agent</td>
<td>Warranty</td>
</tr>
<tr>
<td>49</td>
<td>O&amp;M Services Report</td>
<td>Report containing services provided during the operations and maintenance period</td>
<td>O &amp; M</td>
</tr>
</tbody>
</table>

*Table 5 - 12. Our deliverables list is founded on our methodology and the Department's requirements and objectives.*
4.2.7.2.20  Service Level Agreements (SLA)

Establishing clear definitions and expectations for SLA performance categories enables the Department to regularly and objectively assess delivery and identify areas for performance optimization.

Effective SLAs provide goals and incentives for vendors and service providers to achieve high performance and reliability. During contract negotiations, we will work with the Department to formulate SLAs in addition to those specifically defined in the System Requirements Response Matrix and the associated penalties as stated in the ITN for the DDI, Warranty, and O&M Performance Periods of the project.

Our experience delivering similar services for clients ranges from complex eligibility system in California spanning DDI, Warranty, and O&M to large commercial clients like Best Buy and FedEx, who place their operational success in our hands to provide high availability, 24x7 capabilities. Our client references in section 4.2.11.3 describe our performance on several similar projects.

The IT services industry uses an SLA model that accommodates a range of performance metrics that aligns with enterprise goals for service quality and cost efficiency. The SLA approach should align the Department's objectives with the services we are contracted to deliver. Often, SLA models miss this goal and reward behaviors and actions inconsistent with the client's objectives. We focus on defining a performance management approach clearly connected the services for which we are responsible with your objectives. In this model, the Department could set high performance “expectations” (including 100% for highest priority), as well as a minimum performance standard where penalties apply when it is not achieved. The difference between expectations and minimum forms a range where the Department can flexibly work with its service provider to set priorities, drive continuous improvement, provide incentives, and above all, adapt to meet goals, which are likely to change over time. Here we provide an overview of this framework:

- **Critical Service Levels and Key Measures** - Critical service levels measure output based items, such as time to ticket closure. These items provide motivation to meet or beat measures with service credits or other impacts when levels are missed. In contrast, key measures are SLAs that the provider is expected to measure and report each month, but they have no service level credit assigned.

- **Expected and Minimum Targets** - The framework sets two targets for each service level objective (SLO), an “expected” target representing average performance, and a “minimum” service level target; a threshold below which performance likely has a measurable impact to the customer’s business.

- **Service Credit Allocation Pool** - An allocation percentage pool allows the customer to weight the SLAs based on importance and criticality. The allocation may be changed over time with sufficient notice to reflect changing priorities. Individual SLA measures are limited to a certain percentage of the overall At Risk Amount (e.g., no single SLO is more than 5% of the invoice if the At Risk Amount is 10%). Figure 5 - 41 illustrates how this structure might work.

- **Service Level Defaults** - There are two ways to incur a Service Level Penalty. Service Level Defaults occur when performance dips below the Minimum Service Level or when the Expected Service Level is not met four out of a rolling 12 months. This gives Accenture an incentive to perform at or above the Expected performance measure. An Extended Service Level Default with escalated penalties may also be added for repeated misses of the same SLO.

- **Earn back** - A common incentive to motivate a supplier attain high levels of service is to provide an ability to earn back a Service Level Penalty by meeting or attaining mutually defined superior service level targets.
• **Ability to Add, Delete, or Change Service Levels** - the Department can request one change per quarter with sufficient notice to reflect evolving priorities. This includes promotion of a Key Measure or a change in SLO service credit allocations.

• **Double Jeopardy** – a provision for addressing when a single incident causes multiple SLO failures. The Department would select one SLO to apply the Service Credit.

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**Figure 5 - 41.** By creating an SLA framework that emphasizes performance against the Department's service goals, you can work with your service provider to set priorities, drive continuous improvement, provide incentives to advance the Department's goals for the ACCESS Florida System Replacement project.

Once SLAs are mutually agreed upon, we monitor our performance against them and work with the Department and its PMO and IV&V teams to document SLA compliance with automated, near-real-time reporting for the duration of the contract.

Table 1 outlines DDI, Warranty, and O&M SLAs that we commonly use for similar projects. We would use the Service Levels outlined in the ITN and the SLAs in Table 5 - 13 as a starting point and work through negotiations to appropriately align the contracted service levels to DCF's organizational objectives.
<table>
<thead>
<tr>
<th>Service Level Category</th>
<th>Service Levels</th>
<th>Expected Service Level</th>
<th>Minimum Service Level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project/ Release Management</strong></td>
<td>1. % Projects on Budget</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>2. % Projects on Schedule</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>3. Fault Density</td>
<td>0.003</td>
<td>0.005</td>
</tr>
<tr>
<td></td>
<td>4. Defect Density</td>
<td>0.03</td>
<td>0.05</td>
</tr>
<tr>
<td><strong>Incident Management</strong></td>
<td>1. Response Time Performance- Severity 1</td>
<td>95% responded to within 30 min</td>
<td>90% responded to within 30 min</td>
</tr>
<tr>
<td></td>
<td>2. Response Time Performance- Severity 2</td>
<td>95% responded to within 30 min</td>
<td>90% responded to within 30 min</td>
</tr>
<tr>
<td></td>
<td>3. Response Time Performance- Severity 3</td>
<td>90% responded to within 1 Business Day</td>
<td>85% responded to within 1 Business Day</td>
</tr>
<tr>
<td></td>
<td>4. Response Time Performance- Severity 4</td>
<td>90% responded to within 1 Business Day</td>
<td>85% responded to within 1 Business Day</td>
</tr>
<tr>
<td></td>
<td>5. Resolution Time Performance- Severity 1</td>
<td>90% resolved within 4 Hours</td>
<td>85% resolved within 4 Hours</td>
</tr>
<tr>
<td></td>
<td>6. Resolution Time Performance- Severity 2</td>
<td>90% resolved within 8 Hours</td>
<td>85% resolved within 8 Hours</td>
</tr>
<tr>
<td></td>
<td>7. Resolution Time Performance- Severity 3</td>
<td>90% resolved within 5 Business Days</td>
<td>85% resolved within 5 Business Days</td>
</tr>
<tr>
<td></td>
<td>8. Resolution Time Performance- Severity 4</td>
<td>90% resolved within 30 Business Days</td>
<td>85% resolved within 30 Business Days</td>
</tr>
<tr>
<td><strong>Service Request Management</strong></td>
<td>1. Resolution Time Performance- Severity 1</td>
<td>90% resolved within 4 Hours</td>
<td>85% resolved within 4 Hours</td>
</tr>
<tr>
<td></td>
<td>2. Resolution Time Performance- Severity 2</td>
<td>90% resolved within 8 Hours</td>
<td>85% resolved within 8 Hours</td>
</tr>
<tr>
<td></td>
<td>3. Resolution Time Performance- Severity 3</td>
<td>85% resolved within 5 Business Days</td>
<td>80% resolved within 5 Business Days</td>
</tr>
<tr>
<td></td>
<td>4. Resolution Time Performance- Severity 4</td>
<td>85% resolved within 30 Business Days</td>
<td>80% resolved within 30 Business Days</td>
</tr>
<tr>
<td><strong>Change Management</strong></td>
<td>1. % Successful Changes</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Availability Management</strong></td>
<td>1. Critical Application Availability</td>
<td>99.8%</td>
<td>99.50%</td>
</tr>
<tr>
<td></td>
<td>2. Important Application Availability</td>
<td>99.25%</td>
<td>99%</td>
</tr>
<tr>
<td><strong>Batch Management</strong></td>
<td>1. Critical Batch</td>
<td>99%</td>
<td>95%</td>
</tr>
<tr>
<td></td>
<td>2. Batch</td>
<td>95%</td>
<td>90%</td>
</tr>
</tbody>
</table>

*Table 5 - 13. We propose an SLA approach that focus on helping the Department meet its objectives with the services we are contracted to deliver.*
4.2.7.3 Technical Description

Our proposed solution would implement powerful eligibility applications, built on a modernized Service Oriented Architecture (SOA) processing on a secure and responsive platform. Accenture Software’s widely respected Accenture Platform for Public Sector (APSP) COTS product provides the Service Oriented Architecture that powers enterprise applications. The Accenture Citizen Self Service Portal (ACSSP) and Accenture Benefits Management (ABMS) are enterprise applications which allow users to access client information and process eligibility transactions.

Our solution also pre-integrates COTS products from leading technology vendors to perform supplemental architectural capabilities. By using our proposed technology solution, DCF will be well positioned to cost effectively configure, customize, implement, operate and maintain what will be one of the largest modernized eligibility systems in the country.

We propose a solution that is functionally rich, scalable to a large user base, and, most importantly, delivers DCF the flexibility to use new and innovative solutions as technology evolves. Our proposed solution gets you current, but does not lock you in to the technology of today. APSP embraces SOA principles and provides architectural capabilities designed to support the unique requirements of large public sector systems. Using the APSP architecture standardizes application processing, encourages reuse and enhances consistency. DCF would benefit from Accenture’s significant investments that can substantially reduce development and testing time and effort in both the DDI and M&O phases. Most COTS products providing architecture services (e.g. security, ESB, rules engine, BPM and document management) have "out of the box" configurable capabilities or have been extended to reduce custom development. The powerful architectural capabilities contained within the APSP, ACSSP and ABMS applications compound the benefits of application simplification, saving DCF time and expense throughout the system development life cycle.

Our technology solution emphasizes the use of COTS products. COTS products reduce many risks while also providing DCF the flexibility to add or change an architectural service if a specific COTS vendor or product needs to be added or replaced.

Our solution is designed to support a large user base. We understand the challenges other vendors have experienced attempting to implement their modernized eligibility systems in large state human service organizations. Because the software on which our solution is based began as the solution for a large state eligibility system, it is not constrained by performance and scalability issues that could result from transferring to a larger state.

Our solution is designed to evolve in the future. Because our solution is service oriented, we provide reusable processing services that could be used in new nontraditional ways by stakeholders of the human service delivery system. Having architected the APSP suite to scale dramatically allows our solution to be used in new and innovative ways.

The technology underlying our proposed solution accelerates implementation, reduces project risk, reduces maintenance and increases DCF operational nimbleness and flexibility.

- Scalable, feature rich SOA designed for large enterprises leveraging reusable services
- MITA aligned and CMS approved
- Pre-integrated with COTS products from leading vendors to provide architecture services and capabilities
- Secure, real time, event based integration and NIEM based information exchange across organizational boundaries
- Integrated, powerful, high performance, high availability and scalable hardware and system software
- Can require significantly less maintenance than other comparable large state eligibility systems.
The following sections describe our proposed technology solution, how it could be integrated with the ACCESS Florida system and an approach to phase in and implement capabilities of the solution. Our technology provides substantial flexibility as to what and when modernized capabilities are implemented.

4.2.7.3.1 General System Architecture

Our proposed solution implements a multi-channel, MITA compliant, Service Oriented Architecture (SOA). Logical processing layers isolate presentation, business logic, share service components and data access. Leading COTS software products provide common services that supplement processing of the ACCESS Florida Replacement System. The foundation of the solution is APSP, a COTS based SOA that is optimized for large state eligibility modernization. With APSP, our proposed solution satisfies the Department's need for a flexible, efficient and scalable system architecture that is built for today and ready for tomorrow. APSP combines current COTS products with field-tested architectural components harvested from over 15 years of successful public service implementations. For DCF, the combination of integrated, industry-leading COTS products with in-production, field-tested architectural components means faster project start-up, lower design and development costs, and reduced project risk.

As shown in Figure 5 - 42, the APSP architecture includes a set of pre-built business services, integration services and technical services, all of which can be quickly configured to meet your requirements. Our proposed solution currently serves millions of clients and tens of thousands of case workers across multiple states in production today, providing Florida with greater reliability and reduced time to market. Since the APSP architecture itself is a COTS product, the architecture is refreshed as technologies and standards change, with each new release providing the Department with a platform for future growth.

![Diagram showing General System Architecture](image-url)

**Figure 5 - 42.** A multi-channel, layered SOA integrated with leading COTS software products supports the applications and processing of the ACCESS Florida Replacement System.
The architecture layers and major features of our proposed system architecture include:

- **Contact Channels** - The solution supports a wide variety of interaction channels including web portal, IVR, call center agent, paper, in person, mail, mobile device and others. Because most processing occurs server side in real time, clients receive consistent information regardless of the channel they use. Additional channels can be added as desired.

- **Presentation Layers** - The solution presents information to users structured as portal (web and voice), ad-hoc or reporting formats. ACSSP and ABMS are COTS applications that control presentation of information to clients and workers respectively. For IVR and call center agent presentation, the solution uses Cisco Universal Contact Center.

- **Service Integration Layer** - Integration is primarily accomplished by invoking web services. Oracle Service Bus and Oracle Service Registry products provide the integration platform for external interfaces.

- **Business Services Layer** - Business services provide processing to process business transactions. ABMS provides the majority of eligibility related business services in the solution.

- **Shared Components Layer** - The shared components layer provides architectural services that are used across business service boundaries. The solution integrates Oracle Policy Automation for Business Rule Management (BRM), Oracle Business Process Management for Business Process Management (BPM), Adobe LifeCycle for Forms and Correspondence Management, Informatica PowerCenter for Transformation and Data Quality Services, iCenter for Content / Document Management, and Oracle Business Intelligence for Reporting / Analytics.

- **Data Layer** - To manage and protect access to data the solution uses Oracle 11g Enterprise products.

- **Security Layer** - Security services that control authentication of users and their access to information are managed by the Oracle Identity and Access Management products.

The solution primarily uses Oracle products, which reduces integration complexity and virtually eliminates cross vendor problem diagnosis and resolution management. APSP can also support other vendor products, if desired.

**APSP Architecture**

As highlighted within Figure 5 - 43, the APSP architecture provides a shared services layer which sits between browser based applications (ACSSP, ABMS, and future DCF applications) and the underlying COTS products that provide the ACCESS Florida Replacement System with its core capabilities. Some of these core capabilities include BRM, BPM, forms management, identity and access management, address normalization and database management functionality.
Figure 5 - 43. APSP is a turn-key, pre-packaged SOA that includes everything required to stand up a full, 100% MITA-aligned SOA platform

The capabilities provided by the underlying COTS products are accessed by the portal applications via the APSP shared services layer. COTS products are plugged into the APSP architecture using product specific adaptors, which provide the ability to integrate out-of-the-box with industry leading products from Oracle, IBM, Informatica, Adobe and others.

The pre-packaged architecture is specifically designed to help the Department meet federal deadlines and comply with strict technical requirements, while creating a flexible, standardized development platform capable of hosting all current and future DCF applications. As highlighted within Table 5 - 14, the APSP architecture provides DCF with a significant list of benefits.

<table>
<thead>
<tr>
<th>Feature</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSP includes a pre-built, pre-tested, shared services layer that provides out of the box integration with industry leading, third party COTS products.</td>
<td>• The pre-packaged architecture helps jump start application development, which cuts project timelines and helps you meet aggressive federal deadlines.</td>
</tr>
<tr>
<td>The APSP pre-built, shared services layer, application frameworks and product specific adaptors are combined to create a pre-packaged,</td>
<td>• Shared services included in the architecture currently operate in large volume production environments ensuring reality-tested quality.</td>
</tr>
<tr>
<td></td>
<td>• The APSP product specific adapters and shared services layer, allows for easy replacement of third party COTS products, without having to recode DCF applications.</td>
</tr>
<tr>
<td></td>
<td>• APSP provides built-in compliance with CMS Seven Conditions &amp; Standards, MITA and HIPAA Security Rules.</td>
</tr>
</tbody>
</table>
Table 5 - 14. APSP features provide benefits that mitigate risk and provide compliance with CMS seven standards.

4.2.7.3.2 Technical Architecture

As discussed within section 4.2.7.1, our solution is MITA aligned and CMS approved. As required by the CMS seven standards and conditions "modularity" condition, APSP employs a layered and modularized approach to implementing the ACCES Florida Replacement System architecture. This approach cleanly separates the system's presentation layer, shared services layer and the underlying COTS products. This allows DCF to maximize interoperability with other state systems and reduce ACCESS Florida Replacement system infrastructure maintenance costs.

The APSP architecture allows DCF to integrate third party COTS products which provide the ACCESS Florida Replacement system with industry leading functionality. As required by the CMS "leverage" condition, the functionality of the underlying COTS products are accessed via a shared services layer. APSP's shared services layer includes a host of pre-built technical services, business services and integration services. This design helps reduce project timelines and maintain compliance with required federal standards without the risk of vendor lock-in. APSP shared services are discussed in greater detail in the following sections.

APSP Technical Services

As depicted within Figure 5 - 44, APSP includes an extensive set of pre-built, technical services which provide the DCF applications with a vendor agnostic set of architectural APIs that are used to access the underlying COTS functionality. Specific APSP technical services include a Rules Service, Process Invocation Service, Human Task Service, Correspondence Service, Forms Service, Content Management Service, Report Service, Authentication Service, Authorization Service, Audit Service, MCI Service and Data Services. The Data Services enable interfaces to Data Warehousing solutions via third-party COTS reporting tools.

APSP technical services are accessed via web services based APIs and by native invocation. Where web services based invocations are made, the message based interactions are passed through the ACCESS Florida Replacement system's enterprise service bus. For high volume, low latency interactions, e.g. database transactions, native APIs are used and the ESB is bypassed.

![Figure 5 - 44. APSP includes over 50 pre-built technical services that are used by DCF applications to access the underlying COTS functionality.](3 FL_FIES-12.0073c)
As future programs and requirements change, existing COTS products may no longer support the needs of DCF and require replacement. When a COTS product is replaced, non-SOA solutions require reprogramming applications that utilize that product, typically resulting in service delays, missed deadlines and increased costs.

APSP eliminates these potential delays and increased costs because user applications, including the ACSSP and ABMS portal, access the shared services layer through a vendor agnostic set of architectural APIs. If an underlying COTS product is no longer technically current or fails to provide the required features, DCF can replace the product without having to re-code the applications that rely on that product.

In addition to the architectural APIs, APSP ships with a host of pre-built utility services and application frameworks that provide current and future DCF portals with a common set of application features. Examples of these utility services and frameworks include batch processing, exception handling, audit logging, effective dating, calendar management, transaction management, help services, encryption, decryption, presentation services and enterprise search capabilities.

By incorporating best of class algorithms and industry leading frameworks harvested from thousands of successful SOA implementations into our product, APSP enforces a common, standardized development approach throughout all DCF applications when invoking common architectural features. As a result, your applications will be both faster to develop and easier to maintain.

**APSP Business Services**

In addition to the over 50 pre-built technical services provided by APSP, our solution contains a host of pre-built business services designed to provide DCF portal applications with flexible, proven, and robust business functionality. As depicted in Figure 5 - 45, these business services consist of core eligibility functionality such as self-assessment, application intake, person search, eligibility determination, notification, fiscal processing, case review, dashboard and reporting, and hearings and appeals.

![Figure 5 - 45. APSP includes out of the box services that provide the ACCESS Florida Replacement system's portal applications with flexible, proven and robust business functionality.](3FLRIES-12.0073d)

APSP business services are application specific and are deployed alongside the ACSSP and ABMS portal applications as a set of Java libraries. In those instances where services are shared by both applications, e.g. the Determine Eligibility Service and the MCI Search Service, the containing library can be deployed alongside the dependent application and the shared service can be accessed via its Java based API.

Additionally, as required by the design, the service can be deployed as a web service and accessed via its web services based API. The inherent flexibility offered by our solution means that regardless of how each service is deployed, all business services have full access to the set of pre-built technical services through the APSP shared services infrastructure.

**APSP Integration Services**

In addition to the pre-built technical and business services, APSP provides the ACCESS Florida Replacement system with a robust integration solution. Figure 5 - 46 shows how the underlying SOA
infrastructure is leveraged to provide web services based integration with external systems, including KidCare, FFF, IBRS and other external systems.

APSP will also provide out-of-the-box integration with the Federal Data Hub - once CMS finalizes the specifics of that particular interface. The APSP integration services will utilize web services based APIs exposed by the external systems, where available, to perform the integration. For high volume, low latency interactions, e.g. database transactions, native API's are used and the ESB is bypassed, other messages will be passed through the solution's ESB.

Figure 5 - 46. APSP provides the ACCESS Florida Replacement system with a robust, web services based integration solution.

For web services based interactions, the ESB provides the APSP integration services with both "service mediation" and "service virtualization" features. The ESB's service mediation features provide the APSP integration services with the ability to validate and transform messages to and from standard formats, including NIEM and HL7. The ESB's service virtualization feature also provides the ability to upgrade and/or replace the APSP integration services without breaking the communication to external DCF systems.

**Third Party COTS Products**

Our solution incorporates industry leading, COTS products which will provide the Florida ACCESS Replacement System with a suite of core capabilities. Some of these capabilities, illustrated within Figure 5 - 47, consist of BRM, BPM, document management and security.

The APSP shared services layer and product specific adapters provide for a clean separation between the DCF portal applications and the underlying COTS products. This separation allows for easy customizations to the underlying COTS products without compromising the architecture or maintenance of the underlying products.

APSP currently includes over 50 product specific adaptors that translate DCF application requests into the product specific API's. As support for new products is added in a release, corresponding adaptors are also provided. In this way APSP allows you to mitigate the risk of vendor lock-in when deploying best-of-breed COTS products on top of a SOA based solution.
**Figure 5 - 47. Our solution incorporates best of class, COTS products which will provide the ACCESS Florida Replacement system with a suite of configurable, core capabilities**

The product adapters included with APSP are capable of providing out-of-the-box integration with COTS products from Oracle, IBM, Adobe, Informatica and others. Because the DCF portal applications access these products using vendor agnostic architectural API's, future products can be substituted without having to re-program dependent applications.

In the sections that follow, we highlight four third-party products that provide the ACCESS Florida Replacement system with key pieces of functionality, namely business rules management, business process management, document management and contact center functionality.

**Business Rules Management (BRM)**

While APSP supports the ability to integrate with several different BRM systems, after careful consideration we have proposed the industry leading Oracle Policy Automation (OPA) tool for the project. By centralizing rules within OPA and sharing rules across all DCF applications, the Department can eliminate maintaining eligibility rules in multiple systems.

OPA is built from the ground up to rapidly harvest rules from policy, legislation and regulations. OPA will allow the Department to effectively manage policies by transforming these sources into executable and maintainable business rules using the familiar Microsoft Word and Excel formats. As policy and rules change, those changes can be made without incurring costly development cycles.

Our proposed solution combines the flexibility of a vendor agnostic, shared business rules service layer with the following OPA BRM features:

- Provides, as shown in Figure 5 - 48, the ability to empower Department business users with unique natural-language authoring capabilities, allowing non-technical users to manage policy, legislation and regulation change using familiar natural language constructs provided by Microsoft Word and Excel in accordance with NIEM standards.

- Achieves consistency across multiple channels (web self-service, call center, back office, and financials based operations) using guided questionnaire experiences to generate advice to citizens and communicate it automatically via the ACSSP portal.

- Provides detailed decision reporting to understand how determinations are made, including retroactive entitlement calculations.

- Allows users to assess the impact of policy changes by enabling what-if analysis of proposed amendments, policies and other legislative mandates.
Policy-driven rule sets exist to help the Department worker make proper and informed real-time eligibility determinations during the intake and data collection phase. Regulatory changes, process improvements, and improved business intelligence capabilities drive the need to rapidly adjust eligibility rules and their corresponding outputs. The business rules capability provided by our solution provides a flexible mechanism by which eligibility rules can be managed, configured, and ultimately changed.

**Business Process Management (BPM)**

After researching the Department's workflow requirements and comparing them to available tools and our recent client experience, we propose Oracle’s BPM Suite as our solution's workflow tool. Oracle BPM is easy to use, supports multiple service delivery models, and has rules-based automation. With these features, Oracle BPM can effectively support the Department's eligibility processes. As one of several BPM tools supported by our APSP architecture, its use is integrated into the APSP product suite and made available to DCF applications via the shared APSP workflow service.

Oracle’s BPM Suite is an integrated workflow solution for creating, executing and optimizing business processes which enables collaboration between business and IT through specialized modeling and design tools. Oracle BPM includes a highly flexible workflow modeling tool, illustrated in Figure 5 - 49, which supports BPMN 2.0 and can be managed and maintained by non-technical staff. Whether the process is a legislative mandate or integration with an external system, Oracle BPM Suite offers the flexibility that your business users need and the power required to manage and execute your complex processes.

Out-of-the-box, ABMS provides a set of 14 pre-built BPM workflows to use as a starting point for the Department. These models, delivered in the baseline application as BPMN 2.0 workflows, are flexible and configurable. In addition to the sample Determine Eligibility workflow depicted in Figure 5 - 49, we include workflows to automatically manage case assignment and case transfer functions. Individual cases and/or entire workloads can be easily and efficiently managed within the system.
Figure 5 - 49. Our Determine Eligibility process is powered by the Oracle BPM configurable workflow engine that uses Human Task services to notify staff of required actions.

Oracle BPM supports sophisticated routing and approval functions which can be associated with business specific events or triggers. As an example, the pre-built "Automatic Application" workflow, included with our solution, is triggered when a client submits an application within ACSSP. The application data is then made available to staff within ABMS and becomes part of the Department’s virtual caseload.

**Document Management**

We propose to use the Image API iCapSure Suite to provide document management capabilities for the ACCESS Florida Replacement System. Our solution provides complete integration between APSP, ABMS and the iCapSure solution. The iCenter iCapSure Module enables a multitude of behind-the-scenes capabilities that expedite scanning speeds, ensure image quality, and automate index data capture, speed, and accuracy. Once a document is scanned, it is available for viewing through the Document Control tab in the ABMS, or the Distributed Documents page from within a case. The list of scanned documents can be searched using various parameters and then viewed through ABMS.

**iCenter Modules**

**Capture Module** - iCenter Production Modules are driven by the Capture Module. This module was designed for large scale conversions, with a wide range of document types, using all types of scanning equipment. Large scale projects for the conversion of hard copy, microfilm, large format drawings, books, continuous form documents, and delicate archival material all benefit from using the Capture Module. The module records scan operator, date and time, batch, location, client, document description, and ANSI target all to make sure that the conversion effort meets the requirements for the legal scanning of documents.

**File Tracking Module** - Chain of Custody is an important concept in any good document management system. The File Tracking Module provides complete tracking of files through every step of the conversion process: Tracking begins at pickup and files can be packed based on a predetermined list, or as an entire population. An inventory, including exceptions and deficiencies, is created to begin the file
tracking process. The files are tracked through production and reports show file status during each stage. Images are output to iCenter or another ECM, and hardcopy is generally stored off site or shredded.

**Production Center** - The Production Center Module manages the overall conversion effort. The File Tracking Module is tightly integrated to Production Center so, there is a direct relation between the files being converted, staff assignments, and productivity. This HIPAA compliant module is critical for legally sensitive documents that require chain of custody reporting.

Production Center has broad reporting capabilities to track the progress of each file, as well as quality and productivity. Automated reports provide a detailed record of the conversion effort.

**Image Perfect Module** - iCenter’s Image Perfect module reduces background, despeckles and deskews, straightens lines, removes borders, and eliminates blank pages. This makes images more readable on the screen and reduces file size.

**Quality Control Module** - The Quality Control Module is the only QC application that implements the ANSI standards for image quality control out of the box, making sure images are both readable and legal. The application provides ANSI’s “normal” setting for random image sampling as a minimum; and QC technicians may perform “enhanced” quality checks for up to a 100% image and index inspection. It also has remote capabilities to allow auditors to review image quality without leaving their offices.

**Data Extraction** - iCenter Data Extraction provides a number of methods to capture data from forms, external databases, documents, emails, and web forms. In addition, the iCenter Capture function can be integrated with data extraction modules such as OCR, barcodes, data entry, and forms recognition.

**Barcode** - The Barcode module reads document separator sheets and barcodes on hardcopy faster than any product on the market. This function improves scan speeds and increased accuracy for document categories and identification. The module supports a wide range of barcode types, and can use unique identifiers to tie documents to new or legacy systems.

**Optical Character Recognition** - OCR is a module that can extract printed text with remarkable accuracy. It can create free form text from correspondence, or fielded data from forms and reports. By coupling the data with a workflow engine, transactions can be routed based on extracted data or the presence or absence of information. This module also manages mark sense forms and can check for signatures, dates and the completeness of handwritten forms.

**iBroker Forms Recognition** - This new module recognizes forms, data on forms, blank pages, and specific form pages with stunning accuracy which eliminates expensive manual culling or sorting for messy files. Forms and files are presented in iCenter or any ECM system, properly identified and in the correct order. Highly sensitive documents may be automatically culled or restricted, so that legal compliance is maintained.

**iCenter Indexing** - iCenter Indexing is a data entry application that provides fully functional keyboard entry of all imaging functions without the time consuming use of a mouse. The application is a fast start product to quickly index images and validate existing data. Indexing may be first or dual pass verification, or tied to an existing database via data files, direct connect, or web services. iCenter Indexing Remote allows secure indexing to take place at multiple locations without sacrificing performance.

A measureable advantage of iCenter is the ability to use the scanning module without the costs and management difficulties of licenses that require annual production based fees. iCenter iCapSure eliminates the need to use software and scanners with high pay-per scan costs and cumbersome user licenses secured by equipment keys. One enterprise-wide iCenter iCapSure license will cover all scanning workstations. iCenter iCapSure scanned documents are preconfigured to scan to open file formats such as TIFF and PDF, or load to a wide range of proprietary ECM systems.
Once documents are captured, iCenter iCapSure provides easy-to-configure options for indexing individual or the “batch” of documents. Users can key index information manually while viewing the information on the digital documents themselves; or iCenter iCapSure can utilize our automated index populating model by extracting required index information from ABMS, ACSSP or various pre-existing databases. A third option is applying OCR, MCR, and other digital recognition capture technology to documents to facilitate our Global search capability.

**Fax Server** - We are proposing to reuse the PatLive / CenturyLink hosted fax service and integrate it to iCenter iCapSure. We anticipate the current fax volume may be reduced when the ACCESS Florida Replacement System is implemented. Because of HIPAA considerations, the fax server should not be used to receive sensitive documents. We have not included new technology to replace the current fax server service.

**Document Conversion** - iClImageAPI will perform the migration of existing document in electronic format to the iCenter Repository. Available meta data will be migrated. is able to perform a smart automated indexing for select document types or clients where there is value in retrieving OCR content from the legacy documents.

**Contact Center**

Accenture recognizes the critical role the Call Center plays in overall service delivery for the Florida ACCESS Replacement System. The Contact Center provides important eligibility program self-service and customer assistance and is the most visible aspects of the system to many Floridians.

Our proposal is to replace the current hosted call center service with a multi-channel contact center solution based on Cisco Universal Contact Center Enterprise (UCC), Nuance Vocalizer, and NICE Workforce Management software. The technology that we propose is a VoIP solution that can scale to support the eligibility processing volumes of a large state.

Accenture implemented the Cisco UCC product as a foundation for large state eligibility contact center processing for the California C-IV system and State of Texas Integrated Eligibility system. We have found the solution to be suitable for a large state enterprises that have multiple contact center locations and require flexibility to process contacts originating from a range of channels including IVR, voice, chat, email and paper mail.

**Consideration of Existing Hosted Call Center Service**

We understand that DCF is currently using a hosted call center service provided by PatLive and CenturyLink and that there is an active project to make improvements in the hosted system. The current hosted model provides appealing flexibility to scale up or down, reduces internal operations and support staffing challenges and offers reasonable usage based pricing. However, when factoring in the benefits of Federal matching...
funds, our financial analysis leads us to recommend making the capital investments to implement a modernized multi-channel contact center platform.

Using the call volumes, call statistics and call center worker volumes provided in the ITN and the hosted call center service pricing schedule, the total costs for the contact center service would be over $17M for 60 months. A portion of this cost relates to network transport costs which DCF has asked not be included. The remaining technology cost would be considered an operational cost reimbursed at the 50% match rate. This analysis assumes callers experience no hold times which also incur per minute charges. If average hold times were 20 minutes, the hosted service cost would triple the calculated cost. The cost of new call center technology including hardware, software, services and maintenance with the 90% federal match is significantly less than this cost. Technology costs for a new multi-channel call center system would not increase significantly if transaction volumes or call times increase.

The ABMS and ACSSP products can work with the proposed multi-channel contact center or the PatLive / CenturyLink service. Section 4.2.7.5 Solution Innovations provides a more detailed discussion on the option of using of the current hosted call center solution. For an apples to apples comparison with our solution, we would expect the state would validate that any vendor that proposed the hosted solution had not excluded the hosted service costs because they are considered operational costs and there was a sufficient "true up " to reflect the opportunity cost of not being able to receive the 90% capital cost match.

**Call Center Solution Overview**

Our proposed solution components and integration points are provided within the APSP environment, along with the build-out of the agreed appropriate web services to conduct transactional IVR applications, provide Computer Telephony Integration (CTI) screen pops to the desktop through an integrated agent desktop softphone, and to provide multi-channel routing and reporting for operational and business purposes.

We will use the Accenture Customer Care Interaction Framework, tailored to the needs of DCF, and the specific customer service channels and functions to interact with the customer base. Our solution, depicted in Figure 5 - 50, provides a consistent routing engine to treat multiple types of inbound and outbound contacts with common reporting, monitoring, and agent scheduling capabilities across each channel. We deliver communications and telephony functions through a Cisco Contact Routing solution, while ABMS provides the user interface for customer service reps.

The Call Center platform for DCF will provide the following functions as part of the implementation:

**Telephony Services** - provided through a combination of Communications Network Services that allows 24/7 inbound and outbound calls through toll free services into the data center. Once calls reach the data center, they are delivered to customer service and back office staff through the Cisco Unified Communications Manager Internet Protocol (IP) Private Branch Exchange (PBX) platform. This solution leverages Voice Gateways to ingress calls from the Public Switched Telephone Network (PSTN), and queues calls centrally on a voice gateway for IVR Menuing and Self Service treatment prior to servicing by an agent. Each agent, supervisor, and back office work location is equipped with a Cisco IP Telephone that provides inbound and outbound dialing capabilities along with a full set of common telephony and Voicemail features, including the ability to transfer calls outside of the DCF telephony solution.
Figure 5 - 50. Accenture’s Customer Care Interaction Solution Framework provides DCF with a consistent delivery approach for the call center.

**Interactive Voice Response** - provided through the Cisco Customer Voice Portal (CVP) Solution. CVP provides menu-driven interactions with customers and is used to identify caller intent, provide self-service options, basic messaging and information, and route to the appropriate call center agent based on caller entered information. The solution provides support for the ability to look up, in real-time, information in the ABMS database and use that information to route both inbound and outbound calls. The IVR platform would provide self-service functionality for the following:

- Benefits information and eligibility status
- Application status
- Requesting previously mailed forms
- Status of application and documentation
- Information about scheduled appointments
- Transfer to service center agent
The IVR enables customers to interact with the IVR in the language(s) of their choice, among the three languages defined in the ITN – English, Spanish and Creole. CVP uses advanced a Nuance-based Text-to-Speech (TTS) engine to support a natural language interactive customer experience. For both English and Spanish TTS, we provide ports to automate speech prompts to the IVR call flow. Using this functionality, we configure the IVR solution to recognize ABMS database query results and speak person and organization names, telephone numbers, dates and times, and dollars and cents amounts back to the customer. For Creole, we would start with recorded prompts that would be loaded as .wav voice files into the IVR call flows.

While Nuance offers an Automatic Speech Recognition (ASR) capability, our experience has been that the customer experience is not improved and often negatively impacted by the introduction of speech recognition. Factors like background noise, caller dialects, and inflection differences hinder the technology. Because of these issues, our proposal does not include the use of Nuance ASR engine.

**Multi-channel Interaction Routing capabilities** - The Cisco UCC solution platform provides intelligent skills-based, interaction routing across multiple channels and complies with the request to provide Inbound and Outbound Voice, Web Chat, and Email capability.

**Courtesy Callback** - Callers in queue would be provided an option to request a callback when an agent becomes available, instead of waiting in the queue. This would help reduce the number of lines and IVR ports required, and provide increased customer satisfaction as they spend less time on-hold.

**Multi-channel Integrated Reporting** - Cisco Unified Intelligence Center provides a reporting platform that we customize for each operator skill group. This provides real-time and historical views into caller trends, agent performance, agent staffing requirements, and agent effectiveness. Reports are preconfigured and are targeted at maximizing agent efficiencies through call handle time improvements, resolution rates, and accurate volume forecasting. We also propose creating an agent real-time dashboard to provide the agent with statistical information such as calls handled, calls in queue, average handle time, and call resolution rates. IVR specific reports include calls processed, calls resolved, calls abandoned, frequency of selected options, and call exit points within the IVR menu. This component also provides the DCF with operational reports consisting of: abandonment rate; calls to voice mail; voice mail calls returned, average speed of answer; and on hold time.

**Monitoring and Operations** - NICE Perform Quality Management Suite provides call recording and quality management for agent interactions. The solution provides the ability to remotely monitor agent desktops and calls on a real time basis. It also provides agent access to Recording-on-Demand to record abusive or threatening calls. The solution integrates into the Cisco call routing engine to apply tags to calls; which enables efficient search and retrieval of an agent interaction. The search and retrieval functions provide the ability to identify calls stored, whether locally on a server, in Storage Area Network (SAN) storage, or in tape storage. The solution is sized to support your requirements...
Workforce Management - The IEX Workforce Management Solution provides call center staffing forecasting and planning based on historical call volume. The workforce management tool would assist DCF with the following:

- Forecasting and Staff Planning
- Consistent planning and forecasting processes and tools
- Consistent forecast look-back and update processes
- Access to cost-to-serve data to allow for informed staff planning
- Staff planning at 30-minute intervals
- Scheduling staff to demand
- Providing current schedules
- Logical scheduling with call flow alignment
- Consistent schedule look-back and update processes (Coverage)
- Intraday management for common approach to alert/trend management
- Coverage management

Call Center Agent Interface - The CRM component of our proposed solution is embedded within ABMS, providing a single source of customer data, call history, case status, and workflow options. This provides Call Center agents with a single application for processing customer requests, responding to customer questions, and providing documentation for each interaction. The CRM capabilities provide typical call tracking mechanisms for contact history, average call time, time to resolution and case status. Housed in ABMS, this data is leveraged to process customer enrollments, ongoing requests, and assignment of health plans and benefits.

With our solution, customer service agents have a single tool to leverage for case processing and CRM purposes, and a single interface for CTI screen pops and reporting data. This provides the agents with a unified agent desktop solution at the onset of the program to maximize agent desktop efficiencies and decrease call handle time. Figure 5-51 shows an example of the Case Summary screen a service agent would use.

Figure 5 - 51. Our solution provides summary screens that provide service agents powerful tools to increase productivity, reduce operating costs, and improve user satisfaction.
Figure 5 - 52. Redundancy and failover capabilities improve the client and worker call center experience.

The solution can be hosted within two separate, physically secure data center facilities – the Primary Data Center and the Development Data Center. As depicted in Figure 5 - 52, the platform is fully redundant at the IVR, ACD and Call Processing layers, providing automated failover in the event of a network or data center facility failure. The solution is designed for high-availability. For example, within the call center solution, critical parts of the system are physically duplicated. Several of these components are either fault-tolerant and/or redundant across Primary and Development Data Centers.

**Security**

Our solution provides security capabilities and controls to protect the ACCESS Florida Replacement System and the information assets contained within the system. Our solution authenticates user and/or system access requests whether from users or another system. It also controls access of requests to system capabilities, services and data based on the requestor’s permissions, and provides logging and audit information of system activities.

The APSP architecture utilizes SOA processing approaches that are different from traditional legacy system security considerations. The heart of ACCESS Florida Replacement system is the web services that process requests and transactions. Our solution anticipates that access to services and information might not always be through the user interfaces provided with the ACSSP and ABMS applications. External systems, e.g., from a provider, may also want to leverage processing services or access data. The APSP architecture enables DCF to protect its information as it leverages the power of the solution.

Because our solution utilizes many Oracle COTS products as shared components, we are using Oracle Identity Management (OIM) to control all provisioning events such as adding users or identifying any idle accounts. OIM will be used to ensure the attributes about the users are created correctly and from a centralized point so account administration can be completed easily.

Oracle Access Manager (OAM) will be used to control access to resources within the ACCESS Florida Replacement System. Every request from the internet, regardless of target, will be evaluated against a defined policy to allow or deny access. This will also enable single sign-on giving end users a positive and secure experience. Administrators or users who attempt to access resources requiring two factor
authentication (i.e., "something you have" and "something you know" authentication) will use OAM for access control to the targeted resources.

To enable access with third party applications not in direct control of the system, Oracle Identity Federation (OIF) will be used to authenticate external users once, and federate with another service.

4.2.7.3.3 Phased Production and Integration

Our approach to phase the solution into production is designed to minimize the risk of disruption or impact to service delivery during the implementation period. Our production implementation approach deploys our solution into production in three phases aligned to the required Federal deadlines.

- Phase 3 Portal Release (10/2013) - Provides incremental production self-service portal capability using ACSSP to support MAGI application submission.
- Phase 4A Architecture Release (12/2013) - Provides production architecture implementation of the APSP MITA-compliant architecture components, and COTS based architecture services that will be leveraged by workers and the ABMS application in subsequent implementations.
- Phase 4A/B Integrated Solution Release (2/2015) - Provides production capability for fully integrated multi-program eligibility system operations.

The new production solution capabilities of the ACCESS Florida Replacement System will co-exist with the ACCESS Florida System until the ACCESS Florida System capabilities are no longer used. For the Phase 3 Portal Release, we will work with DCF to implement the desired amount of integration between the new portal and the existing ACCESS Florida system self-service portal. For the Phase 4A Architecture Release, the new architecture capabilities will be implemented independent of the ACCESS Florida system. For the Phase 4A/B Integrated Solution Release, the new system will integrate with ACCESS Florida System during the pilot and phased implementation period.

From a technical perspective, the capabilities associated with each implementation phase of the ACCESS Florida Replacement System, will be introduced by:

- installing the new system capabilities in production,
- validating the production system performance and capacity prior to use,
- piloting the new production capabilities for a representative population of users,
- supporting the ACCESS Florida System and its users during the implementation period, and
- implementing the ACCESS Florida Replacement system incrementally for groups of remaining users until all users are using the new solution.

This production phase-in approach minimizes risk to the new ACCESS Florida Replacement System and to the existing ACCESS Florida System. Since the two systems will operate on different infrastructure, both applications can co-exist with minimal cross system dependencies. While the old and new capabilities coexist, our approach will leverage legacy integration formats so there is minimal impact on the existing ACCESS Florida System. Highlights of our approach for implementing and integrating the new system with the existing ACCESS Florida System follow.

Phase 3 Portal Release Implementation and Integration

We will work with DCF to implement new portal capabilities to support the processing of MAGI cases. The complete ACSSP could be implemented, however, we will work with DCF to decide if the entire solution should be implemented or if a hybrid of select new ACSSP capabilities should be integrated with the existing ACCESS portal. If a hybrid solution is implemented, we would expect the portal would
segment a complete set of functionality (e.g. new MAGI processing) so the new portal could processes a complete function.

The integration between the Phase 3 Portal Release and the Florida system will use the same integration and interface format. The new portal capabilities will format and interface through the ESB to the Florida system providing information in existing interface / information exchange structure. The new solution will operate on the new hardware and software hosted in the NSRC. This infrastructure is totally independent of the ACCESS Florida infrastructure so there should be minimal operational risk or coordination requirements. The biggest integration point of the Phase 3 Portal Release will be verifying that Florida system capacity can support increased transaction volume associated with MAGI support.

**Phase 4A Architecture Release Implementation and Integration**

The Phase 4A Architecture Release establishes significant capabilities of the MITA-compliant architecture; adding the APSP SOA and important COTS based architecture capabilities to the Phase 3 components. Implementing the architecture during this release in advance of the Phase 4A/B Integrated Release reduces risk to the overall statewide implementation schedule and provides flexibility to tune and improve as needed.

This release also implements tools such as Oracle Business Intelligence Enterprise Edition that can be used to perform ad hoc analysis of legacy Florida system data. The new architecture associated with the Release 4A Architecture Release will operate on the new hardware and software hosted in the NSRC. In conjunction with this release, Florida system users will start processing MAGI cases in the Florida system using information provided from the Phase 3 Portal Release.

**Phase 4A/B Integrated Release Implementation and Integration**

The Phase 4A/B Integrated Release is the culmination of DDI activities and delivers the full functionality of the ACCESS Florida Replacement System; providing all programs with integrated eligibility processing. As with other releases, the Phase 4 A/B Integrated release operates on dedicated infrastructure that is independent of the ACCESS Florida system. The Phase 4 A/B Integrated Release would include a multi-month pilot to verify the ACCESS Florida Replacement system is ready for rapid implementation. During the pilot, the full system functionality would be enabled in production. We would expect to train a super user or representative from each region so that any clients that migrate from a region that is on the new system to a region that is not using the new system can be supported by a worker using the new system.

In other states where we have used a regional implementation approach, such as North Carolina, after we complete the pilot period we add new users to the ACCESS Florida Replacement system until all users are using the new system. Some of the major integration points for this release include: reports, outbound interfaces, call center, and external systems. During the period of statewide rollout, we would work with DCF to define how the Florida System and ACCESS Florida Replacement System can be accessed so that production information in both systems remains integrated with clarity around system of record. We would anticipate using an integration approach during the roll-out period such that:

- Data for critical reports would be pulled from both systems and integrated into a single source for report generation
- Inbound interface file data would be split or duplicated for both systems to process
- Outbound interface data files from each system would be merged into a single outbound file by the new system
- External systems that request interface information would migrate to the ESB. The ESB would do a composite request against both systems during the roll-out period.
4.2.7.3.4 Functional Requirements as specified in the System Requirements Matrix

From a technical perspective, the solution we propose is a modernized layered solution built and deployed using a SOA. is a summary of the technology layers that are used to satisfy the functional requirements of the solution. The technology layers provide processing services that are discrete logical groupings. Isolating processing to the appropriate layer standardizes development, enhances security, enables reuse and simplifies maintenance.

![Diagram: Technical Solution Layers]

**Figure 5 - 53. Technical Solution Layers isolate processing to allow reuse and reduce maintenance.**

Technical features of the solution that work in an integrated fashion to satisfy functional requirements include:

- **Presentation Layer** - Our configurable presentation layer provides flexibility to customize the display of information and fields used for data collection. Because presentation layer technology only focuses on the user interface, the solution provides great flexibility to a wide range of user interface channels or introduce new channels without impacting processing logic.

- **Enterprise Service Bus** - Our technical solution uses an ESB to expose the services of our solution and as a manager of information exchange and data sharing with external interface systems.

- **Business Process Layer** - Our solution uses configurable BPM flows that manage the sequencing and completion progress for both system and human performed activities that need to be completed.

- **Services Layers** - Our solution provides uses discrete web services and APIs to perform functional business processing. These services allow functional logic to be developed and tested once and used by numerous requestors from within or external to the system.

- **Data Services Layer** - Our solution uses data access services to protect and manage access to data in the system. This is especially important because of the sensitive nature of information processed in delivering functional services.
- **Security Services** - Access to services and data are protected by security service that control authentication, authorization, logging and other required areas to help confirm only authorized users can access the services necessary to perform their functional role in the delivering services to clients.

- **Infrastructure Services** - Our solution is implemented on virtualized hardware and software providing redundancy and failover, flexibility to add capacity, and a migration path to migrate infrastructure between data centers or to a cloud based provider.

An example of how the layers of our technology solution work together to deliver system functionality is depicted in Figure 5 - 54. In this example, a client is seeking to determine his/her eligibility for benefits through the self-service portal. In this example the client has used the portal to enter information needed for eligibility determination.

**Figure 5 - 54. Technology Layers use in Portal Eligibility Determination**

**Vendor Comments in System Requirements Matrix**

We have carefully reviewed the functional requirements in the System Requirements Matrix. Our response is based on a review of each individual requirement and an assessment of the fit of our proposed solution to those requirements. We have provided a brief comment specific to each functional requirement, including those marked as "meets out-of-the-box," to describe how our solution meets each requirement. Our overall solution estimates are based on a bottom-up creation of an inventory of system artifacts that need to be developed or customized for each requirement. While limited by the ITN requirements to restrict our comment response to 3 sentences, we would be pleased to share with the Department the capabilities of our solution, how configuration easily enables functionality and how customizations can address Department-specific requirements.

All items marked as being in our core COTS product will be available for delivery and were created with our own development dollars. The comment area for “to be developed” COTS components indicate in which release of the software the component will be available.
Table 5 - 15 identifies the technologies used to address the functional requirements listed in the System Requirements Matrix.

**Technologies Used to Satisfy Functional Requirements**

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*Table 5 - 15. Our solution addresses the functional requirements specified in the System Requirements Matrix.*
4.2.7.3.5 Non-Functional Requirements as Specified in the System Requirements Matrix

Vendor Comments in System Requirements Matrix

As with the functional requirements, we have carefully reviewed the non-functional requirements in the System Requirements Matrix. Our overall response is based on the review of each individual requirement and an assessment of the fit of our proposed solution. For each non-functional requirement, we have provided a requirement specific vendor comment. For each non-functional requirement including those marked as meets out of the box, we have described how our solution meets the requirement. Our overall solution estimates are based on a bottom-up creation of an inventory of system artifacts that need to be developed or customized for each requirement. Table 5 - 16 provides highlights of the technologies used to satisfy the non-functional requirements in the ITN.

Technologies Used to Satisfy Non-Functional Requirements

<table>
<thead>
<tr>
<th>Non-Functional Area</th>
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<td>Oracle Exadata</td>
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<td>Document Management</td>
<td>iCenter</td>
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<tr>
<td>Infrastructure</td>
<td>Oracle SOA Suite, Oracle Exadata, Oracle Exalogic</td>
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<td>Interfaces</td>
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<td>Logging</td>
<td>Oracle Audit Vault</td>
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<td>Migration</td>
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<tr>
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<td>Security</td>
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<tr>
<td>Workflow</td>
<td>Oracle Business Process Manager, Oracle SOA Suite</td>
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</table>

Table 5 - 16. COTS Technologies are instrumental to satisfying non-functional requirements.

4.2.7.3.6 Reliability, Availability, and Disaster Recovery Capabilities

Our proposed solution implements the APSP architecture, enterprise-grade COTS software, and enterprise-grade hardware to provide a highly reliable, highly available, and disaster-recovery ready solution. The solution can provide continuity of services in the event of hardware failures, software failures or the loss of the primary data center.

We understand that millions of people depend on the systems that support DCFs’ programs and services to be reliable and highly available. Our solution provides reliability by leveraging the high availability
features of our solution. Reliability means having predictable performance, consistent behavior, and being able to respond to unexpected events in ways that either prevent or significantly reduce the potential for service disruption. Our solution achieves high levels of reliability by minimizing any single point of failure, providing redundant hardware and software components, utilizing clustering technologies and capitalizing on virtualization features. When properly configured, the automated failover and dynamic resource allocation capabilities in our solution can automatically adapt to situations that could degrade performance or impact processing.

As a backstop to automated system operations, we use monitoring capabilities to evaluate processing against monitoring threshold levels for a wide range of operational performance metrics. We configure monitoring thresholds at levels that would usually provide sufficient time for operations personnel to act if automated processing cannot be performed. This affords time for intervention before users are negatively impacted.

The same features that allow the APSP product suite to scale horizontally provide the foundation for a highly available ACCESS Florida Replacement System. Where possible, we distribute work horizontally across multiple virtual servers using load balancing or clustering to meet the high-availability goals of the Department. If a clustered or load balanced server fails, the other servers in the group take over the processing for the failed server. This helps to prevent the failure of a server from causing a system outage. Figure 5-55 illustrates how server redundancy at each architecture layer protects the system from outages and makes the ACCESS Florida Replacement System software fault tolerant.

Figure 5-55. Clustering of redundant servers automates recovery and allows continued operation if a specific server is not able to process.
As shown in Table 4, our solution provides high availability at each layer of the solution:

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<tr>
<th>Layer</th>
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<td>Presentation</td>
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<td>• Oracle Portal Clustering</td>
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<td>Business Services</td>
<td>• Oracle ESB Clustering</td>
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<td>• Oracle WebLogic Clustering</td>
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<tr>
<td>Database / Storage</td>
<td>• Oracle Real Application Clusters (RAC)</td>
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<tr>
<td></td>
<td>• Oracle ZFS SAN</td>
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</table>

*Table 5 - 17. Our solution provides high availability at each layer.*

No deployed hardware is ever completely safe from failure. We understand and expect hardware failures to occur. That knowledge and experience, coupled with our solution design, increases the fault tolerance levels by avoiding single points of failure. Our high availability design enables the ACCESS Florida Replacement System to be tolerant of component failures in the data center.

Figure 5 - 56 is an example where the blade servers and server chassis have internally redundant components and a wide range of operating system support and common management tools. These servers and the server chassis have two power supplies, multiple fans, multiple CPUs and multiple memory modules. In addition, they perform error checking and correcting on memory and caches.

The servers self-monitor and automatically decommission failed memory modules and CPUs, if necessary. When this occurs, our monitoring software provides notification to system administrator that there is a hardware issue. Our solution includes vendor maintenance agreements so that when issues do occur the problem can be quickly resolved and servers can quickly be brought back online.

In addition to the component-level safeguards that our design provides, the APSP architecture contains a robust error handling framework that traps run time errors. These errors include both expected errors, such as data validation errors, as well as unexpected errors such as the inability to connect to the database. When the system catches an error, the user receives a message displaying the unique error number and instructions on what to do next.

The unique error number allows Help Desk personnel to reference and investigate the error in the centralized error logs. Our monitoring solution allows operators to detect critical errors immediately and begin working on a resolution before users even begin calling the Help Desk. This helps both the reliability and availability offered with our solution.
We will work with DCF and the NSRC personnel to verify that our solution is able to handle the loss of a data center. Our solution can be configured to support a hot site, warm site or cold site disaster recovery strategy. In most states we support a “warm” off-site environment to serve as the Disaster Recovery (DR) instance. We utilize Oracle Active Data Guard to replicate database information in near real time to the DR database. Keeping a synchronized copy of the primary production database is an important part of timely recovery of services.

As per directions in the ITN Q&A, we have not proposed a DR hosting solution. Because the offerings of the DR hosting solution can vary widely, our solution also does not include DR environment hardware or software licenses.

We will work with DCF to create a Disaster Recovery Plan as required by the ITN. This plan includes the procedures needed to restore service at the Disaster Recovery site up in the case of a disaster. Tests of the Disaster Recovery Plan will prepare operations and maintenance and all stakeholders of the system to be able to follow the proper procedures to achieve timely recovery in the event of a disaster.

4.2.7.3.7 Proposed Approach and Strategy for Customizations to the COTS Products

Customizing APSP Products

The products used within the APSP product suite are themselves COTS products, including the APSP architecture, the ABMS application, and ACSSP portal application. New versions of the APSP product suite applications are planned to be released semi-annually, with patch versions being released more frequently.

The APSP applications were developed using Java Portlet technology and the model view controller (MVC) design pattern, which provides for a clean separation between the system’s presentation layer and the underlying implementation. This separation simplifies the effort to customize the ACCESS Florida Replacement System’s user interface (UI), including its look and feel and the ability to add and re-arrange portlets, all without having to modify the underlying code.

In those cases where APSP products are modified to support state specific requirements and those modifications necessitate custom programming, project specific code will be developed to link to the APSP code via well-defined application programmer interfaces (APIs). Standard Java deprecation procedures will be used to notify developers well in advance of pending API changes.

All project specific code will be developed separately from the base APSP product code and will be deployed in separate libraries alongside the APSP product suite libraries. As new versions of the APSP product suite are released, including patched releases, those upgrades can be easily applied without compromising project specific code or maintenance of the APSP product suite.

Customizing Third-Party Products

Our solution incorporates industry leading functionality from third-party COTS products. The underlying COTS products are plugged into the APSP architecture using product specific adaptors, which provide the ability to integrate out of the box with products from Oracle, IBM, Cisco, Adobe and others.

The DCF applications access functionality within the underlying COTS products via the APSP shared services layer. The features exposed by each product can be customized by modifying the product’s APSP adapter configuration file. APSP uses the Spring Framework and Spring configuration files to configure the Java based product adapters. The configuration files can be modified at deployment time without having to modify product code. When the product specific adapter is loaded by APSP and the Spring
container, it uses the file to interact with and configure the behavior of the underlying product, without compromising the architecture or maintenance of the COTS products.

Features of the underlying COTS products, which are not accessed directly via the APSP shared services layer, can be configured via each product's custom user interface (UI). As an example, the new system can be customized to a great extent by modifying the system's underlying business rules, workflows, forms and ad-hoc reports, all of which are managed in an external tool with its own UI.

Customizations to third party COTS products are made via these two methods exclusively. The binary code associated with each product remains untouched, which protects the Department's ability to maintain and upgrade the associated product.

### 4.2.7.3.8 Integration Strategy

Our integration strategy is designed to help meet the ITN requirements and achieve feasibility study outcomes. The strategy focuses on establishing the solution components that accelerate improved outcomes quickly, replacing current solution components with the new capabilities of the APSP enterprise architecture solution while longer elapsed time configuration and customizations, data conversion and field implementation activities occur.

In 4.2.6 Project Approach and Methodology we define our approach to the implementation of the Florida ACCESS Replacement System which consists of three phases: Phase 3 Portal Release, Phase 4A Architecture Release and Phase 4A/B Integrated Solution Release.

**Integration Strategy Highlights**

Our integration strategy is to replace system components and functionality in phases. Our strategy:

- Focuses on improving delivery outcomes and meeting Federal timelines
- Starts with client and advocate facing portal functionality
- Leverages the portal to improve the quality of data that will be converted from the legacy system
- Reduces risk by providing pilot and overlapping periods of operation with legacy system

**Phase 3 Portal Release Implementation**

The focus of the Phase 3 Portal Release is to deploy APSP and ACSSP. For the Phase 3 Portal Release, we would implement portal capabilities necessary to process MAGI cases:

- Implementing APSP and ACSSP to support MAGI processing and new architectural capabilities
- Conducting a pilot with a select group of workers and clients
- Using real workers and clients to validate usability
- Using the new Enterprise Service Bus (ESB) to allow replacement components to simulate old ACCESS interfaces until new functionality can be handled
- Structuring APSP and ACSSP provided information to match the format of the ACCESS portal interface to the legacy system for a brief period

We will ultimately replace the current ACCESS Florida System portal with ACSSP. ACSSP will become the single point of entry for all state eligibility programs. ACSSP will provide user friendly and easy navigation of screening, application, and real-time eligibility determination for Florida citizens.
Following the Phase 3 Portal Release, the legacy Florida system will continue to perform its current functionality and the Florida system data store will remain the system of record. Application and case data captured using the ACSSP will flow to the legacy system. The implementation of ACSSP will be transparent to legacy system users.

Table 5 - 18 shows major solution components implemented in the Phase 3 Portal Release and the associated benefits.

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<td>Document Management</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modernized Reusable Services (Address validation and geocoding)</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Identity &amp; Access Management (APSP Clients)</td>
<td>✓</td>
<td></td>
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</tr>
</tbody>
</table>

*Table 5 - 18. Benefits received from capabilities implemented in the Phase 3 Portal Release*

**Phase 4A Architecture Release Implementation**

The focus of the Phase 4A Architecture Release is the implementation of additional architecture capabilities and further support for MAGI rule processing to execute MAGI determinations. In the Phase 4A Architecture Release, integration of APSP components with the legacy system includes:

- We would use the ESB to provide integration platform so legacy formats can be used with legacy system for integration with APSP components
- We would establish the Oracle Business Intelligence platform for ad-hoc reporting and analytics.
- We would implement high benefit capabilities in the legacy system as capacity in Operations and Maintenance team allows (for example, if improved address validation service is available we won’t wait for the Phase 4A/B Integrated Solution Release to implement for workers)

Table 5 - 19 shows major solution components implemented in the Phase 4A Architecture Release and the associated benefits. Phase 4A provides for field operationalization through the enabling of MAGI processing.
### Phase 4A/B Integrated Solution Release Implementation

In the Phase 4A/B Integrated Solution Release, the team would implement ABMS to provide eligibility and case management processing for Medicaid and all other in scope programs. The integration between the legacy Florida system and external interfaces would be replaced with integration to ABMS. ABMS would perform integration with external interfaces starting with the pilot implementation period. In the Phase 4A/B Integrated Solution Release, we would:

- Add clients and worker groups incrementally to ABMS and disable or set to read only access these groups in the Florida system
- Keep the legacy functionality operational until full rollout

With the Phase 4A/B Integrated Solution Release, ABMS becomes the single source of data for converted clients, providing all functionality, including notifications, case review, fiscal processing, reporting and hearings and appeals. We deploy and pilot the new call center, described in 4.2.7.3 Technical Description: Call Center Functionality, in this phase.

Table 5-20 shows major solution components implemented in the Phase 4A/B Integrated Solution Release and the associated benefits.

<table>
<thead>
<tr>
<th>Capabilities/Benefit</th>
<th>Improved data collection and validation services</th>
<th>Improved integration capabilities</th>
<th>Analytic insight identification</th>
<th>Field operationalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABMS</td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>ACSSP</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Call Center</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>BRM Engine</td>
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</tr>
<tr>
<td>BPM Engine</td>
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<td>✓</td>
<td></td>
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</tr>
<tr>
<td>Document Management</td>
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<td></td>
<td>✓</td>
</tr>
<tr>
<td>Modernized Reusable Services</td>
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<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>MAGI Rules</td>
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<td>✓</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>
### 4.2.7.3.9 External Interface Strategy

Our external interface strategy employs powerful integration capabilities that are enabled by APSP, the ESB, and our integration architecture assets. Our strategy to exchange information with external systems modernizes processing by creating real-time, event-based web services that exchange information using an XML-based standard information exchange model such as the National Information Exchange Model (NIEM). Our interface processing architecture creates configuration driven, secure, auditable and standards-based compliant interfaces with external systems. The key features of our external interface strategy include:

- **Real-time, event-based** - As a general principal we seek to implement external interfaces to support real time information exchange. Architecturally, we design and build interfaces to support real-time capability, even if, in the interim, an external interface currently supports only batch or asynchronous formats.

- **Configuration driven** - We use a configuration driven interface application architecture that standardizes processing, reduces development and testing, and provides flexibility to change processing easily as external interfaces evolve.

- **Secure and auditable** - Though not glamorous, the security and auditability capabilities of our integration architecture are a powerful enabler that reduces barriers to information exchange and accelerate implementation with new partners.

- **Information exchange standard compliant** - Our solution proposes to use NIEM as a common information exchange model. This approach is consistent with CMS Guidance for Exchange and Medicaid Information Technology (IT) Systems. Accenture has used NIEM to create strategic and tactical outcome improvements as part of eligibility modernization programs in New York City and North Carolina.

- **Legacy Format Transformation Support** - Our architecture supports transformation of requests or responses to legacy formats so legacy systems can use new services and interface capabilities with minimal impact to the legacy system. In the long run, we would expect legacy enterprise systems to migrate from proprietary interface formats to standards-based information exchanges.

### APSP External Interface Processing

The APSP solution uses an N-tier SOA and provides for a clean separation between the system's presentation layer, shared services layer and underlying COTS products. This will allow the Department...
to maximize interoperability with other state systems and reduce the costs associated with supporting the Florida ACCESS Replacement System's infrastructure.

As depicted within Figure 5 - 57, APSP provides the ACCESS Replacement System with a robust integration solution that is independent of business and technical services. The underlying SOA infrastructure provides web services based integration with other state agency, federal and other external systems as required. Additionally, APSP plans to provide out-of-the-box integration with the Federal Data Hub once CMS finalizes the specifics of that particular interface.

**Figure 5 - 57. APSP uses the Oracle Service Bus and APSP integration services to process and exchange information with external interface partners**

**Improved Outcomes Resulting from External Interfaces**

Reuse of eligibility services and information exchange with external information providers and consumers are differentiating capabilities of our solution which improve stakeholder outcomes from the ACCESS Replacement System. Specifically we anticipate our modernized external interface strategy and capabilities will:

- Reduce data entry by clients and workers
- Increase the quality of data
- Allow expanded reuse of verification information
• Provide tracking of the lifecycle of information
• Securely provide information to external systems and partners

Working with external interface partners

Our team understands the demands and constraints on the time of external interface partners. Our approach attempts to minimize the impact on legacy systems where there are established interface formats. For new interfaces we expect the external interface partner would make any needed system changes to support the new interface.

Advanced Integration Architecture Capabilities

Our ESB integration solution adds advanced architecture capabilities that extend the out of box features of the Oracle Service Bus. As illustrated in Figure 5 - 58, our solution offers forward thinking capabilities that provide flexibility to support multi-organization integration.

The Enterprise Service Bus extends the transformation and routing features of Enterprise ESB COTS products to simplify development and reduce the complexity of secure exchange of information across organizational boundaries.

Figure 5 - 58. Integration Architecture capabilities significantly reduce interface development and testing

Powerful features embedded and or enabled in our solution include:

• **Multiple Request and Response Channels** - requests to use services or exchange information with other organizations, departments, systems or programs can originate from many types of input channels. Responses can return to the requesting channel or to a different response channel.

• **Enterprise COTS** - Oracle Service Bus is the primary COTS product that provides the platform to transform message formats and communicate across technology platforms.

• **Generalized Common Flow** - We propose to use a Generalized Common Flow (GCF) that automates and standardizes the processing of information exchanges and service requests. The GCF reduces development, testing and implementation complexity and enforces enterprise architecture consistency.
• **Information Exchange Model** - We use NIEM as the common vocabulary since the majority of government information exchanges are expected to ultimately use this model. Use of a common information exchange model allows the ESB to control to specific content and process information as it passes through the ESB.

• **Security / Entitlement Services** - Policy based controls integrated with the ESB allow secure exchange of information and access to services. These capabilities authenticate requests, authorize access to requested services or data sources, and filter / mask response content. Using this architecture removes barriers to sharing information across organizations, systems, and programs and simplifies security provisioning.

• **Simulated Transaction Services** - Simulation tools, techniques, an a repository of populated content accelerate prototyping, development and testing of new services, new providers, new service versions, changes in provider information exchange formats or data values. Using simulated transaction content simplifies system prototyping, interface testing and training data development.

• **Aggregation Processing Services** - Aggregation processing patterns and integration techniques allow a single request to retrieve and integrate results from multiple services or information providers. For example, a single verification service request initiates lookup of information from many different data sources to be retrieved asynchronously.

• **Content Processing Services** - In addition to transforming information before it reaches the ESB, our architecture allows processing based upon information that flows through the ESB. There are many uses for content based processing including alerting, content authorization, content quality assessment, analytics integration, and meta data enhancement. One valuable use is to de-identify sensitive information so developers can safely use data originating from sensitive sources.

**Accenture Experience applying NIEM in human service modernization**

Accenture is a leader in using NIEM as a strategic enabler for human service modernization programs. As shown in Figure 5 - 59, NIEM includes a common language with tools and artifacts that can be used to modernize and an information exchange development process. Accenture has helped large organizations use NIEM to enable information exchange capabilities that have been blocked by security, technology, policy and political concern barriers. We understand that workers can be more effective in delivering services when they have a full understanding of a client's situation. Whether client information is stored in a human service, health, corrections or public safety system, having the complete picture helps workers make better decisions.

Using NIEM-based information exchanges is a powerful enabler to create an integrated 360 degree view of information about a client or provider that workers need. Accenture recognizes the strategic importance of NIEM as a capability enabler and has created and embedded new integration capabilities in our architecture solutions to increase information reuse and provide secure access to information. We have successfully demonstrated that NIEM helps workers inside and outside of the organization do their jobs better.
Accenture is an active contributor to the NIEM community. We have published IEPDs for many high volume human service transactions, including food stamp applications, Medicaid recertifications and a wide variety of case management interactions. We have also developed tools and processes to extend the NIEM canonical model to create client specific canonical models that contain elements for organization specific needs and for domains that are not fully defined.

Accenture's experience with NIEM goes back to the original efforts to promote sharing information when the effort was led by the Department of Justice and the Department of Homeland Security. As a key integrator on the eVisit system that tracked cross border movement of individuals, Accenture was instrumental in defining and implementing the standard for sharing security information. We have continued our participation in evolving the model, including our current work with the Office of the National Coordinator where we are using a NIEM based approach in defining use cases for health information exchange. Accenture's most significant contributions in promoting NIEM have been successful implementation of the NIEM for external interface processing for the most recently implemented large enterprise human service system modernization projects.

On the HHS-Connect project, Accenture and New York City integrated a portal, common client index, master data management system, federated document index, enterprise service bus and enterprise entitlement management system to create a solution that in real time accessed information in NIEM format about a client from over 15 different state or local departments. Information is retrieved and displayed dynamically so that as new data sources provide information the portal displays demographic data, related persons, services provided, service application information and documents related to the person without modification. The HHS-Connect system also handles the complex issue of security and access controls at the integration layer controlling access to information to the field level using policy applied based on characteristics of the requestor.

On the NC FAST project, Accenture and North Carolina created an ESB and information integration architecture that uses NIEM as the common information exchange model. All information exchanges through the solution are sent or converted to NIEM format so that NIEM-based information exchanges can be accepted or requested from both modernized and legacy systems. This solution created
configuration driven information exchanges and policy based authentication and authorization services that allow information exchange across system, agency, state and local, and public and private organizations. The use of NIEM as a common exchange model allowed content to be processed in innovative ways as it passed through the integration layer. For example, the results of an information exchange request could be filtered based on security policy avoiding the prohibitive and unmaintainable need for provisioning users across systems. The solution also provided a verification service that dynamically retrieved verification information about a client asynchronously based on a single request. In the first phase of the NC FAST case management system modernization, the solution was implemented for over 40 information exchanges supporting food stamps and common case management requirements.

4.2.7.3.10 Modification Assumptions

We propose to minimize modifications to the current ACCESS Florida System. During the design, development and implementation phases of the ACCESS Florida Replacement System project, workers will continue to rely on the ACCESS Florida system to deliver services. We propose to maintain the current systems, applying relevant system and security patches, validating processing capacity to support operations, and implementing critical mandatory maintenance changes (e.g., urgent policy changes or changes dictated by external system interface partners). Because changes to the current ACCESS Florida system will have a limited useful life, we will support DCF in minimizing expenditures that will become "throw away" following implementation of the Florida ACCESS Replacement System.

Some examples of the types of modifications that we assume will be needed are those that confirm:

- Person and case registrations are not duplicated in the current and new system
- Applications are not active simultaneously in both systems
- Duplicate payments are not being made to a person
- Conflicting correspondences do not originate from both the current and replacement system
- Critical federal reports accurately report the overall delivery system
- Interfaces function properly.

The ACCESS Florida Replacement System will provide many modernized capabilities starting with the Phase 3 Portal Release implementation. Consistent with our commitment to help achieve improved outcomes to DCF stakeholders, we will identify low risk, low effort modifications that will have a large positive impact on outcomes. As we identify modifications in this category, we will work with DCF to agree on a strategy to act on each opportunity or defer it. Since modifications can have distractive ripple impacts, we anticipate implementation of modifications that meet this criterion to be infrequent. However, we will not constrain benefits from the modernization program that can contribute to achieving goals of the feasibility study.

To support modifications to the current ACCESS Florida system, we assume DCF business analysts will continue to be available to participate as needed and existing communication and change management processes will be used to implement modifications to the ACCESS Florida System.

4.2.7.3.11 Scalability

Our proposed solution is designed to scale to meet DCF’s transaction levels. The APSP architecture, ABMS and ACSSP applications, and the hardware / system software platform each play an important role in making our solution highly scalable. As an integrated solution, our proposed ACCESS Florida Replacement System solution is designed to be responsive to user requests, complete processing within expected timeframes, and support workers providing eligibility services to stakeholders of the new system.
APSP Architecture is the Foundation for Scalable Performance

The APSP architecture enables our core applications and the supporting COTS products of our proposed solution to scale and allows the Department to process the transactions levels requested in the ITN. Our proposed solution architecture provides flexibility that will allow DCF to support the expected increase in enrollment in Medicaid, CHIP and other programs due to changes promoted by the Affordable Care Act (ACA), without changing application logic. Additionally, the APSP platform provides the Department with a solution that can adapt to future policy changes and which can be expanded to serve other critical health and human services programs.

Applications that Already Support Large State Processing

The software upon which the APSP Product Suite is based has successfully scaled to meet transactions levels that are as large as or larger than the anticipated Florida transaction levels.

The ABMS application software which evolved from the California C-IV system, as highlighted in Figure 5 - 60, has scaled by over 150% from its original implementation volumes. This system, upon which APSP and ABMS were based, serves approximately 2 million clients. Additionally, the system currently supports over 12,000 users in more than 200 locations and 200,000 service providers, employers, and other public and private sector organizations.

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Figure 5 - 60. APSP builds upon successful eligibility system solutions that have scaled to very large transaction volumes

ACSSP leverages Accenture’s experience in developing similar public portals for public organizations such as the ACCESS NYC portal. The ACCESS NYC web portal enables 1.5 million NYC residents to apply for 35 benefit programs across 15 agencies with the following transactional benchmarks:

- Demonstrated scalability with over 1.9 million visits to the ACCESS NYC homepage
- Over 335,000 accounts have been created for individuals applying for the 35 programs
- Over 35,000 pre-populated applications printed for potentially eligible citizens
- Over 250,000 forms have been downloaded for blank applications, instructions, and general program information

Highly Scalable Platform

The APSP architecture provides the Florida ACCESS Replacement System with a modular, loosely coupled and highly scalable platform. We have proposed a hardware and system software architecture that uses engineered systems from Oracle for middleware, database and storage processing.

We propose to use Oracle’s Exalogic Elastic Cloud Integrated Middleware Machine as the platform for application processing. Exalogic provides breakthrough performance, reliability, availability, scalability
and investment protection for a wide range of application workloads, including the middleware and packaged applications we have proposed. The Oracle Exalogic Elastic Cloud platform is engineered to provide up to a 10x performance gains for Java based applications and utilizes server virtualization to provide horizontal scalability to the system.

For database processing, we propose to use Oracle's Exadata Database Machine which provides extreme performance for both data warehousing and OLTP applications. The Exadata appliance is a complete package of servers, storage, networking, and software that is massively scalable, secure, and redundant.

At the heart of every Oracle Exadata Database Machine are Oracle Exadata Storage Servers, which combine smart storage software and industry-standard hardware to deliver the industry's highest database storage performance. To overcome the limitations of conventional storage, Oracle Exadata Storage Servers use a massively parallel architecture to dramatically increase data bandwidth between the database server and storage. Innovative technologies such as Exadata Smart Scan, Exadata Smart Flash Cache, and Hybrid Columnar Compression enable Exadata to deliver extreme performance for everything from data warehousing to online transaction processing to mixed workloads.

The Oracle Exalogic platform provides fast, reliable and scalable load balancing in addition to its InfiniBand networking which provides low latency, secure networking for critical applications. We have sized the proposed servers, database machines and storage devices to support the expected DCF transaction volumes. Oracle architects and engineers participated in reviewing requirements, sizing the solution, designing the solution layout, developing specific configuration specifications and reviewing the overall configuration to validate scalability.

Our solution utilizes server virtualization to improve the utilization of the system infrastructure by segmenting individual physical hosts into a configurable number of virtualized servers, which can be "spun up" or "torn down" as required. By horizontally scaling the system across virtual servers, in accordance with fluctuating user demand, performance can be effectively tuned and balanced against the cost of providing and maintaining excess system capacity. We will work closely with the Department to appropriately optimize the virtualized server environment such that it will accommodate expected transaction levels.

**Solution Based on Scalability Experience with Large State Eligibility Systems**

Our proposed project and technical management and technical team members have hands-on experience implementing, operating and maintaining the three major eligibility solutions that compete in the eligibility modernization market that are suitable for large states (APSP/ABMS/ACSSP, TIERS/Bridges Transfer, and Cúram). Their experience with implementations of the TIERS and Cúram solutions reinforce that the APSP/ABMS/ACSSP solution we are proposing to DCF is preferable from a scalability perspective.

While each of the major eligibility system options are architected to scale horizontally by adding hardware, our team member experience has been that operational and financial considerations limit how many servers a state would scale horizontally to support structural architecture and application inefficiencies. Our solution's ability to meet DCF transaction volumes is a differentiator that reduces the risk and time spent dealing with performance and capacity considerations; risks that could derail DCF from meeting federal required implementation timeframes.
4.2.7.3.12 Hardware Requirements

This section describes the hardware required for our proposed solution. For each type of hardware required, we provide the hardware specification, indicate whether the hardware is a COTS product, and identify the item quantity for type of hardware. All hardware products are COTS. Our solution does not use proprietary hardware.

See Attachment 1 (at the end of this tab) for a listing of the proposed hardware requirements.

4.2.7.3.13 Software Requirements

APSP empowers the Department by enabling the transition from a single, custom, vendor built solution to a model based on the MITA principles of flexible, open systems comprised of industry leading pre-packaged software. The APSP Product Suite and included third party COTS products are enterprise class, built to scale, designed for adaptability, and will allow the Department to configure system features and functions without requiring long and costly development cycles.

The remainder of this section describes the software required for our proposed solution. For each type of software required, we provide the name of the software, indicate whether the software is a COTS product, identify the type of license and provide the license quantity. In the product type field "OSS" indicates Open Source Software, COTS indicates Commercial off the Shelf Software. We have not proposed proprietary software.

See Attachment 2 (at the end of this tab) for a listing of the proposed software requirements.

4.2.7.4 Warranty, Maintenance and Operations

Approach to Operations and Maintenance

Following the multi-year, multi-phased implementation of the ACCESS Florida System Replacement project, the Operations and Maintenance phases of this project are critical to the Department of Children and Families’ (DCF) ability to meet its on-going service commitment to Florida citizens.

Providing core product support, answering user questions, and processing eligibility programs are essential to serving DCF’s applicants, recipients, partners, and other stakeholders.

We work with Department staff to provide ongoing operational oversight; and deliver management, functional, and technical support for Department-specific configurations of the APSP product suite.

Mike Jackman will lead the ACCESS Florida Replacement System Operations and Maintenance effort. Mike resides in Tallahassee and has worked with Florida’s Department of Management Services, Agency for Workforce Innovation, and the Department of Children and Families. He

Our experienced team provides an approach to Operations and Maintenance designed to lower risk and facilitate consistent support and transition of the ACCESS Florida System Replacement project

- Ranked #1 globally in providing Operations and Maintenance services for the last five years running
- Provide operations and maintenance support to more than 600 clients globally
- Maintenance & Operations of the largest integrated eligibility system in the country (California C-IV)
  - Unblemished record of CMS-mandated changes going in on time and on budget:
  - 99% of SLAs met consistently
- ACCESS Florida System Replacement project transition approach is similar to the State of Idaho, where the State was able to take over maintenance of the system within three months of going live
managed the operations of the MyFloridaMarketPlace application for more than four years. He has successfully managed blended teams that included client staff and subcontractors. Mike's strong technical background, experience with the Department, and managing teams on numerous projects will guide the O&M phase for the ACCESS replacement project.

We provide technical resources to maintain the application, and address technical problems following implementation of the solution. Our general systems development experience and our eligibility-specific experience indicate that successful operation arises from activities that begin long before cutover. Starting at project inception, we work with DCF to establish a robust foundation for ongoing operational support.

That foundation begins with the development, review and approval, and implementation of a mutually agreed upon Ongoing Operational Support Plan, which outlines day-to-day operations for the solution and required maintenance tasks for software and hardware components. In addition, the plan defines skills and responsibilities required to perform ongoing Operations and Maintenance for the system. The plan also outlines the Change Management approach to address modifications to the underlying COTS products.

Eligibility systems are complex and ever-changing, as policy and legislation are modified to add new programs or revise calculations. Once the system is in production, our team follows mutually agreed-upon processes to implement these changes. We typically categorize changes as either modifications or defects. Modifications are changes based on new or modified business requirements. Functionality that does not match approved system requirements or designs is typically called a defect.

Regardless of the type of change, our approach is based on following a thorough process that has been mutually agreed upon between the Department and Accenture. This process could include the following:

- **Initiation.** Any person involved in the project effort can initiate a change request. Change requests normally originate from an issue identified by users or project team members. A change request provides a description of the issue and specifies the reason(s) for a change. Reasons typically include discovering a problem, accommodating changing business processes, legislation or policy changes, or suggesting a general improvement.

- **Evaluation.** Each change request is reviewed for its impact to the systems and assigned to a business analyst for evaluation and recommendation for action. If the requested change has an impact on either contracted deliverables or the project plan, we perform an impact evaluation.

- **Review and Approval.** After the evaluation, the Change Control Board, consisting of members of project leadership from the Department and Accenture, approves or rejects the change request. For approved changes, we collaboratively agree upon a priority and schedule. Impacted parties are also notified of the decision.

- **Implementation and Verification.** When approved, the change request goes to a team lead for implementation. The team lead assigns work packages to the relevant teams or individuals, verifies that approved actions occur, and consequential effect(s) from the change are identified and controlled. Team leads verify that the necessary documentation summarizing actions taken to implement the approved change is created, and close the work request.

Implementing approved system changes requires careful analysis and planning. DCF benefits from our approach and solution because we start with well-documented requirements traceable from definition through design. This documentation, along with a modular architecture, the decoupling of business logic from business rules, reusable business objects and the use of code tables, result in faster changes because components can be updated independently. These factors also minimize impact a change could have on other components of the system.

Through collaboration with Department technical and program specialists, our team develops and then regularly deploys approved changes. The project team follows a Release Management approach aligned...
with ITIL concepts in deploying maintenance requests to production. This approach includes guiding principles or parameters for releases, release considerations and a documented release strategy.

In addition, the project team creates a Release Plan that documents critical information for the release such as objectives, entrance and exit criteria, a risk matrix, a work plan, impacted components, benefits realization, and a standard status report.

Before implementing system releases in Production, we test new or changed functionality to verify that it meets requirements. In addition, we verify that the new or changed functionality did not have unintended consequences on existing system functionality through regression testing. Upon successful completion of testing, we work with the Department staff to deploy the revised system components to Production.

**Warranty Support**

Accenture warrants the system for functionality included in each DDI phase for a period of 365 calendar days after the successful completion of that phase according to the agreed upon terms. We present proposed SLAs for the Warranty period in Section 4.2.7.2.20.

We would work with the Department to develop and define a Warranty Plan. Accenture would comply with the provisions for warranties set out in Section 4 of Exhibit C: Special Provisions of Attachment II: ACCESS Florida Operations and Maintenance Statement of Work of the ITN, as mutually agreed upon in the final contract. This plan outlines the roles, responsibilities, and tasks for each party. It defines a Defect Management process that details the defect identification process, defect correction and testing (including the testing of any warranty repair to verify that the correction is complete and appropriate), regression testing to avoid other defects created by the warranty repair, and required updates to documentation. Upon completion of the warranty period, Accenture also provides a warranty completion report.

**Skills, Training and Technology Needed for DCF Staff to Maintain the Solution**

We appreciate that the APSP Product Suite may be a new concept for the Department team members. For this reason, we invest time throughout the project to provide State and contractor project team members the skills required to fulfill their roles.

Other vendors tout that they stay with their clients for many years after implementation. We often have long-term arrangements with our clients as well, but are equally successful in building and transitioning systems to clients who wish to support project platforms and processes themselves. It is important for the Department to evaluate whether the system you select is readily maintainable by the Department staff. We collaborate with the Department to prepare you to be the owner-operator of the system once our contract period concludes.

We provide a high-level list of Operations and Maintenance Skill Sets needed for DCF staff to maintain the solution. Accenture validates, expands, and further details these during the development of the Knowledge/Skills Transfer Plan:

- Modify software to meet requirements
- Repair and reschedule incorrect or failed jobs or jobs run with incorrect data
- Repair issues due to system hardware or software failures
- Perform emergency requests
- Maintain databases, file systems, technical environment, including applying upgrades and making associated changes to the system
• Execute daily, weekly, and monthly job schedules
• Manage online transactions and system interfaces
• Maintain Production interfaces and data flows
• Perform system monitoring and troubleshooting and performance tuning procedures
• Generate reports

Our approach to developing the Knowledge/Skills Transfer Plan draws on our experience transitioning public service clients who have chosen to maintain their systems themselves. Our approach blends tested practices from our successful client transitions with a tailored training solution that seeks to meet the individual Department knowledge recipients’ needs. This approach ensures we transition effectively within the necessary timeframe. The plan executes the knowledge transfer process through each phase of the project life cycle.

We would start the Knowledge/Skills Transfer process for Department staff early in the project. The key components of the approach include:

• Define maintenance and support staff end-stage roles
• Conduct training needs assessment
• Develop knowledge/skill transfer plan and personal learning plan for each member of the maintenance and support staff
• Conduct knowledge transfer and skills assessment, until knowledge transfer is complete

As part of the skills assessment process, the recipients and sponsors work together to confirm the attainment of the required skills inventory, adjusting the training where necessary. The knowledge recipients measure their own progress on a predetermined schedule by taking skills assessment surveys and reporting the results to project management. Measuring their own progress, aided by input from the knowledge sponsors, and then reporting the results to the project management encourages the recipients to take ownership of their own learning process. The results of the skills assessments are an element to measure business readiness, with management escalating any trouble areas and adjusting the knowledge/skills transfer process to correct any problems.

Approach for Transfer to DCF

Knowledge and Skills Transfer

We work with the Department throughout the project lifecycle to build relationships and understanding that lead to an effective transfer of the ACCESS replacement system to the Department or its designee. Our Accenture team members take a collaborative approach to each engagement. Effective knowledge transfer can increase productivity, capability, and confidence among the project teams. Because we are regularly working with the Department, we would teach and share our knowledge on an informal, daily basis, while verifying along the way that your team gets the knowledge and skills needed to use the system.

One source of great pride for us is when our client leadership, after working with our combined team, says that they cannot tell whether a team member is from the client organization or Accenture. We are interested in getting the job done and enjoy working well together without worrying who gets the credit for the team’s success.

Our recent Idaho project is one example where we worked together very well. This project was the fastest human services transfer system implementation in the last 20 years and was on time and on budget. We
worked side-by-side in mixed teams and collaborated on every aspect of the design, development, and implementation.

Because of our cohesive teaming and a transition approach, similar to the one we have proposed for the ACCESS replacement project, the State of Idaho was able to take over maintenance of the system within three months of going live. Our Accenture team worked closely with designated State of Idaho staff so they were prepared to go live and knew how to maintain the system; which they have done very successfully. From Day 1 of Go Live, we delivered benefits accurately and on time. After the first cycle, the state was ready to take over maintenance with Accenture mentoring. Since taking over the system, Idaho has implemented monthly releases and enhancements, following the processes and methodology jointly developed during the 18-month implementation.

Due to the mixed team approach and regular blending of contractor resources and State personnel, it is imperative that our team members have the skills needed and teaming personality to assist in the effort ahead. The team members we have selected for your consideration are skilled in their respective areas, have experience of similar implementations and were hand-selected for their teaming attitude. The team will be led by Mike Jackman. He also led the Operations and Maintenance phase of MyFloridaMarketPlace, which achieved 94% Overall Customer Satisfaction in a recent survey. Mike will bring the same focus on quality to the ACCESS Florida Replacement Project.

**Operations and Maintenance Transition Plan**

We provide an Operations and Maintenance Transition Plan to document the approach and high-level tasks required to transfer operations of the ACCESS Florida System Replacement to the Department or another vendor at the end of the contract period. The Transition Plan describes the processes we use to turn over systems and services at contract end, and would be updated annually. Accenture provides assistance with the transition process of the ACCESS Florida System Replacement, and Operations and Maintenance beginning at least three months before the end of the contract period. The Transition Plan would include these sections:

- Introduction and purpose
- Approach to transition - turnover team roles and responsibilities
- The tasks and sub-tasks for the turnover
- A schedule for the turnover, including deliverables, milestones, tasks, and sub tasks
- Skill sets and training plan for the new entity staff (systems engineer, business analyst, etc.) who maintain the system
- ACCESS Florida System Replacement related production data, security profiles, program libraries, and documentation, including documentation update procedures
- Current electronic and paper copies of software requirements specification, requirements traceability matrix, functional design specification, technical design specification, unit test guidelines, tested release of application, test plan, test scenarios, and user and system maintenance documentation
- Pending work (work in process or not started), including programs, specification, testing, etc.
- Case files and records
- Project web site information and software / tools
- Hardware and software, including COTS products
- Detailed Transition Completion Report
Version Upgrades during Implementation

The Accenture implementation team manages the version updates for the APSP product suite and third-party products (such as Oracle and Adobe). Accenture Software releases new versions of the APSP product application semi-annually, with patch versions released more frequently.

Accenture Software provides product download support to the implementation team through the APSP Service Desk. With the software release, the implementation team provides a walkthrough of the latest features of the new release and reviews the deployment guide.

APSP Platform upgrades consist of deploying new versions of the architecture code which is deployed as sets of Java libraries. This typically requires some customized build scripts, which Accenture Software provides, to be run by the implementation team to deploy the new version. The APSP Public Assistance and APSP Public Portal applications also require custom build scripts and usually database scripts to deploy the new version of the code. Accenture Software performs all upgrades in our labs before shipping the code on-site to an ACCESS Florida System Replacement staging environment.

Oracle provides a full suite of upgrade tools, including analysis tools, “fix” and “patch” automated implementation tools. Oracle Enterprise Manager provides a single tool that can monitor and manage every Oracle software element in the ACCESS Florida System Replacement. We add Configuration Management Pack and Provisioning and Patching Pack to the Oracle Enterprise Manager to automate and manage upgrades.

Accenture brings the same focus on quality and schedule to the Operations and Maintenance phase of the ACCESS Florida Replacement System as it does to DDI, with a goal of enabling the DCF ability to meet its on-going service commitment to Florida citizens.

4.2.7.5 Solution Innovations

The ACCESS Florida Replacement System creates a flexible platform that can adapt to changing requirements and capitalize on innovations that improve stakeholder outcomes. This section highlights optional, complementary innovations that could work with our solution to further improve outcomes for stakeholders. The solution innovations listed in this section are a selection of capabilities based on our experience in modernizing human service processing for other states.

New Data Sources and Improved Data Collection

- **Mobile Device Channel Strategy Pilot** - Our proposed solution allows mobile devices to interact and use the ACCESS FLORIDA Replacement System. Recognizing that more clients have access to smart phones than computers, expanding mobile functionality in ACCESS Florida Replacement System could increase client self service interactions. Mobile devices provide an integrated platform with capabilities such as GPS location awareness, image and video capture, voice interface, and QR/barcode scanning, which are not necessarily available with other interaction channels. Because of the wide range of possibilities, Accenture suggests a strategic pilot project that would prioritize and build a foundation to leverage the mobile device channel. An example of a high volume, impact pilot would be to enable an application that accepts images of supporting documents from mobile devices.
Mobile access allows clients to use the technology at hand rather than to locate a scanner, fax machine, or computer with an internet connection. Clients could provide required documentation easily with less disruption to their daily routine, enabling them to achieve self-sufficiency. Ease of submission and access to verified identity documents helps clients and furthers the Department’s goal of Universal Eligibility.

- **Use of Social Media Data** - The APSP architecture allows new data sources and new interaction channels to be incorporated in the solution. Social media channels and data are a focus area for organizations that communicate and provide services to the public. Accenture can work with you to develop a strategy for mining social media data and integrating with client profiles as an additional source of client information. Some potential uses include additional contact channels for a mobile population, identification of client relationships, and fraud analysis.

- **Reuse of Hosted Call Center Solution** - DCF currently uses a hosted automatic call distribution (ACD) and integrated voice response (IVR) solution provided by PatLive and CenturyLink. The hosted model effectively creates a virtualized CRM service, a cloud-based business service. The emerging acceptance and use of cloud-based business services is likely to become more widespread in the future. Use of the current service and expanded capabilities associated with the service would most likely be classified as operational costs, which might not receive the same level of enhanced funding as a capital-centric investment. Depending on the level of DCF interest, we would like to discuss how the current PatLive solution could enhance the Department's current base CRM capabilities and features including integrating it with the Accenture Citizen Self Service Portal (ACSSP) and the Accenture Benefits Management System (ABMS).

- **Call Center Technology Consolidation** - The modernized call center platform could be used by other state agencies and organizations at a small incremental cost. As part of this ITN, the Department gains a VoIP universal contact and call center technology architecture that allows managing client contacts from a wide variety of interaction channels. In the call center, our solution improves the interactive voice response system, call recording capability, and call center workforce management and training. DCF's base investment could be scaled to meet the needs of other groups within the Department by adding CRM solutions that are specific to their new groups' work flows, yielding significant savings on infrastructure and maintenance. If DCF or other agencies in the State have an interest in exploring consolidation of call center technologies or call center operations, the solution we have proposed can scale to support many large operations.

**Integration Processing Services**

- **Enhanced Common Client Index** - The ITN did not describe the current common client index or discuss an interest in master data management. Enhanced common client index solutions link information across systems based on sophisticated client identity matching. Enhanced common client indexes use features like probabilistic matching, name synonyms, address standardization and other sophisticated techniques to identify duplicate clients within a system and across systems. Another feature of an enhanced common client is the ability to act as a hub for notifications to subscribers interested in client activity in other system or changes in client information. An enhanced common client index is a critical modernization component that contributes to improved outcomes. We have seen very rapid payback on investments in enhanced common client indexes in the human services domain including as a component of the New York City HHS-Connect program.

- **Federated Document Index** - In the same way that a common client index links a client and the many sources of information that exist for a client, a federated document index is an innovation solution that creates a single index of client documents across multiple document repositories. This solution enables the Department and its Partners to maintain the multiple document management systems that exist across multiple organizations. A federated document management strategy can be a
transition strategy or an ongoing approach to document handling. Accenture implemented a federated index on the New York City HHS-Connect project, which provided improved document reuse capabilities.

- **Cross-domain Eligibility and Case Management** - Our proposed solution can support other agencies and organizations that collect client information, evaluate and approve applicants to access or utilize services, and manage the delivery of those services. At the State level there are many programs that could be supported by the ACCESS Florida Replacement system. We anticipate significant synergies by using a single technology platform to support other eligibility and benefit based processing even if other organizations manage specific programs. The powerful rules engine, APSP architecture, and ABMS application provides a platform to support other programs that DCF administers. The system may be configured to determine eligibility for local, regional or county specific programs, grants, private sector contributions, and employer specific programs.

- **Self Sufficiency Relocation Assistance** - The client population that DCF serves is highly mobile. State boundaries can deter clients who would otherwise relocate to take advantage of support or opportunities for self sufficiency in another state. Using the ACSSP and ABMS applications, moves within the state are easily processed as a change of circumstance. Clients can see the impact on eligibility and benefits they would receive following a change. This innovation would extend to the new system the ability to simulate and process a change of circumstance to another state. This would include calculation of revised benefits at the new location based on rules and policy of the state to which the client relocates. ABMS is flexible and could configure the other state's program as a different program. For programs such as SNAP and TANF, if the case could be transitioned to the other state and relocation treated seamlessly treated as a change of circumstance, then clients may be more willing to take advantage of opportunities in other states.

**Enhanced Analytic Processing**

- **Predictive Analytic Engine** - While innovations in human service delivery often begin with anecdotes, slowly grow into pilot studies, and months or years later become standard procedure, a Predictive Analytics Tool can give the Department a jump start in identifying "what works" for targeted populations. The Department could mine the data in the ACCESS Florida Replacement system to find relationships that may suggest changes in systems, policy, processes, work assignment, training, rules, user interfaces and other parts of the delivery system to enhance service quality and client self-sufficiency.

- **Fraud Model** - The Department can use our predictive analytic tools to predict -- and prevent -- fraud. Accenture is implementing this innovation for the State of Kansas. The payback on this type of innovation is quick, and the resulting publicity provides the added benefit of dissuading potential fraud.

- **Predictive Business Operation Modeling** – This innovation is about using the insights that result from the analysis of processing activity to evaluate and prioritize which changes should be made and in what sequence. This innovation involves the creation of an overall outcome model, a model of business operations, an initiative scoring and selection process, an architecture maturity model and an inventory of planned initiatives. When the business operation modeling innovation is established, DCF would be able to simulate how individual or multiple changes to the overall delivery system affect transaction volumes, operations costs and even client outcomes. The model, combined with more robust analytics tools, would enable the Department to model "What If?" scenarios. For example, the Department can use the business operation model to estimate impacts of changing recertification frequency. This modeling may reveal fewer documents scanned, fewer calls to the call center, reduced data storage and other decreases in operational costs being offset by higher program payments. Using this innovation to consider stakeholder impact, projected outcomes, sponsorship,
technical capabilities, and cost / benefit tradeoffs, has enabled New York City to effectively prioritize and implement innovations in their human services eligibility systems. Taken together, these tools decrease surprises and increase the effectiveness of investments in Florida's medical, food, and cash assistance programs.

Launch / Implementation Innovations

- **Business Process Change** - The ABMS solution defines configurable business processes that are used in eligibility processing. In addition to system driven business process changes, Accenture has been successful helping human service agencies to implement other changes that can reduce the cost or elapsed time to process client transactions. For example, we helped the State of Idaho implement determination ready business processes that freed workers from processing eligibility, recertification, and other requests as part of the Idaho Benefits Eligibility System project. Accenture brings insight and experience from Idaho as well as California and Kansas, which we can use to help the Department increase its return on investment in the ACCESS Florida Replacement System.

- **Stakeholder Campaigns** - After state-wide implementation of the ACCESS Florida Replacement System, we can work with you to create outreach campaigns that promote specific initiatives or inform stakeholders, client, advocates, or providers. For example, we could help you to develop a campaign that would help clients organize and prepare for different interviews so the interview process is streamlined. Campaigns can use a variety of channels to educate and change stakeholder behaviors. Accenture has helped FL eProcurement system stakeholders improve outcomes using outreach campaigns.

We are prepared to discuss these and other innovations during contract negotiations and discuss cost and shared savings associated with these innovations in the Cost Reply.
Attachment 1

4.2.7.3 Technical Description

4.2.7.3.12 Hardware Requirements

This section describes the hardware required for our proposed solution. For each type of hardware required, we provide the hardware specification, indicate whether the hardware is a COTS product, and identify the item quantity for type of hardware. All hardware products are COTS. Our solution does not use proprietary hardware.

4.2.7.3.12.a Servers

Table 5 - 21 lists the proposed server hardware required for our solution.

<table>
<thead>
<tr>
<th>Hardware</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun Blade X3-2B (Call Center)</td>
<td>COTS</td>
<td>14</td>
</tr>
<tr>
<td>8 core, 32GB RAM, 2x600GB HDD, 8Gb HBA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPARC T4-1B (Call Center)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>8 core, 64GB RAM, 2x600GB HDD, 8Gb HBA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exalogic Elastic Cloud - 1/8 Rack (Non-Prod)</td>
<td>COTS</td>
<td>2</td>
</tr>
<tr>
<td>Sun Blade 6000 chassis (Non-Prod)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>Sun Blade X3-2B (Non-Prod)</td>
<td>COTS</td>
<td>6</td>
</tr>
<tr>
<td>16 core, 96GB RAM, 4x600GB HDD, 8Gb HBA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun Rack II (Non-Prod)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>Exadata System - 1/4 Rack (Non-Prod)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>Exalogic Elastic Cloud - 1/8 Rack (Production)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>Exalogic Elastic Cloud - 1/4 Rack (Production)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>Sun Blade 6000 chassis (Production)</td>
<td>COTS</td>
<td>2</td>
</tr>
<tr>
<td>Sun Blade X3-2B (Production)</td>
<td>COTS</td>
<td>7</td>
</tr>
<tr>
<td>16 core, 96GB RAM, 4x600GB HDD, 8Gb HBA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun Rack II (Production)</td>
<td>COTS</td>
<td>2</td>
</tr>
<tr>
<td>Hardware</td>
<td>Product Type</td>
<td>Quantity</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------------</td>
<td>----------</td>
</tr>
<tr>
<td>Exadata System - 1/2 Rack (Production)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>Sun Blade 6000 chassis (Development)</td>
<td>COTS</td>
<td>1</td>
</tr>
<tr>
<td>Sun Blade X3-2B, 16 core, 96GB RAM</td>
<td>COTS</td>
<td>7</td>
</tr>
<tr>
<td>Sun Rack II (Development)</td>
<td>COTS</td>
<td>1</td>
</tr>
</tbody>
</table>

*Table 5 - 21. Servers*

4.2.7.3.12.b Workstations

Table 5 - 22 lists the proposed workstation hardware required for our solution.

<table>
<thead>
<tr>
<th>Hardware</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latitude E6530, 8 GB RAM, i7 Processor, 256GB HDD 3 yrs. maintenance</td>
<td>COTS</td>
<td>30</td>
</tr>
</tbody>
</table>

*Table 5 - 22. Workstations*

4.2.7.3.12.c Storage

Table 5 - 23 lists the proposed storage hardware required for our solution.

<table>
<thead>
<tr>
<th>Hardware</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oracle ZFS 7000, 60 TB Raw Storage, Redundant Controller</td>
<td>COTS</td>
<td>1</td>
</tr>
</tbody>
</table>

*Table 5 - 23. Storage*

4.2.7.3.12.d Uninterruptible Power Supply (UPS)

Table 5 - 24 lists the proposed uninterruptible power supply (UPS) hardware required for our solution.

We assume Northwood Shared Resource Center (NSRC) will provide power including UPS as part of their hosting services.

<table>
<thead>
<tr>
<th>Hardware</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>None Identified</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 5 - 24. Uninterruptible Power Supply (UPS)*

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this document.
4.2.7.3.12.e Printers and Peripheral Equipment

Table 5 - 25 lists the proposed printers and peripheral equipment hardware required for our solution.

We assume production print will be provided through current state print service. Print and peripheral equipment for Accenture facilities is included as part of our facility cost.

<table>
<thead>
<tr>
<th>Hardware</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Symbol DS670</td>
<td>COTS</td>
<td>10</td>
</tr>
<tr>
<td>Image Scanner FI-6140Z</td>
<td>COTS</td>
<td>4</td>
</tr>
</tbody>
</table>

Table 5 - 25. Printers and Peripheral Equipment

4.2.7.3.12.f Network

Table 5 - 26 lists the proposed network hardware required for our solution.

We assume Northwood Shared Resource Center (NSRC) will provide network equipment as part of their hosting services. Network equipment for Accenture facilities is included as part of our facility cost.

<table>
<thead>
<tr>
<th>Hardware</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASA 5510 / Security Plus Firewall</td>
<td>COTS</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 5 - 26. Network

4.2.7.3.12.g Other Required Hardware for the Proposed Solution

Table 5 - 27 lists the proposed other required hardware required for our solution.

<table>
<thead>
<tr>
<th>Hardware</th>
<th>Product Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cisco Unified IP Phone 7945, Gig Ethernet, Color</td>
<td>COTS</td>
<td>500</td>
</tr>
</tbody>
</table>

Table 5 - 27. Other Required Hardware
Attachment 2

4.2.7.3.13 Software Requirements

APSP empowers the Department by enabling the transition from a single, custom, vendor built solution to a model based on the MITA principles of flexible, open systems comprised of industry leading pre-packaged software. The APSP Product Suite and included third party COTS products are enterprise class, built to scale, designed for adaptability, and will allow the Department to configure system features and functions without requiring long and costly development cycles.

The remainder of this section describes the software required for our proposed solution. For each type of software required, we provide the name of the software, indicate whether the software is a COTS product, identify the type of license and provide the license quantity. In the product type field "OSS" indicates Open Source Software, COTS indicates Commercial Off-the-Shelf Software. We have not proposed proprietary software.

4.2.7.3.13.a Proposed Application Software

Table 5 - 28 lists the proposed application software required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accenture Benefits Management System (ABMS)</td>
<td>COTS</td>
<td>Site License</td>
<td>1</td>
</tr>
<tr>
<td>Accenture Citizen Self-Service Portal (ACSSP)</td>
<td>COTS</td>
<td>Site License</td>
<td>1</td>
</tr>
<tr>
<td>Accenture Public Service Platform (APSP)</td>
<td>COTS</td>
<td>Site License</td>
<td>1</td>
</tr>
<tr>
<td>Apache Web Server</td>
<td>OSS</td>
<td>Per Server</td>
<td>8</td>
</tr>
<tr>
<td>Cisco Unified Contact Center Enterprise</td>
<td>COTS</td>
<td>Per Bundle</td>
<td>1</td>
</tr>
<tr>
<td>Cisco Unified Contact Center Enterprise (Non-Prod)</td>
<td>COTS</td>
<td>Per Bundle</td>
<td>1</td>
</tr>
<tr>
<td>Naturally Speaking Professional</td>
<td>COTS</td>
<td>Per User</td>
<td>1</td>
</tr>
<tr>
<td>iCenter Software Package</td>
<td>COTS</td>
<td>Per Bundle</td>
<td>1</td>
</tr>
<tr>
<td>NICE Call Quality Management</td>
<td>COTS</td>
<td>Per 500 Agents</td>
<td>1</td>
</tr>
<tr>
<td>NICE VoIP Logger</td>
<td>COTS</td>
<td>Per 500 Agents</td>
<td>1</td>
</tr>
<tr>
<td>NICE IEX Workforce Mgmt. -- 500 Agents</td>
<td>COTS</td>
<td>Per Bundle</td>
<td>1</td>
</tr>
<tr>
<td>Nuance Vocalizer -- English, Spanish, Creole</td>
<td>COTS</td>
<td>Per Agent</td>
<td>2000</td>
</tr>
<tr>
<td>Haitian Creole for NR9 and Vocalizer</td>
<td>COTS</td>
<td>Per Language</td>
<td>1</td>
</tr>
</tbody>
</table>
Table 5 - 28. Application software

4.2.7.3.13.b Operating System Software (for both Servers and Workstations)

Table 5 - 29 lists the proposed operating system software (for both servers and workstations) required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oracle Virtual Machine</td>
<td>COTS</td>
<td>Per Server</td>
<td>16</td>
</tr>
<tr>
<td>Microsoft Windows Server 2008 Enterprise Edition</td>
<td>COTS</td>
<td>Per 4-core Server</td>
<td>47</td>
</tr>
</tbody>
</table>

Table 5 - 29. Operating System Software

4.2.7.3.13.c Network Software

Table 5 - 30 lists the proposed network software required for our solution.

We assume Northwood Shared Resource Center (NSRC) will provide network software as part of their hosting services. Network software for Accenture facilities is included as part of our facility cost.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>None Identified</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5 - 30. Network Software

4.2.7.3.13.d Network Management Software

Table 5 - 31 lists the proposed network management software required for our solution.

We assume Northwood Shared Resource Center (NSRC) will provide network management software as part of their hosting services. Network management software for Accenture facilities is included as part of our facility cost.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>None Identified</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5 - 31. Network Management Software
4.2.7.3.13.e Data Management Software

Table 5 - 32 lists the proposed data management software required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>PowerCenter Advance Edition (8 cores), Data Quality Production, Data</td>
<td>COTS</td>
<td>Per Bundle</td>
<td>1</td>
</tr>
<tr>
<td>Archive Standard Edition, PowerExchange for Mainframe, MDM Multi</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DomainEdition Hub (Hub Edition)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premium Address Cleansing Annual Subscription</td>
<td>COTS</td>
<td>Included w/PC Bundle</td>
<td>1</td>
</tr>
<tr>
<td>Microsoft SQL Server Enterprise Edition</td>
<td>COTS</td>
<td>Per CPU</td>
<td>11</td>
</tr>
<tr>
<td>Microsoft SQL Server Enterprise Edition (Non-Prod)</td>
<td>COTS</td>
<td>Per CPU</td>
<td>4</td>
</tr>
<tr>
<td>Oracle Database Enterprise Edition</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Data Masking Pack</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Database Advanced Security</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Database Lifecycle Management Pack</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Database Vault</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Diagnostics Pack</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Real Application Clusters</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Advanced Compression</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Partitioning</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Active Data Guard</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Tuning Pack</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
<tr>
<td>Oracle Audit Vault</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>8</td>
</tr>
<tr>
<td>Oracle Audit Vault Collection Agent</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>36</td>
</tr>
</tbody>
</table>

Table 5 - 32. Data Management Software
### 4.2.7.3.13.f System Software Tools

Table 5 - 33 lists the proposed system software tools required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe LC Forms Prod</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>8</td>
</tr>
<tr>
<td>Adobe LC Forms Dev</td>
<td>COTS</td>
<td>Per Server</td>
<td>3</td>
</tr>
<tr>
<td>Adobe Reader Extensions</td>
<td>COTS</td>
<td>Per Document</td>
<td>71</td>
</tr>
<tr>
<td>Adobe Correspondence Management Base Package</td>
<td>COTS</td>
<td>Base Package</td>
<td>1</td>
</tr>
<tr>
<td>Adobe Correspondence Management (Template Creation)</td>
<td>COTS</td>
<td>Per User</td>
<td>100</td>
</tr>
<tr>
<td>Adobe Correspondence Management (Recipients)</td>
<td>COTS</td>
<td>Per 10K Recipients</td>
<td>250</td>
</tr>
<tr>
<td>BMC Control-M Workload Automation (Base)</td>
<td>COTS</td>
<td>Per enterprise</td>
<td>1</td>
</tr>
<tr>
<td>BMC Control-M Workload Automation Select (CPU)</td>
<td>COTS</td>
<td>Per CPU - Full Capacity</td>
<td>8</td>
</tr>
<tr>
<td>CA Wily Introscope</td>
<td>COTS</td>
<td>Per ADT CPU/Core</td>
<td>8</td>
</tr>
<tr>
<td>Oracle WebCenter Suite Plus</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>11</td>
</tr>
<tr>
<td>Oracle WebCenter Suite Plus (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle WebLogic Suite</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>47</td>
</tr>
<tr>
<td>Oracle WebLogic Suite (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>160</td>
</tr>
<tr>
<td>Oracle SOA Suite</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>11</td>
</tr>
<tr>
<td>Oracle SOA Suite (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle Healthcare Adaptor</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>11</td>
</tr>
<tr>
<td>Oracle Healthcare Adaptor (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle Business Process Management Suite</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>11</td>
</tr>
<tr>
<td>Oracle Business Process Management Suite (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle Service Registry</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>8</td>
</tr>
<tr>
<td>Oracle Service Registry (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle Enterprise Repository</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>2</td>
</tr>
<tr>
<td>Software</td>
<td>Product Type</td>
<td>License Type</td>
<td>Quantity</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>--------------</td>
<td>-------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Oracle Enterprise Repository (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle Business Intelligence Enterprise Edition Suite</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>11</td>
</tr>
<tr>
<td>Oracle Business Intelligence Enterprise Edition Suite (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Exadata Storage Server</td>
<td>COTS</td>
<td>Per Disk</td>
<td>72</td>
</tr>
<tr>
<td>Exalogic Elastic Cloud</td>
<td>COTS</td>
<td>Per Processor</td>
<td>105</td>
</tr>
<tr>
<td>Oracle Management Pack Plus for Identity Management</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>10</td>
</tr>
<tr>
<td>Oracle Management Pack Plus for Identity Management (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle SOA Management Pack Enterprise Edition</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>11</td>
</tr>
<tr>
<td>Oracle SOA Management Pack Enterprise Edition (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle WebLogic Server Management Pack Enterprise Edition</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>47</td>
</tr>
<tr>
<td>Oracle Business Intelligence Management Pack</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>11</td>
</tr>
<tr>
<td>Oracle Business Intelligence Management Pack (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
</tbody>
</table>

**Table 5 - 33. System Software Tools**

4.2.7.3.13.g *Development Tools*

Table 5 - 34 lists the proposed development tools required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adobe LiveCycle Designer</td>
<td>COTS</td>
<td>Included with LiveCycle Module</td>
<td>N/A</td>
</tr>
<tr>
<td>Adobe LiveCycle Designer</td>
<td>COTS</td>
<td>Included with LiveCycle Module</td>
<td>N/A</td>
</tr>
<tr>
<td>Maven</td>
<td>OSS</td>
<td>Per User</td>
<td>50</td>
</tr>
<tr>
<td>JMeter</td>
<td>OSS</td>
<td>Per Server</td>
<td>10</td>
</tr>
<tr>
<td>Software</td>
<td>Product Type</td>
<td>License Type</td>
<td>Quantity</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------</td>
<td>-----------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Eclipse</td>
<td>OSS</td>
<td>Per User</td>
<td>50</td>
</tr>
<tr>
<td>ER/Studio Enterprise Multi-Platform</td>
<td>COTS</td>
<td>Per Concurrent User</td>
<td>15</td>
</tr>
<tr>
<td>AccVerify</td>
<td>COTS</td>
<td>Per User</td>
<td>10</td>
</tr>
<tr>
<td>Rational Requirements Composer</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>50</td>
</tr>
<tr>
<td>Rational Software Architect</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>50</td>
</tr>
<tr>
<td>Rational Functional Tester</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>10</td>
</tr>
<tr>
<td>Rational Quality Manager</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>10</td>
</tr>
<tr>
<td>Junit</td>
<td>OSS</td>
<td>Per User</td>
<td>50</td>
</tr>
<tr>
<td>Microsoft SharePoint</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>50</td>
</tr>
<tr>
<td>Microsoft Project Server</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>50</td>
</tr>
<tr>
<td>Microsoft Project</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>50</td>
</tr>
<tr>
<td>Oracle Policy Modeling</td>
<td>COTS</td>
<td>Per Application User</td>
<td>8</td>
</tr>
<tr>
<td>Oracle JDeveloper</td>
<td>COTS</td>
<td>Per User</td>
<td>25</td>
</tr>
<tr>
<td>SOAPUI</td>
<td>OSS</td>
<td>Per User</td>
<td>25</td>
</tr>
<tr>
<td>CheckStyle</td>
<td>OSS</td>
<td>Per User</td>
<td>50</td>
</tr>
<tr>
<td>FindBugs</td>
<td>OSS</td>
<td>Per User</td>
<td>50</td>
</tr>
<tr>
<td>PMD</td>
<td>OSS</td>
<td>Per User</td>
<td>50</td>
</tr>
<tr>
<td>Spring Batch</td>
<td>OSS</td>
<td>Per User</td>
<td>25</td>
</tr>
</tbody>
</table>

*Table 5 - 34. Development Tools*
4.2.7.3.13.h Security and Control Software

Table 5 - 35 lists the proposed security and control software required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>HP ArcSight Package</td>
<td>COTS</td>
<td>Per Bundle</td>
<td>1</td>
</tr>
<tr>
<td>Oracle Identity and Access Management Suite Plus</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>10</td>
</tr>
<tr>
<td>Oracle Identity and Access Management Suite Plus (Non-Prod)</td>
<td>COTS</td>
<td>Per Named User Plus</td>
<td>40</td>
</tr>
<tr>
<td>Oracle Identity Manager Connector - Database Applications Table</td>
<td>COTS</td>
<td>Per Connector</td>
<td>1</td>
</tr>
<tr>
<td>Oracle Identity Manager Connector - Microsoft Active Directory</td>
<td>COTS</td>
<td>Per Connector</td>
<td>1</td>
</tr>
<tr>
<td>Oracle Identity Manager Connector - Oracle Internet Directory</td>
<td>COTS</td>
<td>Per Connector</td>
<td>1</td>
</tr>
<tr>
<td>Scan Engine</td>
<td>COTS</td>
<td>Per Server</td>
<td>5</td>
</tr>
<tr>
<td>VeriSign Standard 128-bit SSL Certificates</td>
<td>COTS</td>
<td>Per Certificate Unit</td>
<td>12</td>
</tr>
</tbody>
</table>

*Table 5 - 35. Security and Control Software*

4.2.7.3.13.i Version Control Software

Table 5 - 36 lists the proposed version control software required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rational Team Concert</td>
<td>COTS</td>
<td>ADT Floating User</td>
<td>50</td>
</tr>
</tbody>
</table>

*Table 5 - 36. Version Control Software*

4.2.7.3.13.j Business Rule Management Software

Table 5 - 37 lists the proposed business rule management software required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oracle Policy Automation</td>
<td>COTS</td>
<td>Per dual-core CPU</td>
<td>7</td>
</tr>
</tbody>
</table>

*Table 5 - 37. Business Rule Management Software*
4.2.7.3.13.k Other Required Software for the Proposed Solution

Table 5 - 38 lists the proposed other required software required for our solution.

<table>
<thead>
<tr>
<th>Software</th>
<th>Product Type</th>
<th>License Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>None Identified</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Table 5 - 38. Other Required Software*