Attachment B – Project Specifications

Table of Contents

SECTION 1   INTRODUCTION

The Department intends to purchase a Customer Relationship Management (CRM) Solution to provide the software and professional services that will support the replacement of the Client Information and Registration Tracking System (CIRTS). The CRM Solution shall be implemented via an approach and strategy that represents the best value for satisfying the implementation assumptions and attributes stated in these Project Specifications. The Department is committed to minimizing software customizations to reduce cost, as well as streamline and facilitate ongoing maintenance of the Solution.

The Contractor shall have sole responsibility and accountability for addressing all client management system requirements and services mandated by the contract and ITN.

The ITN seeks a solution comprising best-of-breed Commercial-off-the-Shelf (COTS) or Framework products, based on a modular approach, seamlessly integrated as part of a Service-Oriented Architecture (SOA), and supported by professional services.

The CRM system will be an integration of existing and proven solutions with very limited custom development. The system must also promote solution sharing, leverage and reuse of Medicaid technologies and systems within and among states. conform to MITA principles, the CMS Standards and Conditions for Medicaid IT, and achieve CMS certification. The Contractor shall support the Department in preparation for certification lifecycle milestone reviews held between the Department and CMS.

The following areas are considered out of Scope for this ITN:

- Any functionality that duplicates any of the other information systems related to the Client Information and Registration Tracking System (CIRTS) including:

    o   Agency for Health Care Administration (AHCA) Florida Medicaid Management Information System (FMMIS)

    o   Department of Children and Families (DCF) Automated Community Connection to Economic Self Sufficiency (ACCESS)

    o   AHCA Enrollment Broker

    o   KEPRO

Additional information related to current functionality of CIRTS is described in ITN Attachment A – Overview of the Current Program. The Contractor will not have the responsibility of maintaining any current CIRTS applications.

SECTION 2   SOFTWARE

The Contractor shall provide and implement a CRM Solution that best fulfills the Business Requirements contained in the Requirements Traceability Verification Matrix tool (refer to ITN Attachment E – Requirements Traceability Verification Matrix Instructions) and meet the Solution goals.

The Contractor shall provide all the technology tools and software required to develop, configure, test, implement, and support the CRM Solution. If the Contractor is not the primary CRM software product vendor,

the Department expects to have the right to directly contact the primary client management software product vendor (e.g., to get input from the software vendor about system capabilities).

As a result of this ITN, the Department intends to execute a contract with the prime Respondent, as described in ITN Section 3.3, that provides the best value. The Department may enter one or more software license agreements resulting from this ITN. Software shall be purchased in accordance with a just in time delivery approach to defer the licensing cost until needed. During negotiation, it will be determined how and when the required software license agreements will be purchased and executed.

It is expected that the Contractor will leverage existing economies of scale to offer the best software licensing and maintenance costs.

Refer to ITN Attachment G – Draft SSI Contract for details regarding proprietary rights and software.

SECTION 3   PROJECT FACILITIES AND OFFICE EQUIPMENT

The Contractor's key resources must be on-site at DOEA-provided facilities. The facilities will be available to the project team 24 hours per day, 7 days per week. Office equipment is located at the DOEA main office at 4040 Esplanade Way, Tallahassee, Florida. The facility will have:

- Sufficient number of private offices for Project Directors, Track Managers, and Supervisors for the Department's staff;
- Sufficient number of open offices/cubicles for all other Project resources;
- Office furniture, including desks, chairs, conference tables, filing cabinets, storage cabinets, and white boards;
- Both large and small conference rooms in sufficient quantities capable of accommodating the Project Team; equipped with general use computers, conference phones, projectors, and projection screens;
- Break room with the appropriate outlets for refrigeration, microwave, coffee maker, etc.;
- Communications equipment and services including telephones, long-distance calling capabilities, voice mail, and Internet connectivity via Wi-Fi throughout the facility, in each office, conference room, and work area;
- Dedicated area with adequate office equipment (e.g., printers, copiers) and office supplies (consumables);
- Peripheral equipment required to access the Project Team data and network;
- Visitor reception/lobby area that allows for access screening;
- Electronic strike-entry locks and automatic closure devices on interior doors leading from the reception/lobby area into the support areas and employees' offices;
- Sufficient climate control units sufficient to uniformly cool and heat the entire area;
- Daily janitorial services and required janitorial supplies;
- Access to adequate on-site and adjacent parking spots to accommodate all Project Team members and visitors

In addition, the Contractor is responsible for providing training facilities if the facilities available through the State are not adequate or available. The Contractor shall provide computers and related training

infrastructure (e.g., projector, screen) for hands-on training when facilities provided by the State do not include computers.

The Department shall provide computers for the Department's staff and for Contractor staff accessing DOEA internal network resources. The Department will also provide "guest" internet access for contractors. The Contractor is responsible for all hardware and communications equipment required for its staff to manage, design, develop, configure, and test components of the Solution. This includes any servers, personal computers, personal communications devices, and all other hardware used by Contractor staff for the development and implementation of the Solution and management of the Project. Ownership of the Contractor's staff equipment will not transition to the Department at the end of the Project.

SECTION 4   PROJECT STAFFING

The Contractor must establish and maintain an organizational structure and staff to optimize the project organization based on the critical dimensions of the project – process, people, technology, and project management – for a successful implementation. The Department requires that the Contractor present a team of dedicated, well-qualified staff with substantial experience in the public sector, expertise in the proposed solution, and proven skills in the proposed role from previous projects of similar size, scope, and complexity. In addition, Contractor's staff should have required certifications relevant to their proposed project areas and be trained on the proposed project methodology.

The Contractor is expected to identify and commit dedicated Key Project Staff supporting the proposed timeline (e.g., Executive Sponsor, Project Manager, Functional Leads by functional area, Technical Leads by technical area, and Organizational Change Management Leads). The Contractor shall provide a Project Manager with an active Project Management Professional (PMP®) certification. The Project Manager must have successfully managed an implementation of a CRM Solution for a public sector entity with a total project budget of at least $12 million. All Key Project Staff must have experience with implementation of a CRM Solution for a public sector entity with a total project budget of at least $12 million. The Contractor staff must work primarily from the Project site except as otherwise approved in writing by the Department.

SECTION 5   IMPLEMENTATION CONSIDERATIONS

The Department acknowledges the Contractor will have its own methodology for implementation. The Contractor's proposed approach must take into account the implementation considerations described in this Section and any associated risks. The Contractor's approach must also consider and align with the Solution Vision and Goals in ITN Section 1.3.2. Implementation is not complete or successful unless the Department's results for the affected business processes are met; therefore, the Contractor is required to consider functional and technical requirements together to ensure the ultimate desired result is achieved.

The Department expects to implement the Solution in multiple Design, Development, and Implementation (DDI) Phases. Within each Phase, the Project will be broken into stages in accordance with the Contractor's methodology, each with Solution Deliverable(s) (documentation of significant services completed), Project Deliverables (key Project documents and documentation of supporting activities), and Work Products. All Deliverables will be reviewed against the Department's Acceptance Criteria and may include walkthroughs/demonstrations by the Contractor.

Phases, stages, Solution Deliverables, Project Deliverables, and Work Products will be used to organize the Project activities with the Contractor's proposed implementation methodology. The final number, timing, and as applicable, Acceptance Criteria, for Phases, stages, Solution Deliverables, and Project Deliverables will be determined by the Department during negotiations and documented in the final Contract. The Contract will only include payments based on the Department's acceptance of Deliverables (both Solution Deliverables and Project Deliverables). All Deliverables shall follow established review cycles. Additional Project activities may be associated to non-paid Work Products. Review processes for Work Products will be defined by the Department. Financial consequences for failing to meet the Deliverable's agreed upon Acceptance Criteria within the specified timeframes and quality criteria will be documented in the final Contract.

5.1   Project Phases

A phased approach will allow the Department to execute the Project in smaller, more manageable pieces, minimizing risk and realizing benefits sooner. Phase designations must be proposed for each requirement by the Respondents in the Requirements Traceability Verification Matrix tool (using the Date Available field), negotiated by the Department, and finalized as part of the Contract.

The objective is to implement DDI Phase 1 functionality initially as a pilot, then waved rollout to staff and providers. Subsequent Phases beyond what is defined for DDI Phase 1 will include the implementation of the remaining functionality necessary to meet the Solution goals and a waved rollout to staff and providers. The Contractor will develop and support a detailed approach for deploying the remaining functionality.

The Contractor must provide proof that all client- and service-related data (as well as overall data integrity) is maintained in the Solution. To that end, it is anticipated that a parallel set of interfaces will be required between CIRTS and the Solution during testing. The Department also requires proof that the Solution matches the data produced by the current system. The Contractor must propose an approach to validate the processes and systems of the Solution produce the same results as the old processes and systems.

5.2   Project Stages

Within each Project Phase, the Project will be further sub-organized in stages for the Project to be successful. Typically, Project stages begin with planning or initiation stages and continue through the Project life cycle but will need to be organized to support the Contractor's methodology. Each Project stage must address each of the four critical dimensions of the Project – process, people, technology, and project management. The completion of a Project stage will, at a minimum, be defined by the completion of Solution Deliverables, Project Deliverables, and Work Products identified for completion during the stage.

The Project shall conduct go/no-go decisions throughout the Project. These decisions will consider the completion of relevant Solution Deliverables and Project Deliverables prior to moving forward with additional implementation activities. The Department will consider the Contractor's proposed implementation methodology when determining the eventual number, timing, and specific completion criteria for each stage, but the Department requires at least one go/no-go decision for each Project stage. During negotiations, stage completion criteria and go/no-go decisions will be finalized and documented in the Contract.

5.3 Solution Deliverables

The Department has identified the minimum Solution Deliverables below. Each of these Solution Deliverables align to the Implementation Services identified in Section 6 below.

Table B-1: Minimum Solution Deliverables

Related Implementation Services	Solution Deliverable
Project Management	• Completion of Contractor team onboarding in accordance with staffing plan and fully functioning/accessible Project facilities per stage • Completion of Project Management Plan, Project Charter, Project Schedule, and the Project kickoff meeting is conducted
Organizational Readiness and Communications	• Achievement of target performance measures for organizational readiness initiatives
Technical Architecture	• Confirmation of a comprehensive technical architecture
Solution Analysis and Design	• Completion of Fit/Gap Process and reconciled Requirements Traceability Matrix • Delivery of updated future business process models aligned with Solution design • Demonstration of baselined configuration/prototype • Identification of all required development items
Application Configuration and Development	• Demonstration of final standardized business processes in nonproduction environment
Interfaces and Integration	• Completion of all interfaces and integrations for each Agency wave
Data Conversion and Data Migration	• Completion of data conversion and data migration activities for each Agency wave
System Infrastructure	• Non-production infrastructure is available per the accepted Infrastructure Architecture Plan • Production infrastructure is available per the accepted Infrastructure Architecture Plan
Security and Technical Compliance	• Confirmation of compliance with defined technical and security requirements
Testing	• Completion of System Testing • Completion of Integration Testing • Completion of User Acceptance Testing
Knowledge Transfer	• Completion of knowledge transfer activities by stage
End-User Training	• Delivery of End-User Training for each Agency wave
eCIRTS Help Desk	• Operational help desk to support each Agency wave

Related Implementation Services	Solution Deliverable
Deployment and Post-Implementation Support	• Completion of a Mock Go-Live • Completion of Pilot • Completion of each Agency wave • Completion of Post-implementation support • Delivery of support for year-end processing and closing • Resolution of issues under warranty

SECTION 6   IMPLEMENTATION SERVICES

The Contractor shall provide staff, tools and templates, methods and frameworks, mentoring and training, and other capabilities to deliver the services required to make sure the implementation of the Solution is successful. The responsibilities for all Project activities are to be delineated between the Contractor and the Department. In order to develop the Department's capacity to support itself once the Project has been completed; the Contractor shall actively engage all identified functional and technical support staff of both the Department and Agencies in activities throughout the Project. During Pre-DDI the Project followed an approach of first creating strategies prior to executing activities or creating detailed plans. The Project intends to follow the same approach during the DDI Phases.

Strategies will be created prior to the execution of Implementation Services. Strategies shall promote a unified and consistent approach for project management, people, process, and technology. Strategies shall include at a minimum:

- A high-level description of the approach, services to be performed, and expected outcomes.
- Identification of additional Work Products not covered in the contract but necessary to complete the strategic activities.
- Sequencing of activities and relationships to other strategies.
- Approach for developing and executing any plans that support the execution of the strategy.
- Approach for assessing, designing, and implementing the Solution and Project internal controls to:
    o Conduct business in an orderly and efficient manner;
    o Safeguard assets and resources;
    o Deter and detect errors, fraud, and theft;
    o Guard the accuracy and completeness of data;
    o Produce reliable and timely client management information; and
    o Confirm adherence to applicable laws, regulations, policies, and plans
- Elements of the quality management system employed to provide effective and efficient delivery;
- Approach for coordinating with planned knowledge transfer activities for each critical dimension (project management, people, process, and technology);
- Roles and responsibilities for both Contractor and Department staff;
- Success criteria (evidence for achievement of expected outcomes);

Attachment B – Project Specifications
DOEA eCIRTS ITN #18-ITN-001-JT

- Key performance measures (and how they will be confirmed); and

- Expectations for future strategy updates.

A plan, where appropriate, shall contain details of how a strategy shall be executed, and shall include tasks and activities that support the strategy resources, timing, and expected outcomes.

The following Sections describe the requested Implementation Services. These Services pertain to all DDI Phases, except where a Service may be entirely satisfied within a previous Phase.

6.1 Project Management, Governance, and Oversight

The Contractor shall provide overall project management support for the activities, Deliverables, and Work Products identified in the Contract, including the day-to-day management and administrative support of its staff and activities to successfully achieve the Solution goals. The Department will maintain project management responsibilities for the Project and State staff. The Contractor shall provide project management tools/templates and work closely with the Department's Project Management Office (PMO) to assist in establishing and operating the PMO for the Project.

The Contractor's Project Management approach shall have a foundation in established methodologies and standards, such as those found in the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®) and IT Infrastructure Library (ITIL®). In addition, this Project is subject to the Florida Information Technology Project Management and Oversight Standards as defined in Rule Chapter 74-1, Florida Administrative Code (F.A.C.), and Section 282.0051(3), F.S.

The Contractor shall provide highly qualified PMO staff to manage the work planning effort, maintain the Project schedule, proactively manage all aspects of Project performance, and be actively engaged in the Project's day-to-day operations. In addition, the Contractor shall apply methods and tools such as, but not limited to, forecasting, metrics, analyses, modeling, and scorecards/dashboards to measure and assess performance efficiency, progress, productivity, and quality.

6.1.1 Project Charter

The Contractor shall review the existing Project Charter developed and implemented by the Department's Project Management team. A copy of the Project Charter is posted on the DOEA website. The Contractor shall be responsible for modifying the Project Charter from time to time to reflect any identified changes accepted through the established governance structure.

6.1.2 Project Management Plan

The Department's Pre-DDI Project Team developed and implemented a Pre-DDI Project Management Plan (PMP). A copy of the Pre-DDI PMP is posted on the DOEA website. Additionally, the Project Team documented, through supplemental documentation, the execution procedures for each of the PMP processes.

The Contractor shall review the Pre-DDI PMP and supplemental procedures documentation to determine whether they are sufficient for the project management process in the DDI Phases. The Contractor shall be responsible for either creating a new DDI PMP and supplemental procedures or modifying the existing documentation based on its analysis, subject to the Department's approval. Additionally, the Contractor is

responsible for the training of each PMP process for all Project staff. The Contractor and State Project Management staff will execute and monitor adherence to the PMP processes. The Contractor shall maintain the documentation of identified Project controls, standards, and procedures for PMP processes.

6.1.3 Project Support Tools

PMO staff shall manage all Project-specific data within the Department's SharePoint document management system. If the Contractor supplies and manages its own Project Portfolio Management (PPM) tool, the Contractor must support a seamless integration with the Department's SharePoint document management system or transition the Department to the Contractor's PPM so as to provide Department staff with real-time access to the PPM and its data.

The Contractor shall provide any tools necessary to support the management of its staff and the execution of each project management process, as defined in the DDI PMP. The Contractor is expected to train the Project Team on project management process tools and enable a seamless integration with the Department's toolsets for use during the Project.

6.1.4 Project Schedule

The Contractor shall be responsible for developing and managing a comprehensive, fully resource loaded Project Schedule in Microsoft Project that details the Contractor's implementation approach and includes tasks to be performed by Department and Contractor staff. The Project Schedule must adhere to the standards defined in the DDI PMP and must be constructed and maintained in a format compatible with integration into the Project's PPM (if applicable). The Contractor is responsible for confirming and monitoring that Microsoft Project calculates the critical path as expected.

The Contractor shall be responsible, in coordination with the Departments PMO, for monitoring and updating the Project Schedule continuously, and revising and developing further detail, as appropriate. Changes made to the Project Schedule to reflect performance delays by the Contractor or its Subcontractors shall not be interpreted to relieve Contractor from contractual accountability for on-time performance of the Implementation Services.

The Project Schedule shall include major Deliverables and detailed Project activities in discrete work packages for assignment to Project Team members. The Project Schedule shall track and report progress on these activities and Deliverables, including, but not limited to, expected results, timeliness of achieving Solution Deliverables and other significant events.

6.1.5 Earned Value Analysis

Earned Value (EV) analysis shall be used to measure the Project's progress at any given point in time, forecast completion dates and cost, and analyze variances in the schedule and budget as the Project progresses.

The Contractor shall conduct a weekly EV analysis to identify planned versus actual variances and include any variances in appropriate reporting. The Contractor's analysis shall include the EV measures being captured in the Project schedule to present a comprehensive analysis. The analysis shall include explanations of variances of EV measures outside of agreed upon targets, effects on other areas, and corrective actions to achieve realignment.

6.1.6 Tracking and Reporting Project Status

The Contractor shall be responsible for Project status reporting. The Department requires weekly status reports to be provided to reflect the major activities for the reporting period. As part of the Contractor's approach to status reporting, the Department requires weekly participation in status meetings with the Department's Project Team. Project management intends to use the status reports and meetings to verify progress of Project activities and to detect potential problems or delays. Topics to be covered include, but are not limited to:

- Departures from the Project schedule with explanations of causes, effects on other areas, and corrective actions to achieve realignment;
- Changes to Project objectives, Scope, schedule, or budget;
- Critical path analysis;
- Tasks completed since the last report;
- Tasks that were delayed and reasons for delay, with expected revised completion dates;
- Updates for previously delayed tasks;
- Planned activities for the next reporting period;
- Contractor staff planned to join or leave the Project;
- Summary of major concerns or issues encountered, proposed resolutions, and actual resolutions;
- Any other topics that require attention from the Department's Project Director; and
- Additional items defined in the PMP.

6.1.7 Governance Charter

The Contractor shall adhere to the Project governance as outlined in the Project's Governance Charter. A copy of the Governance Charter is posted on the DOEA website. The Contractor shall collaborate with the Project Team and stakeholders identified in the Governance Charter to provide the necessary data and reports to support Project governance.

6.1.8 Agency for State Technology Oversight (AST)

The Contractor shall comply with the Florida Information Technology Project Management and Oversight Standards as defined in Chapter 74-1, F.A.C. The Contractor shall cooperate with AST to provide the necessary data and reports to support compliance.

6.1.9 Independent Verification and Validation (IV&V)

The Contractor shall meet the IV&V requirements defined in 45 CFR 95.626. In addition, the Florida Information Technology Project Management and Oversight Standards, Chapter 74-1, Florida Administrative Code states that an IV&V contractor must be employed for any project that meets the criteria for AST oversight. The Contractor shall cooperate with the eCIRTS IV&V contractor to provide the necessary data and reports in support of IV&V assessments.

6.1.10 U.S. Digital Services Playbook

The Contractor shall comply with the U.S. Digital Services Playbook (http://playbook.cio.gov). The Contractor shall cooperate with the Department to provide the necessary data and reports to support compliance.

6.1.11 Project Documentation

The Contractor is responsible for maintaining the accuracy and consistency of all Project documentation through the Department's SharePoint document management system or an agreed upon alternative.

The Contractor shall make all project management documentation available online, in electronic format accessible through Microsoft Office 2016® (or higher) software, to the Department and contractor staff, including, but not limited to the Project Management Plan, work plan, status reports, and status meeting agendas and minutes.

6.1.12 Other Project Support

The Contractor is responsible for creating post-meeting summaries for meetings held with the Department, including a list of discussion points and action items with responsible party and due date). The Contractor must also assist the Department in the preparation of supporting documentation for Florida legislative budget requests and budget amendments. In addition, the Contractor must provide support for the analysis of potential law or rule and other changes that could affect the Project at the Department's request without impacting the approved project schedule. Further, the Contractor must provide support for operational, compliance, or management audits and reviews performed on the Project by entities or organizations responsible for compliance oversight of the Department, including providing information in response to data requests and developing and implementing corrective actions.

6.1.13 Minimum Project Management, Governance, and Oversight Project Deliverables/Work Products

- Updated Project Charter
- Updated DDI Project Management Plan
- Project Schedule, baselined by stage and updated at specified intervals
- Updated Project Management Tracking Logs (i.e. Risks, Issues, Action Items, Decisions, Lessons Learned)
- Project status reports at specified intervals
- Meeting summaries

6.2   Organizational Readiness and Communications

The Contractor shall work with the Department and contracted staff to provide a structured method and approach, guidance, and mentoring to support a successful transition to the proposed CRM Solution standard business processes. The Contractor shall collaborate with the Project Team to identify and coordinate organizational change activities defined in the Organizational Change Management (OCM) Plan, support the organizational change process where required, and provide subject matter expertise and assistance by

creating content and supporting materials. It is required that an organizational change management team be established early in the Project and engaged in all activities throughout the Project. See below for additional information about the Contractor's expected role with respect to Organizational Change Management.

6.2.1 Organizational Readiness

The Contractor shall deliver a detailed organizational readiness strategy and associated plans that outline a readiness methodology, approach, activities, dependencies, and assumptions for key stakeholders to support a successful transition from current to future technologies and processes. The readiness strategy must be aligned with the Contractor's methodology and timeline. The Readiness Strategy shall be based on: (1) a comprehensive assessment of the State's capacity for, and tolerance of, change, (2) a stakeholder analysis, and (3) an assessment of the overall change risk.

The Contractor shall, at a minimum perform the following organizational readiness Services:

- Identify, assess, and support stakeholders;
- Plan, support execution, and identify measures to assess effectiveness of readiness initiatives (updating documentation as appropriate);
- Develop a readiness assessment and measurement plan for end users;
- Develop an approach to obtain and monitor leadership and executive sponsorship buy-in;
- Perform a role mapping and end-user skills fit/gap analysis in preparation of the Workforce Transition Plan Deliverable;
- Develop a Department Resource Alignment Plan to facilitate knowledge transfer;
- Plan and support execution of the workforce transition to the Solution;
- Identify and document the impact of business process redesign on the State;
- Develop Agency-specific readiness checklists/scorecards for wave rollouts; and
- Identify a list of items for the Department to consider in determining a timeline of decommissioning the current client management solution

The Contractor shall have the responsibility to develop readiness materials, deliver the initiatives in the Readiness Strategy and confirm success of readiness activities through identified measures. The Department shall have the responsibility to:

- Lead readiness strategy session(s);
- Execute readiness initiatives included in the Readiness Strategy and Plan with the stakeholders; and
- Execute initiatives included in the Workforce Transition Plan.

6.2.2 Communications

The Contractor shall develop a Communications Strategy that defines all communication touch points between the Project and all impacted stakeholders. The Contractor shall review the Pre-DDI Communications Plan as a basis for development of a DDI Communications Plan. The Contractor shall perform the following communications-related Services:

- Develop and support execution of a DDI Communications Strategy;

- Develop and support execution of a DDI Communications Plan;

- Develop and support a calendar of scheduled communications, integrated with implementation, training, and rollout events;

- Identify and track opportunities for communication to relevant partners (e.g., external agencies, providers, elder care advocacy groups) to grow the Project's collaborative network;

- Develop materials appropriate for each communication event. Materials will vary based on the communication channel but may include presentations and documents developed in Microsoft PowerPoint presentations, Microsoft Word, Microsoft Publisher, and similar tools;

- Work with assigned Department staff to incorporate applicable policies, procedures, and specific staff roles into the materials; and

- Identify potential award opportunities after the initial wave rollout (e.g., Governor's Sterling Award, Prudential Productivity Award) and develop award applications/track application progress.

All communication materials must be reviewed and approved by the Department prior to the start of delivery. The Contractor shall provide all electronic source documents and graphics used in the development and presentation of communication materials across all delivery channels.

The Contractor shall implement methods to assess and measure the effectiveness of communication events and identify specific recommendations for adjustments, as appropriate. The Contractor shall, throughout the Project, improve the approach, methods, procedures, and communication material based on lessons learned throughout execution of the Communications Plan to make sure the end users are receiving communications that enable them to execute tasks within the Solution on go-live. The Communications Plan must be updated, as necessary, throughout the Project.

The Contractor shall have the responsibility to develop communications identified in the Communications Plan. The Department will have the responsibility to:

- Deliver communications to stakeholders; and

- Deliver other communications per the Communications Plan.

6.2.3 Minimum Organizational Readiness and Communications Project Deliverables/Work Products

- Readiness Strategy

- Readiness Plan, updated at specified intervals

- Department Resource Alignment Plan

- Workforce Transition Plan

- Readiness Assessment

- Role Mapping and End-User Skills Fit/Gap Analysis

- Agency Readiness Checklists/Scorecards

- Readiness Measurement Plan

- Communications Strategy

- Communications Plan, updated at specified intervals

- Communications Calendar

- Communications Materials

- Communications Assessment

- Communications Measurement Plan

- Reward and Recognition Strategy

6.3 Technical Architecture

The Contractor shall provide technical architecture Services leveraging the Architecture Principles developed by the Project. These Services shall also leverage an architecture framework, such as The Open Group Architecture Framework (TOGAF®) or Zachman Framework™, in its design and implementation of the Solution. The Contractor must coordinate the delivery of the Solution and document it accordingly to make sure that it is consistent with an enterprise architecture approach.

The Contractor must utilize a coordinated approach to manage risks and compliance to avoid silo operation and duplication of tasks as it pertains to the implementation of the Solution. The Contractor must utilize generally accepted frameworks and best practices for all aspects of the Solution factoring Florida Statutes and Rules. The Contractor must also use appropriate tools and structures to execute the successful and efficient control, documentation, and reporting of the delivery of the Solution.

The Contractor must develop a Technical Architecture Strategy, in accordance with the Project's architecture principles, which supports the other Implementation Services and considers the Department's efforts to date. This Strategy should be developed assuming an extended enterprise model that includes MMIS Systems, interfaced Agency business systems, external third-party applications, and the Solution. The Contractor must also perform at least the following technical architecture Services:

- Review the Project's existing architecture principles and develop a statement of the architecture principles that will guide the implementation of the Solution;

- Develop and implement the architecture framework for: (1) defining the Solution, (2) identifying architecture and Solution building blocks, and (3) building-block integration, as well as providing the tools, vocabulary, standards, and products that will be used to implement the building blocks; Develop an overview of the components of the enterprise model and their relationship to each other and to the environment;

- Develop and implement an approach for mobile enablement for the Solution, including applications, mobile devices, tools, and support;

- Develop and update a conceptual technical architecture blueprint diagram and explanation that defines the structure of the Solution, addressing business, application, infrastructure, data, integration, security and compliance, and technology architectures;

- Develop and implement an approach to a high availability architecture for all tiers of software and hardware;

- Develop and implement an approach to a modular architecture to allow for the phase-in of major functions during implementation without disruption of the State's services; and

- Align the technical architecture to support all standardized business processes.

6.3.1 Minimum Technical Architecture Project Deliverables/Work Products

- Technical Architecture Strategy
- Technical Architecture including blueprints, updated at specified intervals

6.4 Solution Analysis and Design

The Contractor shall use industry standards for sound Solution design and software configuration activities. At the beginning of the Project, the Contractor shall develop a Solution Analysis and Design Strategy that aligns with the Solution Goals and Technical Architecture Strategy and documents the approach to the delivery of a fully configured Solution. The Contractor shall also provide demonstrations and examples (if possible and as applicable) of designs including, but not limited to, workflow and forms.

The Solution analysis and design Services must include three primary components: requirements management, business process standardization and design, and Solution design specifications. Other Services must be performed according to the Contractor's methodology, including the following Services:

- Demonstration of baselined configuration or prototype;
- Deliver and operationalize all tools, applications, and procedures which will be used to support the Solution analysis and design activities;
- Develop and execute an approach to determining appropriate reports needed to accomplish the business purpose, including baseline reports and custom reports;
- Customize online help functions delivered with the proposed software to support the software as configured and customized; and
- Develop and execute an approach and methodology for internal control assessment and review throughout the Project (including post implementation), including the review of Project documentation such as designs and security-related documents.

The Contractor shall provide Solution Analysis and Design Documentation for a comprehensive approach throughout the Project. The Contractor shall develop, maintain, and provide design documentation in a timely manner, updating it as appropriate throughout the Project. In addition, the Contractor shall confirm final updates and deliver to the Department complete design documentation.

6.4.1 Requirements Management

The Contractor is responsible for managing all Business Requirements in all Phases and stages of the Project, including confirmation, design, development, testing, and validating that they are ultimately met during implementation. The Contractor must utilize sound methodologies and employ sufficient tools, including using and updating the Requirements Traceability Matrix created for this project, to appropriately identify, approve, document, trace, test, and implement requirements throughout the requirements management process. The Contractor shall deliver a Requirements Management Plan that describes the processes and tools used to facilitate the analysis, progressive elaboration, documentation, and control of Business Requirements throughout the Project. The Contractor must facilitate the finalization of the Business Requirements, which builds upon requirements confirmation, fit/gap analysis, and gap resolution.

6.4.1.1 Requirements Confirmation

During DDI Phase 1, the Contractor must facilitate and lead a Business Requirements confirmation activity and work collaboratively with the Department's staff to understand the expectations of the Department for each requirement. The confirmation activities shall include the validation of the phasing of Business Requirements and Acceptance Criteria for each Phase. Business Requirements may be added, split, changed, or deleted during confirmation activities. The expected result of these activities is a confirmed set of Business Requirements.

6.4.1.2 Fit/Gap Analysis

Once the Business Requirements have been confirmed and the Phase validated, the Contractor shall facilitate, lead, and document a fit/gap analysis. During the fit/gap analysis, the Contractor shall provide a demonstration of the baselined configuration / prototype of how each Business Requirement will be met through configuration (i.e., fit) or note the Business Requirement as not being met without customization (i.e., gap). In cases where the Contractor's Reply to the Business Requirement is not "Configuration Basic" within the "Support" field of the Requirements Traceability Verification Matrix tool, the Contractor shall provide as much of a demonstration as possible to allow the Department to understand the extent of the gap between what the software delivers and the requirement.

6.4.1.3 Gap Resolution

The Contractor shall facilitate and lead a collaborative effort with the Department's staff to analyze each gap identified during the fit/gap analysis and agree upon how each gap will be resolved (e.g., customization, workaround, change in business process, elimination of requirement, implement in later Phase). The resolutions shall be identified in a gap resolution report and documented requirements management process.

At the beginning of each subsequent Phase, the fit/gap analysis and gap resolution shall be repeated to confirm or update previous results.

6.4.2 Business Process Standardization and Design

The Contractor shall assist the Department in identifying appropriate business process standardization and improvement opportunities, documenting the desired changes, and planning and implementing the business process changes. If supporting a current business process or a proposed standardized business process would require invasive or extensive customization of the base CRM Solution application code, and there are no statutory or legal mandates that require the business process to function in its present manner or as proposed, the Department may consider adapting its business process to the process inherently supported by the CRM Solution to avoid or minimize the customization.

The Contractor must review and refine the State's proposed Standardized Business Process Models developed during the Pre-DDI Phase and include all refinements and subsequently approved updates in a final standardized business process design document.

The business process standardization and design activities must include the consideration of sound internal controls through separation of duties, authorization, documentation, reconciliation, and security.

The Contractor's methodology must integrate process design activities with its approach to Project communications and organizational change management, since many of the anticipated organizational change management issues involve changes to the State's business processes. The Contractor must consider how processes outside of eCIRTS will be integrated in the planning and design of future processes. The process design activities shall include, at a minimum:

- Production of business process design documents that include: (1) a profile of the business process, (2) process flow diagrams, (3) enterprise, Agency and external roles, inputs, and outputs, including accounting events, reports, interfaces, and linkages to other processes and process areas;

- Identification and documentation of criteria for measuring success after go-live and anticipated results for process areas and individual processes (e.g., Key Performance Indicators);

- Identification and documentation of change impacts in terms of processes and policies;

- Coordination with the Organizational Readiness activities for changes to roles, responsibilities, and skillsets as a result of standardized future business processes;

- Comparison and mapping documentation of current business transactions to future business transactions;

- Development of a chart of accounts design that aligns with the State's strategy;

- Identification of key data elements within the business process design documents to meet data capture/reporting requirements and creation of a Data Dictionary; and

- Coordination with Application Configuration and Development activities necessary to meet standardized future business processes.

6.4.3 Functional Solution Design Specifications

The Contractor shall develop comprehensive Functional Solution Design Specifications that are based on the Business Requirements confirmation, fit/gap analysis, gap resolution, and business process standardization activities and that align with the Solution Analysis and Design Strategy. The Functional Solution Design Specifications shall address considerations pertaining to configuration, customizations, reports, forms, queries, and workflows, as well as integrations and data conversions. The Functional Solution Design Specifications Deliverable shall become contractually binding on the Contractor upon its acceptance by the Department and shall serve as the basis for the detailed technical design and specification documents.

At a minimum, forms, reports, and queries shall include the following:

- All reports, queries, and forms specifically identified in the Business Requirements in the Requirements Traceability Verification Matrix tool; and

- All reports, queries, and forms specifically identified in the Standardized Business Process Models.

At a minimum, workflows shall include the following:

- All workflows specifically identified in the Business Requirements in the Requirements Traceability Verification Matrix tool; and

- All workflows specifically identified in the Standardized Business Process Models.

At a minimum, interfaces shall include the following:

- All interfaces specifically identified in the Business Requirements in the Requirements Traceability Verification Matrix tool; and
- All interfaces specifically identified in the Standardized Business Process Models.

6.4.4 Minimum Solution Analysis and Design Project Deliverables/Work Products

- Solution Analysis and Design Strategy
- Solution Analysis and Design Documentation, updated at specified intervals
- Requirements Management Plan
- Documented Fit/Gap Analysis
- Gap Resolution Report
- Final Standardized Business Process Designs, updated at specified intervals
- Process and Transaction Mapping Analysis
- Chart of Accounts Documentation
- Functional Solution Design Specifications, updated at specified intervals
- Data Dictionary

6.5 Application Configuration, Development, and Maintenance

To qualify for federal funding, the new system must:

- Adhere to the most current version of the Medicaid Information Technology Architecture (MITA) framework;
- Align with the requirements stated in 42 CFR 433.112(b) (Federal Financial Participation for design, development, installation or enhancement of mechanized processing and information retrieval systems); and
- Meet industry and federal standards and guidelines, including the Centers for Medicare and Medicaid Services' CMS Enhanced Funding Requirements: Seven Conditions and Standards, Medicaid IT Supplement (MITS-11-01-v1.0).

The Contractor shall use industry standards and proven methodologies for sound, secure software configuration and development activities. The Contractor shall also perform development, configuration, and unit testing activities as required to meet the validated process flows and requirements, based on designs identified and approved as part of Solution analysis and design. This includes all configuration and development required to implement all aspects of the Solution by Phase.

The Contractor shall develop an Application Configuration and Development Strategy that describes the approach to be taken to application configuration and development. As a component of the Application Configuration and Development Strategy, the Contractor must provide information on the Information Systems Development Methodology (ISDM) or methodologies for use in the development of the Solution. The following guidelines shall be considered as part of the development of the ISDM that:

- Is cohesive and documented with workflows and decision points that promote efficient control of the development process at all times;

- Demonstrates coordination of requirements identification, technical design, configuration, programming, unit testing, rework, retesting, and the acceptance process;

- May be iterative/agile, waterfall, or a hybrid. To the degree the ISDM is iterative or agile, indicate assumptions about the number of iterations and the progressive result expected from each iteration. The Department encourages aggressive use of prototyping, piloting, early testing, and early submission for Department review;

- Enables the Department to see measurable results at short, fixed intervals; and

- Includes well-defined development milestones with a clear definition of the expected, progressive results.

The Contractor shall provide tools and procedures to aid in the software configuration and development process. The Contractor shall deliver and update Application Configuration Documentation and Application Development Documentation throughout the Project. This documentation shall include, but is not limited to:

- All CRM Solution source code, programs, executables, interface file layouts, or application program interfaces (APIs) for any real-time interfaces;

- Electronic data interchange (EDI) implementation guides;

- Software configuration management process(es);

- Customization/configuration parameters;

- Exit points and exposed parameters;

- Tool-specific guides (problem tracking tool, change tracking tool, version control tool, etc.); and

- A comprehensive data model that includes a detailed data-element dictionary. The data-element dictionary must include a crosswalk that reflects the data elements used by each function or module, entity-relationship diagrams (ERDs), new user-defined elements, and a tool for keeping the data-element dictionary current.

The Contractor shall develop complete Operations and System Documentation. This documentation must include overviews of the application, system structure, security, major processing, required interfaces, and report documentation. This documentation must also include recording any required periodic maintenance tasks and annual processes. This documentation must also describe the overall batch and background process schedule, including dependencies, sequencing, timing, and recovery procedures in the event of aborted jobs or other job errors.

The Contractor must also provide application configuration and development Services including, but not limited to, the development and implementation of approaches to:

- Creating and managing software change control, including, but not limited to, check in, check out, branching, and release management;

- Managing access to data and development environments;

- Software troubleshooting, error handling, defect resolution, and maintenance;

- Scheduling of triggers, reports, queries, and jobs, minimizing material impacts to the transactional system; and

- Report distribution for all authorized users.

6.5.1 Configurations and Customizations

The Contractor must work closely with the Project Team, functional support staff, and technical support staff to meet process, workflow, functional, technical, and security requirements through software configuration and development, to the extent possible. The Contractor must demonstrate the configured and developed software frequently throughout the Project.

An inventory of development items, including a list of customizations, shall be identified as part of the Solution analysis and design activities. The Contractor shall have primary responsibility for the design, coding, documentation, testing, knowledge transfer, and implementation of all customizations.

The Contractor shall provide an Ongoing Support Impact Methodology that can be used by the Department to determine the ongoing maintenance impact of configurations and customizations to the software that are identified following go-live of the Solution. The methodology shall include an evaluation of specific configurations and customizations, and the cumulative effect they have for the Solution as a whole, within a module, and/or within a support process.

6.5.2 Reports, Queries, and Forms Development

The Contractor shall configure/develop, manage, and monitor the standard and custom reports identified during the Solution analysis and design activities. The Contractor must program, test, automate, and deploy all of the required reports, queries, and forms in conjunction with the appropriate execution of organizational readiness and knowledge transfer activities.

The Contractor shall configure/develop, manage, and monitor the data warehouse to support reporting capabilities identified during Solution analysis and design activities.

6.5.3 Workflow Configuration and Development

The Contractor shall develop and configure workflows based on functional Solution design specifications. The Contractor shall also develop a process to manage workflow changes and monitor efficiencies of workflows.

The Contractor shall provide software, tools, and Services to analyze, configure or develop, and test workflow, notification, and approval processes.

The Contractor shall include configuration, management, and monitoring activities in a Workflow Administration Guide. The Contractor must perform the following in the development of the Workflow Administration Guide, including, but not limited to:

- Document the setup of the approval rules;

- Develop and support approval roles and approvers (users) for the Solution;

- Document the consideration of technology controls; and

- Develop and support procedures and documentation that enable support staff to effectively administer and maintain workflows.

6.5.4 Release Management

The Contractor shall be responsible for planning, organizing, and providing tools for Solution-related release management for application source code, software configuration and parameters, operating systems, database management system (DBMS), hardware, and other technical environment components. The Contractor shall document these activities as release management procedures.

6.5.5 Patch Management and Upgrades

The Contractor shall track, manage, install, and test all software patches, service packs, code fixes, new releases, and upgrades for all software acquired, licensed, or otherwise provided in association with the Project as part of the Solution. The Contractor shall document patch management procedures, including a roadmap for upgrades to the new versions of all components of the Solution software. This roadmap must address all aspects of the Solution, including the primary client management software product, operating systems, DBMS, and updates to any customizations. The Department does not intend to implement any upgrades during any deployment period. The patch management procedures must consider patch management and upgrade activities to be performed during post-implementation support.

6.5.6 Minimum Application Configuration, Development, and Maintenance Project Deliverables/Work Products

- Application Configuration and Development Strategy
- ISDM
- Application Configuration Documentation, updated at specified intervals
- Application Development Documentation, updated at specified intervals
- Operations and System Documentation, updated at specified intervals
- Demonstration(s) of Configured and Developed Software, at specified intervals
- Ongoing Support Impact Methodology
- Workflow Administration Guide
- Configuration and Release Management Procedures, updated at specified intervals
- Patch Management and Upgrade Procedures, updated at specified intervals

6.6   Interfaces and Integration

The Contractor is required to provide interface and integration Services using modern architecture styles such as service-oriented architecture (SOA), message-oriented middleware, and enterprise application integration (EAI). These Services shall provide for data exchanges between and among components of the Solution, and between and among the Solution and external systems. These Services shall focus on the development of interfaces that load data as needed to respond to real-time requirements versus batch loading of large datasets to multiple environments.

The Contractor shall develop an Interface and Integration Strategy that aligns to the Technical Architecture Strategy and describes an approach for handling data and application integration internally to the Solution and with multiple external systems. As part of the development of the Interface and Integration Strategy, the Contractor must consider the timing for the planning, development, testing, and training required by external entities. This strategy must account for required interfaces for each business process, including data sources, data destinations, data volumes, data mapping, timing requirements, and stakeholders.

The Contractor must prepare Integration and Interface Technical Documentation that defines all fundamental patterns and standards related to interfacing with the Solution and other external systems to allow external entities to establish and access the interfaces successfully. The Contractor must provide technical assistance, testing, and troubleshooting support to external entities. The Contractor shall review and analyze the current CIRTS interfaces and standardized business process model integration points for integration considerations.

The Contractor must provide at least the following interface and integration Services, including development and implementation of the approach to them:

- Creation of automated real-time interfaces using Web services, application program interfaces (APIs), representational state transfer (REST), simple object access protocols (SOAP), Extensible Markup Language (XML), and similar patterns and protocols;
- Establishing frameworks and patterns for systems data integration, including, but not limited to, extract transfer load (ETL), Web services, data quality, data profiling, data lineage, replication, change data capture capabilities, and complex event processing;
- Integration with other technologies, such as email, document management, collaboration tools, established enterprise integration frameworks, and application integration products;
- Monitoring, troubleshooting, alert notification, and reporting for interface operation;
- Error handling, reconciliation, data correction, and auditing for interface operation for Department and Agency functional and technical support staff; and
- Exception implications and temporary interfaces, as needed for parallel processing, year-end closeout, Phase overlap(s), or wave rollouts.

The Contractor must deploy each interface as appropriate to the Phase, stage and rollout wave, and verify that the interface is working according to the approved design, including any modifications to previously deployed interfaces.

6.6.1 Minimum Interfaces and Integration Project Deliverables/Work Products

- Integration and Interface Strategy
- Integration and Interface Technical Documentation, updated at specified intervals

6.7 Data Conversion and Data Migration

The Contractor is required to provide data conversion and data migration Services to migrate data to the Solution. The Contractor must provide technical assistance, training, testing, and troubleshooting to confirm success of these data conversions and migrations. The Department anticipates that CIRTS will be the primary

source of data to be converted; however, additional sources of data may be leveraged for conversion efforts. The State shall extract data needed for conversion and the Contractor shall transform and load any data necessary for conversion efforts.

The Contractor shall develop a Data Conversion and Migration Strategy for converting data from multiple sources. As part of the development of the Data Conversion and Migration Strategy, the Contractor must consider the timing for the planning, development, and testing required by the State. This strategy must account for multiple data sources, data volumes, data mapping, timing requirements, and stakeholders.

The Contractor must also provide data conversion Services including at least the following:

- Development and implementation of a strategy and approach to data conversion processes, programs, and tools required;
- Development and implementation of an approach to coordinate and execute multiple Agency data conversions based on deployment approach;
- Coordination of pre-conversion activities such as verification of data to be converted, archiving, purging, and cleansing of data;
- Development and implementation of an approach to conversion error handling, reconciliation, data correction, auditing, and resolution of issues;
- Building of any crosswalk file structures required to assist in the development of test scenarios and execution of acceptance testing;
- Development of reports and other means for the Department's staff to validate converted data; and
- Creation and maintenance of data conversion technical documentation, including an audit trail to track the accuracy of all conversion efforts.

6.7.1 Mock Conversions

The Contractor shall be responsible for running mock conversions in a Project technical environment to test conversions and to verify that data is being converted successfully, accurately, and completely. The Contractor shall provide automated tools or programs that assist the Department in determining that the converted totals match source totals, record counts are accurate, converted data passes all validations, and conversions occur within the window of time available during planned deployment activities.

6.7.2 Minimum Data Conversion and Data Migration Project Deliverables/Work Products

- Data Conversion and Migration Strategy
- Data Conversion and Migration Technical Documentation, updated at specified intervals

6.8 Data Architecture

The Contractor is required to provide data architecture Services to architect structured and unstructured data from existing State systems integrated to the Solution environment. The data architecture must also include standards and frameworks used for the Solution environment.

The Contractor shall develop and support a Data Architecture Strategy that aligns to the Technical Architecture Strategy and the architecture of existing data sources. The strategy must also incorporate business intelligence and data warehouse functionality to meet business process needs as they are developed. The Department has an existing data warehouse environment as described in ITN Attachment A – Overview of Current Program. Data from and capabilities of the existing data warehouse environment must be considered as part of the Data Architecture Strategy. The Department shall provide access to the historical data in the current data warehouse through required timeframes.

The Contractor must also perform and document at least the following data architecture Services, including development and implementation of them:

- An approach to data and information life cycle management, including storage requirements, security, encryption, masking, integrity controls, access controls, compliance,

   integration/federation, virtualization, archiving, retention, migration, and maintenance;
- A strategy for master data management;
- Data analytics processes and tools;
- Data administration, monitoring, and tools; and
- Data loss prevention (DLP) strategies.

6.8.1 Minimum Data Architecture Project Deliverables/Work Products

- Data Architecture Strategy
- Data Architecture Technical Documentation, updated at specified intervals
- Data Management Plan, updated at specified intervals

6.9 System Infrastructure

The Contractor is required to provide system infrastructure Services to support implementation of the CRM Solution. The Contractor shall provide a System Infrastructure Strategy that aligns with the Implementation Services and the Technical Architecture Strategy. System Infrastructure Strategy will include an approach for a staged infrastructure delivery schedule for installation and testing of appropriately sized infrastructure components. The Contractor must document the methodology, tools, procedures, activities, and Services for the infrastructure. The Contractor must certify that the infrastructure meets sizing and capacity requirements for business operations over time. The Contractor must assume the primary responsibility for implementing and performance tuning the infrastructure and support the Department in any efforts required to enhance or tune the Department infrastructure to accommodate the Solution.

The Contractor shall also provide temporary hosting Services as needed at the outset of the Project until the production technical infrastructure is in place and operational.

The cost for any additional equipment that is found to be required during the performance of all Implementation Services to meet agreed upon performance standards, either during the temporary hosting Services or in the production technical infrastructure environment, will be borne solely by the Contractor (i.e., at no cost to the Department). For any infrastructure or purchased equipment transferred to the

Department from the Contractor, the Contractor is responsible for the costs to pack, insure, transport, and install hardware in the Department's facilities.

The Contractor must support installation and configuration of all software and hardware to deploy all aspects of their proposed infrastructure Solution for all environments and scenarios including on-premise, hosted, cloud, or hybrid.

The Contractor shall provide a transition strategy from any hosted Services Solution scenarios. The Contractor shall develop and implement an approach to integrate any hosted infrastructure with the Department's infrastructure.

The Contractor must also provide system infrastructure Services including at least the following:

- Provision and installation of required hardware, software, and equipment, including multi-tiered components, operating systems, and databases (storage, access, and recovery);
- Provision and installation of required tools, including database maintenance and monitoring, security administration, system and upgrade administration, diagnostic, data warehouse administration, system monitoring, load balancing, and interface management;
- Provision and implementation of application/process monitoring, such as resource utilization, processing workloads, interfaces, resource consumption, workload, incidents, and performance data;
- Development and implementation of troubleshooting and performance resolution processes, to include root-cause analysis of infrastructure-related issues;
- Installation and support of multiple functioning environments (e.g., environments for baseline, sandbox, development, system testing, acceptance testing, training, staging, interface testing and production);
- Development and implementation of an approach for the staging, space requirements, and environments for activities such as conversion, testing, training, and prototyping; and
- Support information needs for the Department's Continuity of Operations Plan (COOP) related to eCIRTS systems.

6.9.1 Disaster Recovery

The Contractor must work in partnership with the Department to assess current Department disaster recovery capabilities and obligations. These capabilities include all systems, communications, physical staff locations, data storage and processing locations, servers, data sets, and application code. The Contractor shall identify the Scope, components, roles and responsibilities, resource requirements, training requirements, and exercise and testing schedules for disaster recovery. The Contractor shall work with the Department to identify the criticality of the data, the maximum acceptable outage, the best methods for assuring continuity of operations, and the triage methods for managing disaster.

The Contractor is responsible for the development of a Disaster Recovery Plan that includes an approach that provides for sufficient redundancy of the Solution, including proper failover, backup, and restore functionality to maintain uninterrupted continuity of operations through any foreseeable event and to quickly recover from unforeseen disasters. The Disaster Recovery Plan must also include procedures, maintenance responsibilities, and processes, training, and exercises to both test and execute disaster

recovery activities. The Department intends to conduct and report on disaster recovery exercises, at least annually.

6.9.2 Infrastructure Delivery Considerations

At a minimum, the following Services must be included for all infrastructure delivery methods:

- Identification of the primary hosting data center and backup hosting sites, including management, location, tier, and distance;
- Provide and implement an approach to program management to include audit support, contact, Service catalog, Service delivery, etc.;
- Provide and implement an approach to Service management to include Service desk, incident management, system configuration management, release management, performance, capacity management, etc.; and
- Provide and implement an approach to shared Services (tenancy) impact, including system security, reliability, performance, dedicated database.
- Development of a robust exit strategy, where applicable, to transition from any hosted, cloud, third party, or hybrid infrastructure scenarios to a wholly, state-operated on-premise Solution.

6.9.3 Minimum System Infrastructure Project Deliverables/Work Products

- System Infrastructure Strategy
- System Infrastructure Technical Documentation, updated at specified intervals
- Disaster Recovery Plan, updated at specified intervals

6.10 Security and Technical Compliance

The Contractor shall develop a comprehensive Security and Technical Compliance Strategy that aligns to the Technical Architecture Strategy and addresses network security, data criticality analysis, administrative, technical and physical safeguards, and requirements for regulatory compliance, all in coordination with the Department and any Subcontractors. The Contractor must implement security configuration and controls consistent with the Department's security rules and policies, State and Federal law and policy, including standards identified in the SANS CIS Critical Security Controls, 45 CFR Part 160, and Subparts A and C of Part 164 (HIPAA Security Rule), 42 CFR Part 431, Subpart F (Safeguarding Information on Applicants and Beneficiaries), and the Florida Information Technology Resource Security Policies and Standards of Chapter: 74-2, F.A.C. The Contractor shall comply with the requirements of the Department's Chief Information Officer (CIO) and Information Security Manager (ISM) on all security-related activities.

The Contractor must provide at least the following security and technical compliance Services, including development and implementation of:

- An approach to security and technical compliance, including environmental protection, organizational, certification, software security updates, physical access, network security, certification and audit reports, security breach notification, and user provisioning against the destruction, loss, unauthorized access, use, or alteration of State Data;

- Physical safeguards to secure staff, equipment, and access to locations where work is performed and data is stored;

- Administrative safeguards to train, monitor, and enforce adherence to security protocols at all staff levels;

- An approach to gather, document, design, configure, test, and implement security for resource groups, security roles, user profiles, data level security, infrastructure, privacy, and sensitive data;

- Procedures to secure all data and communications networks from unauthorized use and intrusion detection/prevention;

- An approach to a role-based architecture and any hierarchies to include separation of duties with detailed auditing and logging capabilities;

- Security protocols to limit access to functionality or data records and elements, where appropriate; and

- An approach to review effectiveness of the implementation of the security configuration and controls.

The Contractor shall develop a Security and Technical Compliance Administration Guide based on the security design and configuration of the Solution. The guide shall include a full description of dependencies on the supporting platform, including operating systems, application servers, and other supporting applications, and how they will be configured for security. The Contractor shall assist in the implementation of the Security and Technical Compliance Administration Guide by working with and training the Department's security team and may include representatives from Agencies as part of knowledge transfer.

The Contractor shall provide a Security and Technical Compliance Certification Package consisting of confirmation in writing that the Solution meets the security requirements; all security procedures have been identified, documented, and performed; and all identified security issues have been documented and resolved. In addition, the Contractor shall certify that the development items completed do not contain code that compromises or weakens the security of any component of the Solution.

6.10.1 Information Technology Controls

The Contractor shall provide systems and Services necessary to manage all IT development and production activities. These Services shall leverage information technology controls to promote the accuracy and completeness of all data processing activities. The Contractor must develop and deliver an Information Technology Controls Strategy that describes its approach to information technology controls.

The Contractor must review the Department's existing internal control methods and consider them in the development of its strategy. The strategy must present a clear statement of the Contractor's IT standards to enforce accurate and complete control of data being processed at all points, and the certifications, audits, and monitoring that shall be performed to report on the Contractor's execution of those controls. This may include both internal and external audits and reports, including SSAE 16 reports or SOC audit report, or similar auditing.

The Contractor must also provide the following technology project control Services, including, but not limited to:

- Staffing, structure, policies, and procedures to segregate IT duties for organized regulation of programs and functions between development and production environments so no individual may make both program system changes and execute programs in production;

- Control program promotion and batch job execution so only authorized and monitored changes are made to production databases;

- An approach for auditing records, methods, and reports to demonstrate that all input records to any function are uniformly and accurately processed according to business rules;

- A plan for monitoring Department staff, Contractor staff and all other users' compliance with security and privacy protocols and safeguards (as part of the Technology Project Controls Strategy);

- Evaluation of the adequacy and sufficiency of intrinsic software controls;

- Review of Work Products, such as business process design documents, workflow designs, testing results, security procedures, security role definitions, and assignment of user roles to identify opportunities to improve controls; and

- Support of periodic, external auditing of the Contractor's information technology internal controls.

6.10.2 Minimum Security and Technical Compliance Project Deliverables/Work Products

- Security and Technical Compliance Strategy

- Security and Technical Compliance Documentation, updated at specified intervals

- Security and Technical Compliance Administration Guide

- Information Technology Controls Strategy

6.11 Testing

The Contractor shall provide testing Services to deliver a fully tested and Department-accepted production-ready Solution. Integration with the Requirements Traceability Matrix is required for test development and documentation.

The Contractor must develop and deliver a Testing Strategy. The strategy shall include the approach to the development and maintenance of testing plans, scenarios, scripts, processes, tools, and test execution for all testing Services. The Contractor shall provide testing plans, scripts, processes, tools, and test execution Services that are necessary and prudent for a Solution of this magnitude and criticality to State operations, including:

- Unit testing that validates modular configuration values and individual development objects operate per approved design specifications;

- System testing that validates dependent business processes and functional requirements within a functional area can be fully executed and produce the predefined and expected results for each test script;

- Interface and integration testing that validates dependent business processes across functional areas and Solution components interact seamlessly and that customizations, security, workflow,

Attachment B – Project Specifications
DOEA eCIRTS ITN #18-ITN-001-JT

configurations, data conversion programs, data exchanges with external systems, reports, and forms work together;

- Parallel/comparison testing that compares outputs from FMMIS and the Solution;

- Performance (load/stress) testing that validates readiness of the application to support the

  Department's transaction and user volumes (average and peak usage) and includes both interface/batch transactions and online/ end-user response times;

- System recovery testing that validates that the Solution and each of its components may be recovered and synchronized to a specific point in time;

- Security testing that validates Solution and user security by incorporation into each Phase of testing and through post-implementation support, addressing all of the Department's policies and standards for protecting the Department's IT assets, resources, and data/information from unauthorized access, use, disclosure, disruption, modification, or destruction, in order to provide integrity, confidentiality, availability, accountability, and assurance;

- Vulnerability and penetration testing that analyzes the Solution and environment to identify where attacks would be likely to occur and simulates attacks to determine any areas that have been overlooked;

- Regression testing which validates that corrections and component changes will not negatively affect previously accepted functions; and

- User Acceptance Testing (UAT) that validates the Solution is functioning as designed and supports the Solution goals, verifies the conversion process, and confirms that the Solution is ready to be moved into the production environment.

All testing Services shall include, at a minimum, the following activities to develop and implement:

- An approach for confirming an environment is ready for testing;

- An approach for loading and masking data to support test execution, including configuration values, converted data, and user security;

- An approach for validating test scenarios against requirements/designs;

- An approach for analyzing, validating, and reporting testing results;

- An approach for testing with AHCA FMMIS, AHCA Enrollment Broker, DCF ACCESS, and KEPRO;

- An approach for testing database backups and restores during testing; and

- An approach for tracking, reporting, and resolving testing issues identifying all impacted functions.

All tests prior to UAT must be thorough enough (i.e., the test coverage must be sufficient) to prevent UAT from being used to uncover errors that should have been found in previous testing. All Solution components shall be tested and evaluated in accordance with the Testing Strategy.

The Department shall be responsible for executing UAT including identifying UAT participants. At a minimum, the Contractor shall coordinate and support UAT by:

- Structuring test cycles;

- Designing and creating test scripts;

- Loading configuration values, converting data, and establishing user security in accordance with the go-live deployment plan;

- Submitting off-line jobs;

- Performing backups;

- Restoring databases (as required);

- Configuring security required for UAT participants;

- Conducting initial UAT training;

- Confirming delivery of training required for UAT participants;

- Tracking, resolving, and reporting issue status for issues identified during testing;

- Analyzing and explaining testing results; and

- Answering questions from testing participants as they arise.

Successful completion of UAT shall be required before the Solution can be approved for production use.

6.11.1 Minimum Testing Project Deliverables/Work Products

- Testing Strategy
- System Testing Plan, updated at specified intervals
- Integration Testing Plan, updated at specified intervals
- Performance Testing Plan, updated at specified intervals
- System Recovery Testing Plan, updated at specified intervals
- Security, Vulnerability, and Penetration Testing Plan, updated at specified intervals
- System and Application Testing Scenarios and Scripts, updated at specified intervals
- Regression Testing Plan, updated at specified intervals
- User Acceptance Testing Plan, updated at specified intervals
- System Test Scripts
- Regression Test Scripts
- UAT Scripts

6.12 Knowledge Transfer

The Department shall leverage the investment in its current employees to move to the Solution. Because of the significant changes expected with the Solution, knowledge transfer for the Project Team, functional support staff, and technical support staff must occur frequently throughout the Project.

The Department requires extensive knowledge transfer to a group of functional, administrative, development, security, operations, and other staff, in order to adequately support independent operations capability. The Contractor shall develop and implement the approach to knowledge transfer across the

critical dimensions of the Project (process, people, technology, and project management) for each implementation Service.

At the beginning of the Project, the Contractor shall document a Knowledge Transfer Strategy that shall identify targeted Department staff, create an approach for assessing Department staff, and define the frequency of activities that will provide the Department with knowledgeable staff sufficient to execute the Department's responsibilities.

To facilitate knowledge transfer, the Department shall have access to available training toolkits/programs developed by software vendors, Contractor, or others. Department staff will need access to and be provided with an overview of Project documentation for knowledge transfer purposes.

6.12.1 Knowledge Transfer Strategy and Planning

It is important to the Department that, as a part of the Knowledge Transfer Strategy, an effective mentoring program is developed for Department's Staff. As part of the development of the Knowledge Transfer Strategy, the Contractor will support a role mapping and skills fit/gap analysis of Department's Staff. It is the intention of the Department to require formal sign-off from Key Contractor Staff and Department Staff members that appropriate knowledge transfer has occurred. The Contractor must work closely with the Department's Project Director and team members to document the knowledge transfer activities that are expected to occur in each Phase and stage of the Project, how they occur, and the individuals responsible for each activity. As part of the plans, the Contractor must document the design, configuration, development, testing, and other tasks and assignments that Department staff are expected to perform to facilitate knowledge transfer.

A plan that accounts for sufficient time and resources for knowledge transfer is required to explicitly include those activities necessary to prepare the Department for their post-implementation roles including an understanding of how the Solution works and how the functional and technical support staff will support the operations.

The Contractor shall propose and document the strategy and plan, consistent with all previously approved strategies and plans. The strategy and plan must consider the Contractor's approach to the architecture of the proposed Solution and the implications it has for supporting the Solution. The plan must clearly define roles and responsibilities for full-time Department staff and third parties providing support to the Department, as applicable.

6.12.2 Project Team

The Contractor must provide training to Project Team members to transfer knowledge on Contractor's implementation and development methodology. In addition, training must be provided using the installed baseline software. This training shall include tools, techniques, and methodologies.

6.12.3 Functional Support Staff

The Contractor must provide training for the functional staff who will support the Solution. The Contractor shall provide training for the Department's functional support staff identified to initially support the Solution. The Contractor shall provide and deliver a training curriculum for the Department's functional support staff who continue to support CIRTS until the Solution is implemented and accepted. The training curriculum shall include the recommended priority and prerequisites of training, training courses and topics,

and Contractor and/or commercially available courses. The Contractor shall collaborate with the Department's functional support staff as the Solution is configured and installed and must provide mentoring and one-on-one learning opportunities.

6.12.4 Technical Support Staff

The Contractor must train the Department's technical support staff on how to configure and support the Solution. The Contractor shall provide training for the Department's technical support staff identified to initially support the Solution. The Contractor shall provide and deliver a training curriculum for the Department's technical support staff who continue to support CIRTS until the Solution is implemented and accepted. The training curriculum shall include the recommended priority and prerequisites of training, training courses and topics, and Contractor and/or commercially available courses. The Contractor shall collaborate with the Department's technical support staff as the Solution is configured and installed and must provide mentoring and one-on-one learning opportunities.

6.12.5 Minimum Knowledge Transfer Project Deliverables/Work Products

- Knowledge Transfer Strategy, updated at specified intervals
- Knowledge Transfer Plan, updated at specified intervals
- Formal Knowledge Transfer Acceptance Forms
- Curriculum for Functional and Technical Knowledge Transfer Training Activities

6.13 End-User Training

The Contractor must provide a Training Strategy for a comprehensive, functional end-user training program for the Solution that appropriately integrates with the Contractor's methodology and timeline. The Training Strategy must be based on a comprehensive training needs assessment conducted by the Contractor and must propose the types of training to be employed to meet identified needs. The Contractor must also provide the following training Services, including, but not limited to development and implementation of:

- An approach to the assessment of training needs based on role;
- An approach to training curriculum and materials (including a course catalog) appropriate for the type of training;
- An approach and plan for training session coordination, scheduling, registration, and attendance tracking;
- An approach and schedule, in coordination with the Department, for train-the-trainer and end-user training on the Solution;
- An approach for providing facilities and trainers to support end-user training, that minimizes travel for Agencies;
- An approach for ongoing training after the Solution is in production (e.g., new hire training, refresher training, online, and training on new software functionality);
- An approach to keep training material up to date with Solutions changes; and

- An approach to appropriate measurements, such as course evaluations from participants or testing mechanisms to measure participant proficiency, to gauge training effectiveness and continuous training improvements.

Although the Department intends to deliver most end-user training sessions, the Contractor shall assist with the preparation of training materials, conduct train-the-trainer sessions, and assist with training administration. The Contractor shall conduct all initial training until knowledge transfer has completed for State training staff.

The Department desires to deploy a combination of Web-based and classroom training, and shall require the Contractor's help to accomplish that goal. Prior to training delivery, the Department shall approve all curricula, course materials, and instructors. User training must be delivered prior to each deployment wave.

The Contractor shall develop and maintain End-User Training Documentation with user procedures and a hard-copy quick reference that provides log-on and log-off procedures, basic access, and navigation instructions.

6.13.1 End-User Training Logistics

It is the Department's desire to manage the coordination associated with end-user training; however, the Department shall require assistance from the Contractor in training administration through the high-volume periods of end-user training events. Additionally, the Contractor shall provide oversight and advice to get the Department's training administration staff through the periods of high volume, end-user training activity. In addition, the Contractor is responsible for providing training facilities if the facilities available through the State are not adequate or available. If the Department is unable to acquire the trainers necessary to support the rollout the Contractor, upon the Department's request, shall be required to provide additional trainers.

6.13.2 End-User Training Delivery

The Contractor shall support the Department in the delivery of end-user training based on the Training Strategy. The Contractor shall implement methods to assess the effectiveness of the training delivery process and identify recommendations for adjustments. The Contractor shall, throughout the Project, improve the approach, curriculum, methods, procedures, and end-user training material based on lessons learned or Solution changes throughout the training delivery to make sure the end users are receiving training that enable them to execute tasks within the Solution on go-live. The Contractor shall have a responsible role in delivering training to the pilot Agencies. The Contractor shall develop an approach for continuous learning following implementation.

6.13.3 Minimum End-User Training Project Deliverables/Work Products

- Training Strategy
- Training Needs Assessment
- Training Curriculum
- Train-the-Trainer Materials
- End–User Training Materials, updated at specified intervals

- Training Measurement Plan
- Post-Implementation Continuous Learning Strategy

6.14 eCIRTS Help Desk

The Department intends to use the existing CIRTS help desk to support the deployment and post-implementation activities. The help desk structure should consider multiple tiers where the State supports the initial tier and the Contractor supports subsequent tiers.

The Contractor shall provide help desk Services including at least the following:

- Evaluation of the Department's existing help desk operations, capabilities, and tools and recommendations for modifications;
- Development and implementation of a Help Desk Strategy that considers the impact to the Department's existing help desk operations and collaboration with members of the Project Team during the pilot and wave rollout Phases of the Project;
- Definition of roles, responsibilities, and staffing model for the help desk;
- Development and implementation of incident management procedures including triage approach;
- Incorporation of procedures and quick reference guide(s) into Help Desk Documentation for the Department's help desk reference materials; and
- Develop and implement a method to identify functional areas and impacted external interfaces.

The Department will have responsibility for staffing and managing the help desk. The Contractor will serve as a resource in assisting the Department's Help Desk Staff by conducting research and answering Department Staff questions.

6.14.1 Minimum Help Desk Project Deliverables/Work Products

- Help Desk Strategy
- Help Desk Documentation

6.15 Deployment and Post-Implementation Support

The Contractor shall provide and maintain a Deployment Strategy including an approach for deployment, a deployment checklist, and a schedule of deployment activities, including a pilot wave and subsequent waves. The strategy shall consider that eCIRTS shall be the book of record during deployment and, therefore, shall include client management reporting and mandatory annual Federal reporting activities. Deployment Services shall include coordination and execution of all activities necessary to transition operations to the Solution through an agreed upon post go-live stabilization period. Throughout the deployment period, there must be integration from CIRTS to the Solution until all Agencies are deployed. The Contractor shall provide on-site support at the Agencies' facilities throughout the entire deployment and stabilization period.

The Contractor shall develop a detailed approach for deploying all remaining Agencies after the pilot wave. It is the Department's desire to learn from each deployment and incorporate any lessons learned into the next wave. The waved approach must include adequate time for this activity. A maximum number of users

Attachment B – Project Specifications
DOEA eCIRTS ITN #18-ITN-001-JT

per wave must be taken into consideration for any training and post-implementation support limitations. Agency wave assignments shall also consider unique testing conditions and other complexities (such as integration with Agency business systems). All Agencies within a wave shall deploy at the same time. The deployment period shall be no more than two years. The deployment must not be less than twelve months.

A mock go-live must be performed prior to the first deployment. Additionally, the Contractor shall define the roles and responsibilities for cutover activities for both Contractor and Department.

The Contractor must provide post-implementation support Services with sufficient staffing after each wave deployment and for a period of six months following go-live of the last wave.

The Department and the Contractor will have defined post-implementation responsibilities. The Contract will contain a Service Level Agreement with financial consequences intended to measure timely and quality performance by the Contractor following implementation. These financial consequences will be applied based on the responsibilities defined for the Contractor.

6.15.1 Pilot

The first deployment is to pilot the Solution's functionality (the pilot wave). The pilot wave shall include the Department, at a minimum. eCIRTS shall become the system of record when the pilot Agencies are deployed successfully.

The purpose and objectives of the pilot wave are to validate:

- Central CIRTS functionality can be performed by the Solution;
- In Scope CIRTS functionality can be performed by the Solution;
- Departmental CIRTS functionality can be performed in the Solution by pilot Agencies;
- Departmental CIRTS functionality performed by non-pilot Agencies is integrated to the Solution;
- DDI functionality operates as specified;
- Interfaces, including external, necessary for the pilot operate as specified;
- The Solution's data warehouse functions as specified;
- The Solution's integration to the existing information warehouse functions as specified;
- Data conversion processes operate as specified;
- Code and data migration processes from the various instances/environments;
- Applicable user security roles have been established and provide all necessary internal controls for the Solution;
- Adequacy of end-user training and other Agency readiness initiatives;
- Processing load/performance and security expectations are met; and
- Implementation approach and tools support the deployment process, and are refined for future Agency deployments, as necessary.

6.15.2 End-User Support During Deployment and Post Implementation

The Contractor shall provide support for end users during deployment and stabilization period. These Services shall include development and maintenance of User Support Procedures for providing support that includes all activities, procedures, and steps necessary to allow the Department and Contractor team members to provide required functional support for Agencies.

6.15.3 Contingency Plan

The Contractor shall develop and maintain a Contingency Plan for mitigating risks and resolving issues that have been identified as impacting or potentially impacting deployment. The Contingency Plan shall address the strategies for business and system continuity planning with the possibility of reverting to the original system of record as a result of deployment issues.

6.15.4 Post-Implementation Support

The Contractor must develop and maintain a Post-Implementation Support Plan. The Post-Implementation Support Plan must include an approach for addressing emergency and critical defects or issues that prevent multiple Agencies from completing required work.

The Contractor must provide at least the following post-implementation support Services:

- Monitoring production activities and assessing system performance including specific recommendations to improve processes and performance;
- Monitoring of success criteria identified in the business process documentation and anticipated results for process areas and individual processes (e.g., key performance indicators);
- Development and implementation of a method for communicating post-implementation system defects including status and resolution;
- Development and implementation of a method for identifying and tracking enhancement requests;
- A warranty of software and Services;
- Development and implementation of a method for determining criticality and priority of fixes including those that fall under warranty; and
- Development and implementation of a method and maintenance of environment(s) for testing of updates to the systems of the Solution.

6.15.5 Minimum Deployment and Post-Implementation Support Project Deliverables/Work Products

- Deployment Strategy, updated at specified intervals
- Go-Live Deployment Plan
- User Support Procedures, updated at specified intervals
- Contingency Plan, updated at specified intervals
- Post-Implementation Support Plan

SECTION 7   TRANSITION

A critical element of the Contractor's Project responsibilities will be a smooth handover of the Solution to the State following its final acceptance (or earlier termination of the Contract) and a smooth transfer of any continuing functions or processes to the State or its designee, in each case with minimal disruption to Department and Agency operations (collectively, Transition). Transition Services will encompass the transfer of all Contract Services (including remaining knowledge transfer) other than Services that were completed and do not continue, facilities and equipment, software, hardware, and documentation to the Department or a subsequent contractor. The Contractor shall provide Transition Services to the Department without regard to the reason for commencement of Transition.

The Contractor shall prepare and provide an initial version of a specific and detailed Exit Transition Plan to the Department for exit Transition Services within 120 Business Days of Contract execution. Thereafter, the Contractor shall update the Exit Transition Plan at specified intervals. Within 10 Business Days following the commencement of transition, the Contractor will update the Exit Transition Plan to account for transition of remaining activities, including Contract Services, facilities and equipment, software, hardware, documentation, and matters relevant to Contractor providing the Services.

The Contractor shall provide the Department with an End of Implementation Area Transition Plan unless the Services are no longer required to be performed by any entity.

Transition Plans should include, at a minimum, the following:

- Transition of assets and resources from Contractor to the State, with any data transitioned in a readable format;
- Knowledge transfer activities detailed by implementation Service (or reference to previously provided knowledge transfer Deliverable);
- Technology transition including establishing relationship with any third-party providers;
- Communication plan for transition activities;
- Other required transition Services;
- Events and milestones relevant to an effective transition, and dates and times transition events will occur and milestones will be achieved; and
- Steps, measures and controls that will be employed by Contractor to provide minimal disruption of Services during Transition period.

7.1   Minimum Transition Project Deliverables/Work Products

- Exit Transition Plan, updated at specified intervals
- End of Implementation Service Transition Plan