

SCHEDULE IV-B FOR FL WINS PROGRAM

For Fiscal Year 2023-24



09/18/2023

DEPARTMENT OF COMMERCE

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Commerce	Schedule IV-B Submission Date: TBD
Project Name: FL WINS	Is this project included in the Agency’s LRPP? _____ Yes _____ No
FY 2022-23 LBR Issue Code:	FY 2022-23 LBR Issue Title:
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address):	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head: _____	Date: _____
Printed Name:	
Agency Chief Information Officer (or equivalent): _____	Date: _____
Printed Name:	
Budget Officer: _____	Date: _____
Printed Name:	
Planning Officer: _____	Date: _____
Printed Name:	
Project Sponsor: _____	Date: _____
Printed Name:	
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	
Cost Benefit Analysis:	
Risk Analysis:	
Technology Planning:	
Project Planning:	

II. Schedule IV-B Business Case – Strategic Needs Assessment

A. Background and Strategic Needs Assessment

Purpose: To clearly articulate the business-related need(s) for the proposed project.

In 2021, the Florida Legislature passed House Bill 1507, establishing the Reimagining Education and Career Help (REACH) Act. Governor Ron DeSantis signed the REACH Act into law on June 24, 2021. This innovative, system-wide approach to workforce development and education in Florida will create opportunities for meaningful employment and economic freedom for Floridians. The “Core Workforce Partners” include FloridaCommerce, the REACH Office (REACH), the Florida Department of Children and Families (DCF), the Florida Department of Education (DOE), CareerSource Florida (CSF), and Florida Digital Services (FL[DS]). If implemented successfully, this initiative will create a “more efficient pipeline from the classroom to the workplace” and will:

- Improve access and opportunity
- Enhance transparency and accountability of workforce programs
- Promote self-sufficiency
- Target investments to enhance career readiness and successful, long-term employment in high-demand, high-earning occupations

FL WINS is a multiyear program that employs a range of strategies, including modernization, integration, and coordination of information systems; realignment of program oversight; data-driven and performance-based decision-making; programmatic reform; and the adoption of new solutions, aimed at reimagining the state’s workforce development system and driving toward a “one-workforce strategy.” This effort will require collaboration between the workforce partners to streamline processes and minimize duplicative data entry from both individuals and workforce-related programs by creating and establishing a common intake form, public facing portal, and a data hub connecting the existing workforce related programs.

1. Business Need

Currently, Floridians who may benefit from employment, training, and/or self-sufficiency programs must navigate through multiple locations (physical and digital) and complete applications for each program separately. There is no formal data sharing or referral system in place between partner entities, thus making it difficult for Floridians to seamlessly access programs and services offered by different partners.

To achieve the objectives of the REACH Act each of the Core Workforce Partner agencies will need to adapt in one way or another – either to extend existing capabilities to support other agencies or build new capabilities which will enhance the interoperability between these programs. To determine a path to successful implementation of FL WINS, FloridaCommerce engaged KPMG, Inc. to provide an assessment of the current systems in use by the Core Workforce Partners. Recommendation areas in the KPMG assessment were streamlined services, empowered individuals, universal access, and increased accountability. As further elaborated below, the assessment identified a strategy that outlines both the business and technology related procurements that are fundamental for all workforce partners to achieve successful project completion. The initial state assessment findings and ongoing Business Process Reengineering (BPR) efforts are categorized into four focus areas consisting of:

- **Business Integration**
- **Policy and Program Management**
- **Customer Service and Experience**
- **Technical Requirements.**

The key findings identified in the current state assessment for each of these four focus areas include:

Business Integration Considerations

- 1) Each agency is predominantly operating strictly according to the requirements of their program policies. Programs have integrated vertically with their partners – such as DOE data sharing with educational institutions – but not horizontally between programs / agencies.
- 2) Data sharing between programs does occur, but these efforts appear to directly address specific program requirements – such as DCF identifying new cases with workforce requirements to FloridaCommerce, who respond with identified compliance issues.
- 3) No data sharing or referrals exist beyond these basic requirements. There is no use of master data to share common demographic data or documents to validate identity, income, or work / educational status.
- 4) Referring customers to other programs which could assist their self-sufficiency efforts are predominantly made as ad hoc suggestions directly to customers based on the knowledge of the individual case worker and do not leverage case management systems.
- 5) Each agency has established its own customer channels (e.g., online portals, phone support), requiring applicants and customers to contact each agency separately.

Policy and Program Management Considerations

- 6) While not desirable, it is common across other states to require applicants to follow multiple intake processes for each individual workforce program.
- 7) A workforce technology solution that can interface with WIOA agencies and partners will decrease data entry processes while increasing data quality and streamlining service delivery to customers.
- 8) Multiple states have had success sharing contact channels as an integration point; fewer have implemented a shared data hub or shared case management system.
- 9) There is a complex series of federal, state, as well as corporate rules, laws, and regulations which govern the full spectrum of workforce related programs and services and their required data collection, use, and sharing.
- 10) In addition to the policy driven data collection and management requirements, there is a complex set of privacy and security rules which govern the sharing of data and the matching of records required to do so.
- 11) Detailed planning and design will require a concerted effort of a legal and policy working group to identify detailed policy barriers and address options to mitigate such limitations.

Customer Service and Experience Considerations

- 12) The in-scope systems cover a wide spectrum of workforce services across the Workforce Partners.
- 13) A universal web portal across Commerce, CareerSource Florida, DCF, and DOE that would provide fully integrated services directly to Floridians does not exist today.
- 14) For the feasibility of a common intake form and the broad leveraging of customer data, the analysis is still pending as we study the very large data intake forms and their associated data models.

Technical Requirements Considerations

- 15) The Workforce Partner system architecture is extremely diverse, including some very modern systems and some running on aging and challenging technologies.
- 16) The technology mixtures range from first generation mainframe technology to second generation client-server technologies, to more modern technology ecosystems around cloud and Software as a Service end-to-end solutions.

17) Adherence to Florida’s cloud first strategy.

2. Business Objectives

The primary business objective is to bring to fruition the Workforce Innovation and Opportunity Act’s goal of establishing a more unified system for providing workforce services, education, and public benefits. First, this project seeks to improve the fundamental customer experience of job seekers and employers by better aligning, coordinating, and integrating **Workforce Innovation and Opportunity Act (WIOA) core programs** with one another and with required American Job Center (AJC) partner programs. Second, the project promotes the alignment of the workforce, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system. Third, this project creates the opportunity to provide continual feedback that will support the Workforce Partners in providing the best services possible. The assessment and recommendations are focused on:

- **Streamlining services:** Florida’s workforce systems must be coordinated and consolidated to best serve participants.
- **Empowering individuals:** Individuals must be able to make informed decisions including all options to meet their workforce development needs through a “No Wrong Door” approach.
- **Universal access:** Services must be streamlined and consumer-friendly to ensure widespread accessibility to all Floridians.
- **Increased accountability:** The state must be able to measure and assess return on investment for the utilization of public funds to provide services to Floridians.

NOTE: For IT projects with total cost in excess of \$10 million, the business objectives described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.

B. Baseline Analysis

Purpose: To establish a basis for understanding the business processes, stakeholder groups, and current technologies that will be affected by the project and the level of business transformation that will be required for the project to be successful.

An ongoing review of the current Workforce Partner systems is being conducted from both a functional and technical perspective to develop a current state assessment. The scope of the assessment is to develop an understanding of the current systems and functional capabilities, technical environments, applicable state and federal rules and laws, and program requirements across all partners and systems. The current state assessment also includes an evaluation of the services available through the Workforce Partner systems and the current system technical architecture so that a baseline could be established for the development of functional and technical requirements needed to improve the delivery of these services. The major project areas include:

- Project Management and Governance Support
- Planning and Communications
- IT Operations, Data, and Architecture
- Systems Integration
- Data Integration Hub
- Analytics and Reporting
- Customer Portal
- Core Technologies

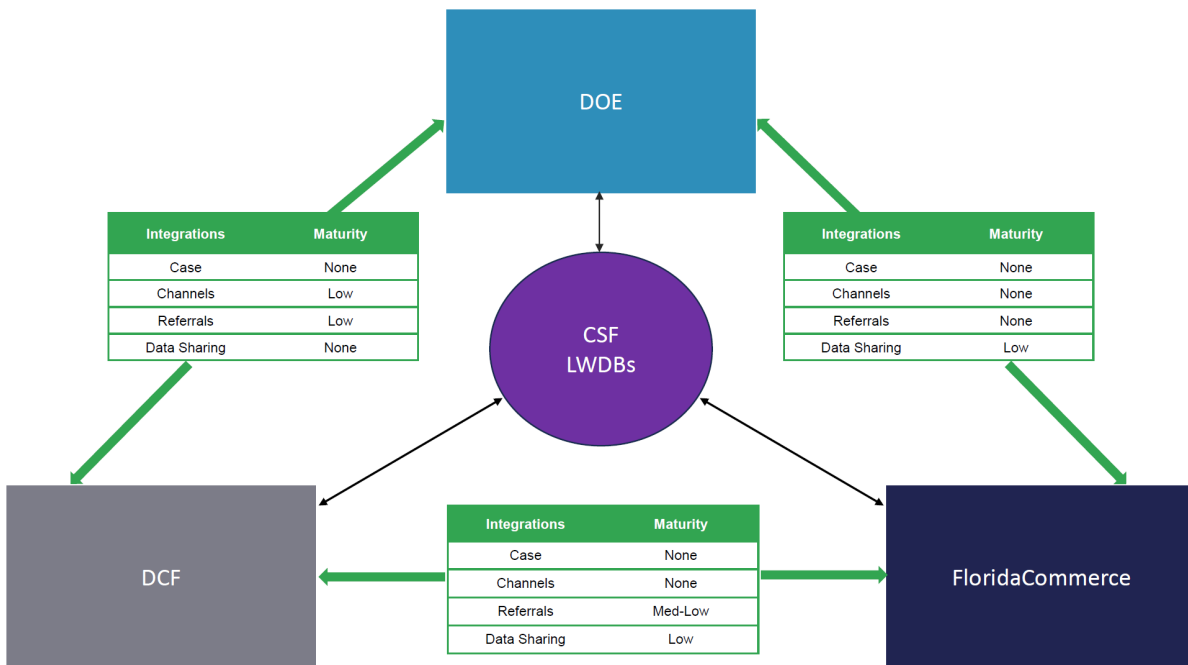
1. State of the Program

NOTE: If an agency has completed a workflow analysis, include through file insertion or attachment the analyses documentation developed and completed by the agency.

Each of the Workforce Partners has established their operational structure and service delivery capabilities in strict accordance with the program policies that fund and govern program administration. Because there do not appear to have been any policy instruments prior to The REACH Act that specifically direct interoperability between these agencies, each has followed a development and improvement path that focuses on the needs of their clients within the boundaries of their own program. As such, access, coordination, collaboration, incentivization, and accountability are the central drivers of this reform. Systems rationalization and modernization also serve as key enablers.

In the current state, FloridaCommerce implements multiple automated information systems to deliver and manage services and hosts the state’s online labor exchange. The current labor exchange and case-management system—Employ Florida—does not presently integrate with the state’s Supplemental Nutrition Assistance Program (SNAP) or Temporary Assistance for Needy Families (TANF) case management system, ACCESS Florida. Additionally, the main in-scope State level systems at FloridaCommerce, DCF, and DOE do not interact with any of CareerSource Florida’s (CSF) Local Workforce Development Boards (LWDBs). These are the numerous entities that partner to make up the Workforce Development System (WDS) individually operate their own information- and case-management systems. According to the Bill Analysis that was prepared by the State House of Representatives Staff, these “fragmented case management systems and siloed data collection...hinder coordination of service delivery.” The REACH Act advances several initiatives to streamline case management systems and data collection efforts to better coordinate service delivery.

The current and ongoing interactions among Workforce Partner systems are shown in the graphic below from both a functional and technical perspective. Workforce Partners’ levels of data sharing consists of manual referrals and transfers and are fairly immature where they exist. There appear to be sufficient differences in how agencies interact with clients and broader stakeholders that encourage silos and increase barriers to integration. This lack of coordination presents significant missed opportunities in serving Floridians.



There are varying levels of automation and standardization in how Floridians who are participating in one program are informed about other complementary programs. For example, DCF provides automated referrals through data transfers of updated caseloads, yet this referral strategy is not reciprocated by FloridaCommerce. Case workers simply provide clients with information on how they can apply to DCF programs if they feel that the client might be eligible. Whether or not a customer is referred to other programs (which could assist them gain self-sufficiency) is highly dependent on the skills and experience of the case worker to which they are assigned. Because FloridaCommerce provides referral information only to the customer, it is extremely difficult to track the association of FloridaCommerce referrals to DCF applications. FloridaCommerce's reciprocal information sharing is limited to informing DCF of clients to be sanctioned for failing to fulfil their TANF workforce requirements. Referral activity to and from DOE is fairly limited as few students or prospective students interact directly with the agency unless there are specialized programs such as vocational rehabilitation from which the individual gets direct case management support.

Logically, each agency has developed their service delivery models to predominantly operate according to the requirements of their specific program policies. Programs have integrated vertically with their partners – such as data sharing between DOE and educational institutions – and are horizontally integrated between programs/agencies to directly address specific program requirements – such as DCF identifying new cases with workforce requirements to FloridaCommerce, who responds with identified compliance issues; however, this basic information sharing and some warm-transfer referral calls are the extent of current integration between the Workforce Partners. Each agency maintains its own client portals, its own call centers or phone support, and separate physical office locations. There has been no integration of customer support operations to simplify customer contact points and train intake staff to triage requests to potentially support multiple programs. Each agency is independently responsible for collecting the data that it requires through its dedicated channels.

2. Assumptions and Constraints

Based on the analysis of the current state, we found that some of the core Workforce Partner systems have been recently developed on modern technical platforms, and others still operate on aging technologies. Based on workshops and discussions with departmental staff, we also evaluated their abilities to meet business needs. The following assumptions can be made about the current systems and likelihood for integration, interoperability, improvements, or replacement:

Maintain / Consolidate

Employ Florida and the DBS/DVR Aware systems are both modern systems that have the capacity to perform well against integration requirements listed later in this document.

Improve Business Functionality

EMOP and WIDb are all special purpose data-based systems that perform well for only a subset of requirements. These systems – especially EMOP – have the capacity to be invested in to perform enterprise level data management functions.

Improve Technical Structure

Both RECONNECT and ACCESS Florida have some strong capabilities that could be leveraged, but the aging technology of the core systems are expected to require more effort to integrate with other workforce

systems. ACCESS Florida in particular comprises multiple components, some of which would score much higher if considered independently, while others would not score as well.

The business value and technical quality (BV/TQ) of these current state systems was assessed in the initial IV-B. However, in the past year the Business Process Reengineering project validated in-scope programs and applications and found the original assessment to be incomplete. To ensure that the BV/TQ of each in-scope program and system is accurate, there are ongoing efforts to conduct gap analyses and to ensure that the FL WINS Program accounts for other Workforce Partner modernization efforts. This is a continuous and ongoing initiative throughout the life of the Program.

Collaboration

Implementation of the FL WINS program will require continuous collaboration and “buy-in” among REACH, FloridaCommerce, DCF, DOE, CSF, and FL[DS].

A known constraint is establishing and maintaining a shared vision among the workforce partners. This is a critical dependency for the long-term success of the program, as different visions could arise among workforce partners that could hinder the success of the program. It is crucial for workforce partners to agree on a shared vision from the start and sustain it throughout the life of the projects and program.

The core workforce partner agencies will be required to review their resource needs specific to the FL WINS program and identify resources to contribute to project success throughout their programs. Each agency will determine whether existing agency staff are available to allocate to the FL WINS program or if staff must be hired or procured to meet those needs. Program resources may fluctuate in the amount of time required on project activities throughout the life of the program. Workforce partner agencies will need to identify resources available in each applicable legal, budget, contract, program area, and information technology (IT) office. In addition, each workforce partner agency may need to submit a legislative budget proposal to acquire additional staff to allocate to this program.

Cost Specific Assumptions:

- Existing Program costs for FY 2022-23 were provided for each system by the responsible agency. Future year costs were straight-lined using the 2022-23 data where additional cost data was not available.
- This project will primarily utilize vendor resources (Managed Services) for development, implementation, and project management. State-managed personnel needs are assumed to be minimal (10 FTE and 5 OPS). Costs have been adjusted to reflect higher Applications Maintenance (Managed Services and Software) costs.
- Cost estimates were developed by researching comparable large scale transformation projects and leveraging industry experiences on some of those transformation projects. The effort and cost required for the integration development for each of the existing systems, however, is difficult to estimate without more detailed IT cost data. In addition, there are always some cost differences even with comparable projects due to scope differences and the competitive marketplace at the time of procurement.
- Cost estimates were developed for integration of college and university systems; however more specific estimates will be required when more detail is available on college systems.
- Costs could increase should the State’s requirements include a broader set of functionalities than the baseline comparators used in the feasibility study.
- The total project cost assumes transitional operations and maintenance costs only. Transitional operations and maintenance are costs that occur in the six months following full implementation, which may be needed to address defects or deficiencies. Ongoing costs for operations and maintenance following this six-month transitional period are not reflected. The reason for this treatment is that the IV-B is not a request for ongoing operating funds, but a request for non-recurring funds needed to implement the project. Any costs necessary for ongoing systems operations and maintenance will be requested separately.

— The CBA was developed with the assumption that all aspects of the project would be funded using General Revenue (either supplemented with State Fiscal Recovery Funds or with state GR). It is possible that federal administrative dollars provided to each agency could be used for some implementation and/or ongoing/transitional costs.

Project specific assumptions and constraints and updates can be found within their respective projects in the Implementation Section of this document.

C. Business Process Requirements

Purpose: To establish a basis for understanding what business process requirements the proposed solution must meet in order to select an appropriate solution for the project.

3. Business Process Requirements

As outlined in II.A.1. The business process requirements are grouped into four focus areas:

- **Business Integration**
- **Customer Service and Experience**
- **Policy and Program Management**
- **Technical Requirements**

Business Integration

- The ability to provide coordinated services among Workforce Partners.
- The ability to inform Floridians on all complementary programs available through different agencies via:
 - i. A wholistic integrated system that is designed to serve all Floridians across all possible service scenarios including integrated eligibility and enrollment logic for public assistance, reemployment benefits, labor exchange, and education and training.
 - ii. Career counselors, case workers, and local workforce development centers.

Policy & Program Management

- The ability to evaluate each Workforce Partner and whether they are meeting program requirements.
- The ability to provide customer profiles and customer segmentation statistics.
- The ability to provide volume metrics across each program area with DOE, DCF, and Commerce.
- The ability to compare performance capabilities against similar systems in other states.
- Measurable results to assess the return on investment for the public funds used to provide services to Floridians.

Customer Service and Experience

- Reduction in burden on the customer by providing consistent self-service options and information intake.
- Individuals must be able to make informed decisions including all options to meet their workforce development needs through a “no-wrong-door-entry strategy” approach.
- Reduction in duplicate interactions across programs through improved data sharing.
- Improved transparency to track customer progress across programs.

Technical Requirements

- Application Architecture (modern COTS (commercial off-the-shelf) software applications vs. older custom development models) including application integration (end-to-end application elegance, self service capabilities).
- Platform Architecture (On premise vs. modern cloud technology) and the necessary Security structure for each.
- Application Maintainability Factors (source code, modularity, outsourced vs. insourced, code brittleness, modern application programming interfaces (APIs) are available).
- Data Management Architecture (data as an Asset) ability to extend from reporting to advanced analytics.
- Master Data Management / Common Client Identifier

4. Recommended Business Solution

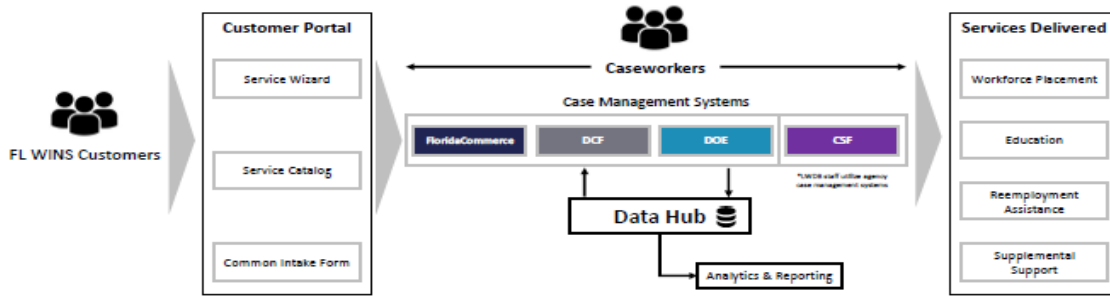
NOTE: For IT projects with total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4) (a) 10, F.S.

Hybrid Integration

To move from the current state of the workforce partner’s systems to the future integrated state, Commerce procured a vendor in 2021 to complete a Feasibility Study to gather a baseline of existing business and technical capabilities from each workforce partner to establish the requirements needed to improve the delivery of services to Floridians. A hybrid integration option was selected as the best option to move forward with for implementation. This option addresses functional and technical requirements in six areas of integration:

- | | |
|--------------------------|----------------------------------|
| — Data management | — Analytics and reporting |
| — Case management | — Referrals |
| — Public access | — Application/intake |

The integration of core workforce partner systems will remove barriers to interoperability among services provided to Floridians and will provide a no-wrong-door point of entry to access information from all participating Workforce Partners. This will result in improved and efficient alignment of workforce services for Floridians across state agencies and streamlined processes that will minimize duplicative data entry from both individuals and workforce related programs. Integration will enable more comprehensive data in one place to enhance analytics and outcome performance measurement. There are no existing, comprehensive market solutions available to completely replace the existing Workforce Partner systems, and as the Workforce Partner programs currently operate with very different data definitions, case lifecycles, business rules, and processes, a system to replace all of those would require a great deal of custom development, configuration, and data conversion, which presents a very high level of complexity and risk.

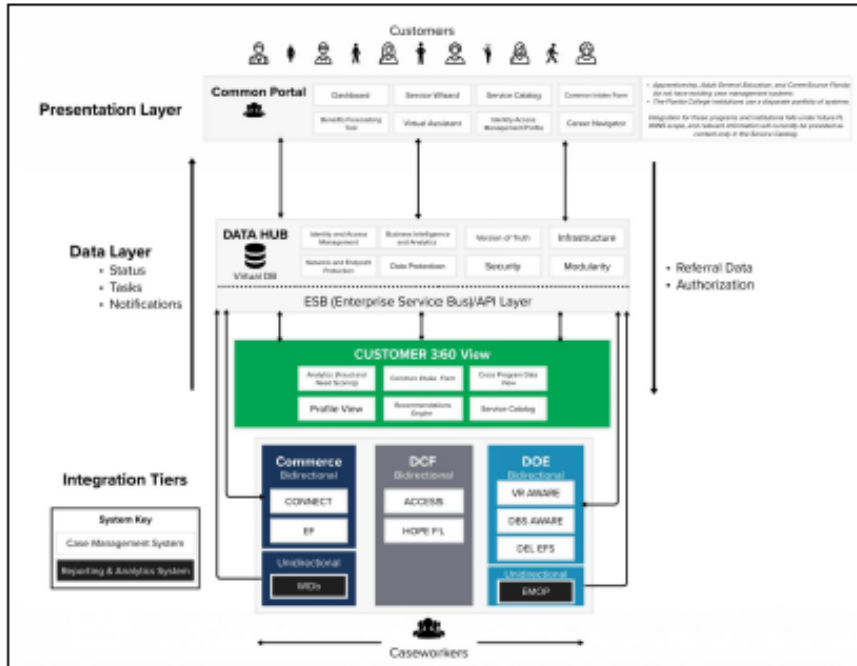


The addition of the shared customer portal will provide a centralized location where Floridians can access information about services available from the Workforce Partners. Floridians will be able to create an account and use it to apply or access a variety of self-service options. Implementation of a public portal will improve access, communication, and opportunity; promote self-sufficiency; drive efficiency; and improve the overall experience of interacting with the workforce system. It also promotes the following benefits for the partnership: streamlined eligibility; reduced manual data-entry; more consistent applicant and client data; and reduced levels of effort required for making referrals, noticing and reminding, and providing information and support. It could also improve back-office data management and provide a rich source of data for analytics.

With a single account sign-on, common data elements and documents collected from customers can be directly stored at the integration layer rather than collecting and disseminating them from existing systems. The is being planned and developed in major phases, operating in parallel with existing portals at first to reduce risk. The common portal will start with an initial shared account for collecting basic household data and document management and then add a single dynamic intake form in time.

Example Graphic of a Potential “To-Be” Technical Architecture Diagram

FL WINS Technical Architecture Diagram



Hybrid integration’s front and back-office enhancements can advance the state’s strategic objectives and do so without the complex case-record changes that would be needed for a large-scale public portal. In addition, this model addresses the functional and technical requirements established for this workforce transformation.

— **Data Management:**

- Data integration capabilities will enable data sharing across agency partners. Existing systems will remain in use.
- Data will be extracted, transformed, validated, integrated, and accessible by appropriate Workforce Partners and customers.
- Data will flow in and out using the enterprise service layer, and the entire system will stay in sync.

— **Case Management:**

- Preserves existing and familiar case-management applications.
- With data sharing and integration through the integration effort, the analytics and dashboard components can provide perspectives approaching a 360-degree client view.

— **Public Portal:**

- The portal included will enable a range of public-facing functionality.
- Implementation of the portal will follow a well-developed roadmap, with initial steps providing links to the existing systems and extension of general information.
- Additional features will be deployed to the public portal as they are developed and tested.
- More powerful account management and self-service offerings **can** also be supported.

— **Analytics and Reporting:**

- Integration will allow more comprehensive data from across the Workforce Partner systems to be accessed by appropriate Workforce Partner staff, which will enable enhanced analytics.
- Information extraction can yield a wide range of choices with focused perspectives.
- Access to more data will encourage better insights and enable utilization of artificial-intelligence techniques, such as recommended referrals when options are available.
- On-going analysis will promote improved reporting consistency.

— **Referral:**

- Hybrid integration and a public portal could support a broad range of common, high-value referral tools.
- Self-service options can also be offered.

— **Application / Intake:**

- Will support functionality ranging from retention of current intake processes to the extension of a centralized application that can support program choice and dynamic, coordinated questioning, eliciting the information needed by any or all programs.

While there are clear advantages to this approach, the needed process and data integrations will still present design and development challenges.

D. Functional and Technical Requirements

Purpose: To identify the functional and technical system requirements that must be met by the project.

This section outlines the high-level system requirements that define an integrated and coordinated workforce-partnership program. With the vision of the REACH Act in mind, business objectives were explored with agency stakeholders in relation to their needs and the needs of their partners and clients. This ongoing evaluation of the current capabilities will open opportunities to leverage technology to enhance capabilities, quality, and accountability. The requirements that follow are the result of this effort.

Three kinds of requirements are included: “Functional” requirements answer “what” questions: What must the system do? The answers describe system features and use. “Data” requirements describe how information flows through the system and answer how information is collected and shared. Finally, “technical” (or “non-functional”) requirements address “how” questions, describing how the system is to be built. Collectively, the answers shed light on the three pathways, and support directional choice.

1. Functional Requirements

Future State Functional Requirements – Client Portal

TITLE	REQUIREMENT
Information Access	Provide information about programs and services for which users may qualify and links to other sites and events.
Login/Logout	Provide a page that will create and manage an individual’s login account and username and password information.
Single Sign-On	Have a single sign-on account for all clients that can access personal data from multiple programs.

TITLE	REQUIREMENT
Data Wallet	Manage personal, basic information, such as name, address, phone, and email.
Case Information	Provide a capability that will maintain the history of all: referrals submitted, approved consents, and forms or documents submitted by or on behalf of the user.
Communications	Provide an interface that will support access to communication channels, such as a ChatBot, e-mail, and phone. The interface must support bi-directional interactions and channel transmission of notifications about upcoming events and opportunities.
Mobile Access	Enable a user to access the portal and all portal functionality from a mobile device.
Document Management	Provide the ability to upload documents and forms, such as: identification, proof of employment, and home address, among others.
Search	Provide search functionality, enabling users to find available programs and offers (e.g., job boards, training, tech, higher education, etc.), using keywords, search criteria, and filters.
eNotices	Provide the ability to opt in to electronic-notification access via their accounts and to receive electronic notifications instead of mailed, paper notices.
Program Management	Provide the ability to view case information, such as: the status of all open and relevant cases, case-management assignments, upcoming requirements, milestones, etc.

Future State Functional Requirements – Application/Intake

TITLE	REQUIREMENT
Dynamic Intake	Common intake processes will include dynamic forms that only solicit the data that is required, based on information provided and programs selected.
Intake Form	Grant access for users to submit and manage an intake form.
Potential Intake Options	Elicit and utilize user input to recommend programs; support dynamic, common intake form.
Process Information	Provide information about upcoming activities that are related to submitted and received referrals.
Alerts and Notifications	Send notifications, such as: confirmation of intake-form receipt, existence and availability of created drafts, and reminders of upcoming meetings, outstanding intake forms, or the need to submit referral requests.
Related Programs	Allow the user to view information about other programs or services for which they may be eligible.

Future State Functional Requirements – Case Management

TITLE	REQUIREMENT
Alert and Notifications	When a client is actively enrolled in multiple programs, send an alert to a program when the case record for another related program is created or changed.
Information Management	When a client is actively enrolled in multiple programs, data entered in a case record for one program must be automatically added to case records for other active, related cases.
Case Definitions	Individual case definitions must be supported for each program’s requirements.
Multiple Case Association	Solution must be able to associate the same individual with one or more cases or multiple individuals to the same case, as some case types may include more than one person.
360 Degree Client View	Provide a 360-degree view of the client, such that data entered in the case record for one open or closed case can be displayed in the case records for other active, related programs.
Casework Allocation	Support assignment of work and information sharing for either case-based or task-based case-management systems.
Program Review Cycle	Coordinate periodic program reviews for multiple, active cases.
Activity Monitoring	Activities and interactions that have taken place in one active or closed program may be displayed in other active, related cases.
Information Sharing Restrictions	<ul style="list-style-type: none"> — Information shall only be shared if permitted by law, policy, or configurable accessibility settings. — Sending and receiving programs shall have the ability to configure the sharing rules for individual programs, program groups, and data types.
Case Manager Communications	Case managers must have the ability to communicate with other identified case managers who are supporting an individual or group in other common, active cases.

Future State Functional Requirements – Referrals

TITLE	REQUIREMENT
Program Recommendations	System must be able to support eligibility screening and program suggestions.
Program Selection	<ul style="list-style-type: none"> — Users shall have the ability to electronically initiate application for programs or services that are of interest to them. — Users shall have the ability to electronically initiate a referral request.
Additional Information	<ul style="list-style-type: none"> — Users must be able to electronically add information or upload documents supporting a referral request. — The system must be configurable, such that the additional information or documentation can be program specific.

TITLE	REQUIREMENT
Consent	<ul style="list-style-type: none"> — Users must be able to electronically create and sign consent for treatment or information sharing. — System must be able to automatically to share information, as specified.
Referral Tracking	The system shall log, generate, and display a list of all referral requests. The list shall include the name of the referee, the date the referral was sent, and the referral status.
Alerts and Notifications	The system must be able to send notifications of referrals sent, drafts created, and reminders to consider new programs and opportunities for which they may be eligible.
Case Manager Referral	Case managers must be able to initiate referrals. System must support automation of specified referral functionality.
Referral Data Sharing	<ul style="list-style-type: none"> — When a referral is made across programs, applicant or client data shall be made available to receiving programs and providers. — Information shall only be shared if permitted by law, policy, or accessibility settings. — Sending and receiving programs shall have the ability to configure the sharing rules for individual programs, program groups, and data types.
Referral Format	Establish a consistent format for referral information that is shared across programs with consistent referral data, which includes referral to, referral from, case history, and other pertinent information.

Future State Functional Requirements – Data Management

TITLE	REQUIREMENT
Common Client Identifier	Establish a common client identifier that can clearly map authoritative identification of an individual and their household relationships.
Client Account Matching	As a condition of cross-program data sharing, systems shall verify that the data to be shared matches the requirements of the receiving system. Verification shall be based on configurable, field-specific rules.
Common Data	Data that is created by one program shall be available for use by other programs.
Shared Verifications	<ul style="list-style-type: none"> — Before verification information or documentation is solicited from an applicant or client, the requesting system shall ascertain whether the information has already been verified by searching a repository of verified data. — The repository mechanism shall include data from internal and external sources, as well as information or documentation that the applicant or client submitted previously. — The repository mechanism of verified data shall include level-of-trust information. Trust levels shall be based on configurable factors that shall include the date the information was verified and the methodology that was used to verify the information. — Requesting systems shall utilize trust levels to determine whether pre-verified information shall be accepted. — If the verified information satisfies the receiving system’s configurable trust levels,

TITLE	REQUIREMENT
	the receiving system shall accept the information as verified, and not generate a new verification request.
Validation Status	Sending and receiving systems shall have the ability to track data-validation status, timing, and source of all data that is received from other programs.
Data Availability	Data that is collected in one system shall be made available to other programs (real-time to batch).
Verification Method	To maximize data protection and validation, systems must utilize stringent, configurable, verification methods.
Data Sharing Rules	<ul style="list-style-type: none"> — Information shall only be shared if permitted by law, policy, or configurable accessibility settings. — Sending and receiving programs shall have the ability to configure the sharing rules for individual programs, program groups, and data types.

Future State Functional Requirements – Analytics and Reporting

TITLE	REQUIREMENT
Common Information Reporting	A configurable subset of common information from all programs shall be available to all programs for analytical purposes.
Standardized Reporting	The system must be able to generate standardized reports that are based on the most current available data. Reports must be available to authorized users.
Data Availability	The system must support real-time inquiries about the availability and status of operational data.
Data Planning	Reporting functionality must have access to de-identified, aggregated data for policy and planning purposes.
Program Outcome Tracking	The system must be able to generate and provide macro and case-level reports on program outcomes and accountability.
Trend Analysis	The solution must have the ability to identify a program’s trend impacts, based on requirements that are configured for other programs.
Report Generation	Reports must be available on demand.
Demographic Tracking	The system must have the analytical capability to report on demographics and trends across programs.

2. Technical Requirements

The following areas of consideration are critical for effective technology solutions:

- Portal: Applicants, clients, partners, and departmental staff interact with a solution or a system via a portal, which typically serves as the face of the solution.
- Data: Compiling and analyzing data from multiple sources will provide organizations with crucial information. Data analytics and visualization methods can greatly assist organizations with turning raw data into meaningful, valuable, and actionable insights and trends.
- Security: Properly securing a system protects against fraudulent activities, data loss, and negatively impacted system performance.
- Others: Self-diagnosing and self-healing.

Future State Technical Requirements – Portal

TITLE	REQUIREMENT
Portal Accessibility and Compatibility	<ul style="list-style-type: none"> — The portal must be responsive, user-friendly, compatible with all mainstream browsers, and easily accessible from desktop computers, as well as mobile devices. — All intended users must be able to access the portal. It must fully comply with the Americans with Disabilities Act (ADA), and any other applicable state or federal accessibility standards.
Portal Availability	The portal must be available 99.999% of the time.
Proactive Validations	The portal must offer front-end format validation to avoid any inclusion of bad or corrupt data, accurately inform the user about incorrect inputs, and provide pointers like “caps lock.”
Informing Unavailability	Using approved languages, the portal must accurately inform users about the unavailability of a component or content, due to scheduled maintenance.
Printing	When users employ supported browsers, the portal must support the printing of webpage content and the downloading of content in HTML and PDF formats.
Colors	The visible colors and combinations used within portal must be compliant with state and federal guidelines.
Preferred Language Selection	Users must be able to choose their preferred language, as required by state and federal policies, and the portal must be compatible with available translation tools.
Privacy of Information	<ul style="list-style-type: none"> — Based on configurable rules, all sensitive or confidential data must be either encrypted or blocked. — Access to all information must be regulated by configurable role and person-based rules and comply with applicable state and federal law and policy. — The portal must log user access to the system and to data.
Effective Communication	Portal design must ensure that, when they use a production system, users do not see technical implementation details in error messages. Any error messages must not impact the user experience.
Unsupported Browser	When the portal website is accessed through an unsupported or under-supported browser type, the system must display a dismissible alert.
Helpful Features	The portal must provide online help, a site map, and frequently asked questions and responses.

Future State Technical Requirements – Data

TITLE	REQUIREMENT
Data Recovery	The data solution must offer failover, backup, and disaster recovery (DR) including a business continuity plan (BCP) plan.
Data Expansion	Data integration capabilities must be cloud native and should offer scalability.
Data Security	Data integration capabilities must ensure that data at rest or in transit is encrypted as specified in the organization’s guidelines.
Data Privacy	Data sharing across organizations must comply with applicable state and federal laws and policy.
Data Speed	The data solution must be a commercial Off-the-Shelf (COTS) or a commercially supported open-source platform, providing the needed transaction speed by the state.
Data Quality	The data hub must have data-cleansing and quality modules to correlate and merge duplicate data with 99.999% accuracy.
Data Integration	Data integration capabilities solution must be able to integrate with all in-scope systems, including legacy technology, like mainframe IMS.
Data Hosting	Data integration solution must be hosted on a state-approved government, public cloud ,or SaaS solution, as required by the state.
Data Environments	Data integration capabilities must include all environments necessary to develop and test changes and to support the solution-implementation lifecycle.
Data Bandwidth	Data integration solution provider must review the existing network architecture, determine the network and bandwidth requirements, and support any enhancements needed to achieve state-mandated performance levels.
Data Governance	Data integration solution must support governance capabilities, such as metadata management, data quality, and master data management (MDM).
Data Compliance	Data integration solution must maintain compliance with current state data policies.
Data Monitoring	Data integration solution must provide, configure, and operate tools and a monitoring function to monitor state-approved key performance indicators.
Data Tracking	Data Integration solution must offer a dashboard that is capable of displaying performance indicators.
Data Architecture	Data integration solution must have an architecture with no single point of failure. It must support fault tolerance and failover of web, applications, database, storage devices, and secondary devices such as load balancer.
Data Resiliency	The overall solution must ensure that the production integration layer, including its associated portals and interactions, are available 99.999% of the time.
Data Auditing	The solution must ensure that all incoming and outgoing transaction data is logged, archived in human-readable formats, and reasonably available to support audit reporting and other business needs.

TITLE	REQUIREMENT
Data Retention	The solution must comply with any applicable state and federal confidentiality requirements regarding the collection, maintenance, use, and protection of data.
Data Log Naming Convention	Data integration solution must store all log files and audit logs in a file with a standard, state-approved naming convention.
Integration Compatibility	The enterprise integration platform must act as the communication broker for all in-scope organizations.
Log File Naming Convention	All portal error reports and audit trails must be stored in a file with a standard, state-approved naming convention.

Future State Technical Requirements – Security

TITLE	REQUIREMENT
User Authentication	The solution must include centralized identity access management (IAM) that is synchronized with the active directory of all in-scope organizations and must be able to authenticate users from state directory services.
Security Enrichment	The solution or portal must provide a mechanism for multi-factor authentication and set-up authentication.
Security Monitoring	The solution, portal, and data integration solution(s) must have a monitoring and reporting tool to continuously assess security posture to find and fix vulnerabilities.
Sensitive Information	The solution or portal must include authentication and authorization services to protect sensitive information.
Data Transfer Security	The solution or data integration solution must securely transfer data over public and private networks, using a state-approved transfer protocol.
Virus Scanning	The solution or portal must have the capability to automatically scan all incoming files for viruses and other security-related vulnerabilities.
Access Control	IAM must provide the ability to individually provision user-specific access, as well as role-based access.
Security Dashboard	The IAM must provide a reporting dashboard and event alerting that will display IAM activity actions involving users, groups, roles, key, authentication (Single Sign-On and Multifactor Authentication), and IAM policies.
Security Storage	The IAM must provide secure, encrypted storage of credential information and align with the state record-retention policy.
Session Authentication	The IAM must have a mechanism to provide authentication session management to establish and revoke user sessions.
Access Denial Communication	The solution or the portal must display an informational message providing the user with information about who the user should contact if access is denied.

TITLE	REQUIREMENT
Unauthorized Access Prevention	The solution or portal must prevent unauthorized use, abuse, disclosure, disruption, or modification of data.
Password Reset	The solution shall have alternative password reset capabilities that comply with state requirements.

Future State Technical Requirements – Other

TITLE	REQUIREMENT
Environments	The solution must include test, development, performance, and production instances.
System Reliability	The solution must include an automated system-availability function that routinely determines whether all integration points and portals are returning expected results and meeting individual requirements.
Monitoring and Alerts	The solution must monitor and log all transactions and send notifications of all unsuccessful transactions in accordance with an agreed-upon timeline.
Future Enhancement	The solution must have the ability to host and invoke SOAP and REST APIs for any future enhancement.
Electronic Data Interchange	The solution must implement EDI transactions and manage the tool that supports state standards.
Financial Tracking	The solution must have a dashboard for consumptions and financials.

III. Success Criteria

Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.

A number of quantitative and qualitative factors will be used to determine the successful integration of the Core Workforce Partners and the FL WINS overall program. The table below describes many of these factors in the form of success criteria, including:

- A brief description of the criteria
- The means for measuring or assessing the criteria
- Those who should benefit from the success criteria
- The Fiscal Year (FY) when the success criteria will begin being realized through demonstrable change. These Realization Start Dates represent the earliest time-period when the success criteria begin to be realized. Full realization of the success criteria could take significantly longer based on complexity and the number of individual projects involved

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Start Date (FY)
1	The solution creates an online opportunity portal to provide Floridians access to available state, federal, and local services and evaluative tools to determine short-term employability and long-term self-sufficiency.	<ul style="list-style-type: none"> — Implementation of central portal providing information and guidance related to available services — Implementation of self-service functionality to identify services potentially available to an individual user — Provision of access to evaluative tools to determine short-term employability and long-term self-sufficiency 	Citizens System Users	FY 2023-24
2	The solution creates an online portal that provides broader access to education and training options, real-time labor market information, career planning and career services tools, and other support available for workforce training and education linked to middle- and high-wage in-demand jobs.	<ul style="list-style-type: none"> — Implementation of central portal providing information and guidance related to available services — Access to information related to available education and training options — Provision of real-time labor market information 	Citizens System Users	FY 2023-24
3	The solution will positively impact user experience by expanding self-service capabilities.	<ul style="list-style-type: none"> — Utilization of self-service options — Ability to access self-service options for all associated programs in a 	Citizens System Users	FY 2023-24

SCHEDULE IV-B FOR FL WINS PROGRAM

SUCCESS CRITERIA TABLE				
		central portal		
4	The solution will positively impact user experience/employee satisfaction through reducing manual, time-consuming processes.	<ul style="list-style-type: none"> — Number of manual processes automated through implementation of new solution — Number of manual vs. automated processes compared to baseline 	Citizens System Users Workforce Partner Agencies	FY 2023-24
5	The solution will positively impact user experience/employee satisfaction through providing ease of use through application integration, a reduction in duplicative data entry, and increased efficiency in serving clients.	<ul style="list-style-type: none"> — Employee survey results — Customer survey results — Audits and review results — Reduction in duplicative data entry 	Citizens System Users Workforce Partner Agencies	FY 2023-24
6	The solution will provide common intake capabilities for applicable programs across the Workforce Partners.	<ul style="list-style-type: none"> — Percentage of applicable programs addressed in common intake functionality — Percentage of programs receiving identified data from the data integration capabilities to begin intake process within associated application 	Citizens System Users Workforce Partner Agencies	FY 2024-25
7	The project and solution will introduce a formal cross-departmental workgroup to collaboratively identify and address legal and/or policy issues arising from integrating the Workforce Partner programs, which contributes to the WIOA vision of aligning programs and services to provide the greatest value to citizens.	<ul style="list-style-type: none"> — Implementation of Legal and Policy Working Group 	Citizens System Users Workforce Partner Agencies State of Florida	FY 2021-22
8	The project and solution will introduce a formal cross-departmental Enterprise Architecture (EA) function to establish standards, requirements, and processes to ensure the solution’s technical design aligns with business needs. EA will also establish a	<ul style="list-style-type: none"> — Implementation of Enterprise Architecture — Establishment of Target Shared Architecture 	Workforce Partner Agencies	FY 2022-23

SCHEDULE IV-B FOR FL WINS PROGRAM

SUCCESS CRITERIA TABLE				
	framework to guide ongoing technical decisions and ensure future technical sustainability.			
9	The solution will incorporate modern technology with modular, reusable components, which enable lower costs and increased flexibility to incorporate emerging technologies in the future.	<ul style="list-style-type: none"> — Implementation of service integration platform — Implementation of data integration capabilities — Time required for future implementation of other technologies — Cost required for future implementation of other technologies 	Citizens System Users Workforce Partner Agencies State of Florida	FY 2023-24
10	The solution will provide improvements in the efficiency and timeliness of data sharing between the Workforce Partners.	<ul style="list-style-type: none"> — Percentage of applications integrated — Timeliness of data updates shared with the data integration capabilities — Timeliness of data updates accessible to other applications 	Citizens System Users Workforce Partner Agencies	FY 2023-24
11	The solution will integrate program data from across the Workforce Partners, creating a consolidated central client record and providing a holistic view of clients served, which should result in improved collaboration/communication between the Workforce Partner programs and more individualized service provision to Floridians to achieve self-sufficiency.	<ul style="list-style-type: none"> — Percentage of applications integrated — Achieve ability to track clients being served by multiple programs — Number of cross-program customers identified and served holistically 	Citizens System Users Workforce Partner Agencies	FY 2023-24
12	The solution will utilize cloud-based hosting of the data integrations, which will enable the versatility to make on-demand changes to the solution and contribute to a high degree of scalability to expand and evolve as needed.	<ul style="list-style-type: none"> — Implementation of data integration capabilities — Time required to implement future changes 	Citizens System Users Workforce Partner Agencies State of Florida	FY 2023-24
13	The solution will provide enhanced reporting and analytics for quality assurance and strategic planning, which	<ul style="list-style-type: none"> — Measured against baseline of analytics and reports currently available 	Citizens System Users Workforce Partner	FY 2024-25

SCHEDULE IV-B FOR FL WINS PROGRAM

SUCCESS CRITERIA TABLE				
	supports the REACH Act goal of enhancing transparency and accountability of workforce programs.		Agencies State of Florida	
14	The solution will improve the efficiency and timeliness of referrals between programs through enhanced data sharing and integration.	<ul style="list-style-type: none"> — Achieve ability to track referrals between programs — Establish baseline against which to measure number and timeliness of referrals between programs 	Citizens System Users Workforce Partner Agencies	FY 2024-25
15	The solution will include reporting and analytics platform that can expand, scale, and evolve as needed to incorporate required data and information necessary for federal and state reporting requirements.	<ul style="list-style-type: none"> — Comparison to baseline of reporting capabilities currently available 	System Users Workforce Partner Agencies State of Florida	FY 2023-24
16	The solution will enable the Workforce Partners to identify and safeguard sensitive personal information to comply with statutory data sharing requirements.	<ul style="list-style-type: none"> — Audits and review results 	Citizens System Users Workforce Partner Agencies	FY 2023-24
17	The solution will meet all federal and state requirements for system development and certification.	<ul style="list-style-type: none"> — Audits and review results — Implementation time for future changes in federal or state requirements — Implementation cost for future changes in federal or state requirements 	System Users Workforce Partner Agencies State of Florida	FY 2022-23
18	The project(s) will be completed on-schedule, in accordance with an approved project plan(s).	<ul style="list-style-type: none"> — Adherence to established program roadmap — Interim project milestones 	Citizens System Users Workforce Partner Agencies	FY 2021-22

IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

A. Benefits Realization Table

Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.

The Benefits Realization Table below presents key benefits of the FL WINS program. These benefits contribute to the applicable goals of the REACH Act and will improve coordination among workforce partners which will, in turn, improve the delivery of workforce related services to Floridians leading to greater self-sufficiency.

The Realization Start Dates indicated in the table below represent the earliest time-period when initial benefits begin to be realized. Full realization of benefits could vary based on complexity and the number of individual projects involved. These dates are also based on the following assumptions:

- **The roadmap shown in Section VII. Schedule IV-B Project Management Planning** begins on January 1, 2022, and is adhered to throughout the program.
- Required procurements are completed timely.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Start Date (FY)
1	Improved access to and opportunity from Florida’s workforce, education, and public benefit programs, including a “No-Wrong-Door” entry strategy	Citizens Workforce Partner Agencies State of Florida	<ul style="list-style-type: none"> — Central portal — Common intake — Improved referral capabilities 	<ul style="list-style-type: none"> — Decreased customer time required to find and apply for services — Successful integration of common intake across applicable programs — Decreased staff time required to submit referrals 	FY 2023-24
2	Enhanced transparency and accountability of workforce programs	Citizens Workforce Partner Agencies State of Florida	<ul style="list-style-type: none"> — Improved data management — Increased access to data — Enhanced reporting and analytics 	<ul style="list-style-type: none"> — Improved program management — Published dashboards displaying KPIs and relevant metrics 	FY 2023-24
3	Improved self-sufficiency for Floridians	Citizens State of Florida	<ul style="list-style-type: none"> — Central portal — Common intake — Increased self-service capabilities 	<ul style="list-style-type: none"> — Improved results for key self-sufficiency metrics 	FY 2023-24

BENEFITS REALIZATION TABLE					
4	Targeted investments to enhance career readiness and successful, long-term employment in high demand, high-earning occupations	Citizens Workforce Partner Agencies State and Local Partner Organizations State of Florida	<ul style="list-style-type: none"> — Improved access to services — Increased collaboration and partnership between programs 	<ul style="list-style-type: none"> — Increased employment opportunities in targeted occupations — Increased employment attainment in targeted occupations 	FY 2023-24
5	Increased access to employment opportunities for Floridians	Citizens State of Florida	<ul style="list-style-type: none"> — Integrated education and training opportunities with job openings and labor market trends 	<ul style="list-style-type: none"> — Increased number of Floridians who participate in training and find jobs 	FY 2023-24
6	Simplified application process for Floridians	Citizens Workforce Partner Agencies State and Local Partner Organizations	<ul style="list-style-type: none"> — Central portal provides the ability for Floridians to apply for multiple programs through a single portal and improved referrals 	<ul style="list-style-type: none"> — Improved ability to track participant applications across all programs — Increase in the number of programs applied for by Floridians 	FY 2024-25
7	Improved efficiency and timeliness of referrals between programs	Citizens Workforce Partner Agencies State and Local Partner Organizations	<ul style="list-style-type: none"> — Data sharing and rules logic that connects eligible participants to other available programs across agencies/programs 	<ul style="list-style-type: none"> — Improved ability to track referrals between/across programs — Increase in number of Floridians referred for services to other programs 	FY 2023-24
8	Improved efficiency and timeliness of data sharing between the Workforce Partners	Workforce Partner Agencies State and Local Partner Organizations	<ul style="list-style-type: none"> — Shared data resources support data analytics and strategic policy setting 	<ul style="list-style-type: none"> — Incremental improvements in identifying target industries and employment and training opportunities and adapting policy to those opportunities 	FY 2023-24

BENEFITS REALIZATION TABLE					
9	Integrated service delivery that provides seamless and comprehensive services to customers	Citizens Workforce Partner Agencies State of Florida	<ul style="list-style-type: none"> — Business process alignment based on shared data and analytics — Service delivery that reflects collaborative business processes 	<ul style="list-style-type: none"> — Decreased customer time required to find and apply for services — Successful integration of common intake across applicable programs — Decreased staff time required to submit referrals 	FY 2023-24
10	Improved programmatic coordination and management based on shared data that will support improved employment and training outcomes and remove barriers to employment	Citizens Workforce Partner Agencies State and Local Partner Organizations State of Florida	<ul style="list-style-type: none"> — Shared data resources support coordination, data analytics, and strategic policy setting 	<ul style="list-style-type: none"> — Incremental improvements in identifying target industries and employment and training opportunities and adapting policy to those opportunities 	FY 2023-24

B. Cost Benefit Analysis (CBA)

Purpose: To provide a comprehensive financial prospectus specifying the project’s tangible benefits, funding requirements, and proposed source(s) of funding.

The chart below summarizes the required CBA Forms which are included as Appendix A in this document and use the CBA Forms on the Florida Fiscal Portal.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form-1 - Net Tangible Benefits	<p>Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.</p>

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form-2 - Project Cost Analysis	Baseline Project Budget: Estimated project costs. Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants. Characterization of Project Cost Estimate.
CBA Form-3 - Project Investment Summary	Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates: <ul style="list-style-type: none"> — Return on Investment — Payback Period — Breakeven Fiscal Year — Net Present Value — Internal Rate of Return

Cost Benefit Analysis Results

FL WINS is a multi-year program with costs estimated throughout the life of the project on an order of magnitude basis. This methodology assumes a total implementation cost of \$186,500,000 and transitional operations and maintenance costs of \$13,500,000. The methodology uses existing system cost data ratios, modified by specific project assumptions (outlined in II.B.2.), to allocate the total implementation cost to the FL WINS Program strategy and roadmap are assessed continually, with estimates being fine-tuned to incorporate new information. As such, cost amounts may change year-over-year as the FL WINS strategy evolves and planned activities are conducted.

As there have been no significant changes in the estimated total cost of the FL WINS Program, the Cost Benefit Analysis will not be updated until the end of FY 2023-24, after the first major procurement has been completed.

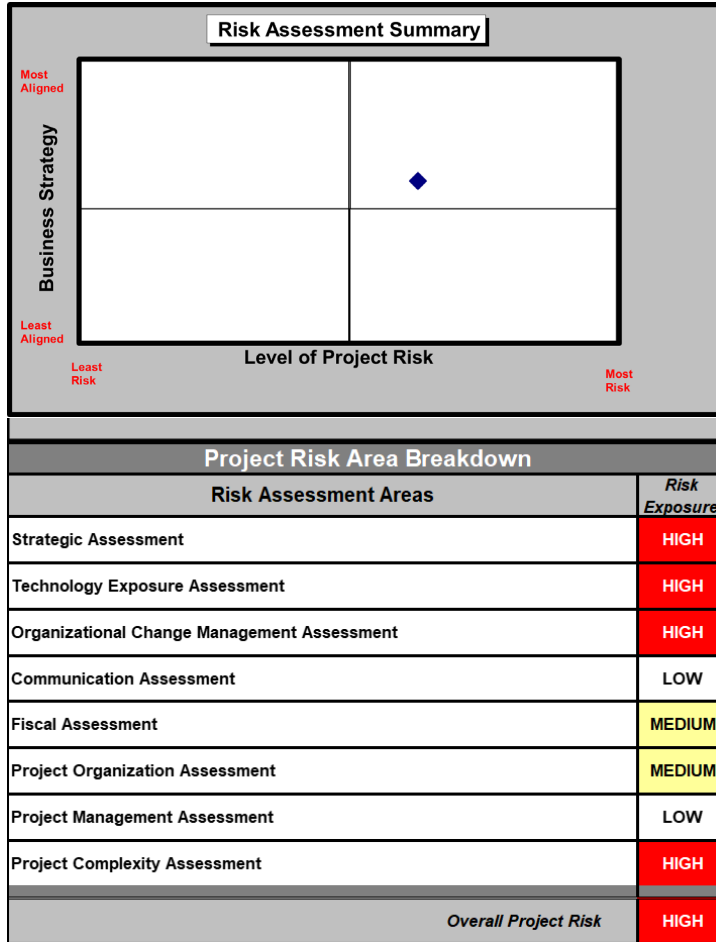
V. Schedule IV-B Major Project Risk Assessment

Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project’s alignment with business objectives.

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B and use the Risk Assessment Tool on the Florida Fiscal Portal.

NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study.

The Workforce Information System project is a large, complex project with impacts across multiple state agencies and to citizens who access services and benefits from the state. A risk assessment has been conducted in accordance with state guidelines and is represented below, the full updated risk assessment can be found in the appendices.



Overall Project Risk – High

While the overall major risk score remains the same, progressive elaboration of the FL WINS Program is providing sustained mitigation detailed below and in Section VII, Project Management Planning. Those questions in the Risk Assessment Tool were answered with the following considerations:

CATEGORY	PROPOSED MITIGATION ACTIONS (WITHIN ONE YEAR)
Strategic Risk	<ul style="list-style-type: none"> — The project charter will be developed, approved, and signed by the executive sponsors; — The project governance structure will be defined with buy-in and support from Workforce Partner Agency Leadership; and — Stakeholders will sign off on clearly documented project objectives. <p>The three above risks have been mitigated by the Charter for the Program being signed by Executive Program Sponsors (Executive Program Sponsors are located at the REACH Office; FLCommerce; Division of Workforce Services, Business Area; and FLCommerce Office of Information Technology, Technology Area) on August 31, 2022, and updated on December 19, 2022, and April 12, 2023. A three-tiered governance structure was approved on December 19, 2022, by the FL WINS Program’s Executive Steering Committee, that has representation from the six Partner Agencies involved in this initiative.</p>

<p>Organizational Change Management Risk</p>	<ul style="list-style-type: none"> — The Workforce Partners will develop, approve, and implement the Organizational Change Management Plan; and — The Workforce Partners will further define and document the target operating model (TOM) and business process changes. <p>The two above risks have been known and planned for by procuring a vendor-led Transformational Change Management Project to operationalize a Transformational Change Management Office, that was established in May 2023. The Target Operating Model (TOM) is being developed through a Business Process Reengineering Project.</p>
<p>Communication Risk</p>	<ul style="list-style-type: none"> — The Workforce Partners will develop and approve the overall Communications Strategy, including performing the following for the entire program and establishing standards to require individual projects throughout the roadmap to include Communications Plans that incorporate, at a minimum, the following elements: <ul style="list-style-type: none"> ○ Identifying affected stakeholders for inclusion in the Communications Plan; ○ Identifying all communication channels which will be used in the Communications Plan; ○ Identifying key messages to document in the Communications Plan; ○ Developing desired message outcomes and success measures to document in the Communications Plan; ○ Developing and documenting strategies in the Communications Plan that will promote the collection and routine use of feedback; and ○ Identifying and assigning required staff responsible for executing Communications Plan activities. <p>The identified areas of risk for Communications is being handled and managed by Overall Program and project communications are being managed by and through the Transformational Change Management Office.</p> <p>To-date, these key activities have established the foundation for mitigating Communication Risk:</p> <ul style="list-style-type: none"> • Created and managed a Transformational Change Management Project • Created and operationalized the Transformational Change Management Office in May 2023 • Completed a Stakeholder Analysis, which was approved in June 2023 • Completed a Change Readiness Assessment in June 2023 • Created a Change Management and Communication Plan in June 2023
<p>Fiscal Risk</p>	<ul style="list-style-type: none"> — The Workforce Partners will develop and approve a spending plan template to be used for the project lifecycle; — The Workforce Partners will identify and document all project expenditures in the Spending Plan; — The cost estimates for the project will be accurate within +/- 10-100% (Order of Magnitude); and

	<ul style="list-style-type: none"> — The Workforce Partners will further develop the Procurement Strategy to incorporate documented requirements for the use of a multi-stage evaluation process and the requirement for proofs of concept or prototypes to be included as part of bid responses. <p>The Program’s Spend Plan is based off the Operational Work Plan standard template. The Spend Plan is continually maintained, and end of month versions are provided with monthly updates.</p>
<p>Project Organization Risk</p>	<ul style="list-style-type: none"> — The Workforce Partners will further define, document, and formally implement the project organization and governance structure; — The Workforce Partners will develop a project Staffing Plan to identify and document all staff roles and responsibilities; and — A formal change review and control board, including representation from all key project stakeholders, will be established to address proposed changes in project scope, schedule, or cost. <p>The FL WINS Program’s three-tiered governance structure includes an escalation path based on impacts to scope, schedule, budget, and quality. Defined thresholds place responsibility of change control within appropriate tiers. Change is managed through the Change Management Plan and the companion Standard Operating Procedure.</p>
<p>Project Management Risk</p>	<ul style="list-style-type: none"> — Detailed program and project management standards will be developed to ensure individual projects along the roadmap utilize appropriate project management plans and processes (e.g., risk management, issue management, quality management, schedule management, etc.); — The Workforce Partners have planned to consider procuring a vendor to augment Project Management responsibilities; — Detailed requirements and specifications will be defined and documented; — All requirements and specifications will be traceable to business rules; — All project deliverables and associated acceptance criteria will be identified; — The Work Breakdown Structure will be defined to the work package level; — A project schedule will be created for the entire project lifecycle and will specify all project activities, go/no-go decision points, critical milestones, and resource requirements; — Formal project status reporting processes will be developed and implemented; — Formal risk and issue management processes will be developed and implemented to effectively manage and proactively mitigate risks and issues; and — Documented processes for standard change request, review, and approval will be developed and implemented. <p>The FL WINS Program is managed according to a Program Management Plan (PgMP) which consists of a main body supported with component plans. The PgMP was developed by a vendor with an initial submission in October 2022, and approved in December 2022. Since then, the PgMP went through several revisions and remediations to improve quality. Projects are supported with individual Project Management Plans, which reference the PgMP as appropriate. This Program operates under a hybrid method of Traditional Waterfall and Agile disciplines due to the complexity and the collaborative effort needed from each partner to be successful.</p>

	The PgMP is reviewed on a monthly, quarterly, and annual basis for continuous improvement activities.
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VI. Schedule IV-B Technology Planning

Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.

A. Current Information Technology Environment

1. Current Systems

The table in this section provides technical details for the identified in-scope systems. The ongoing assessment provides an understanding of the current systems and functional capabilities, technical environments, applicable state and federal rules and laws, and program requirements across all partners and systems.

a. Description of Current Systems

The Workforce Partner system components that have been included in the scope of this current state assessment include the following:

IDENTIFIED PROGRAMS & SYSTEMS

	DIVISION OF WORKFORCE SERVICES	Employ Florida CONNECT/Reemployment Assistance Workforce Information Database (WIDb)
	OFFICE OF ECONOMIC SELF-SUFFICIENCY	ACCESS Florida HopeFL System*
	DIVISION OF CAREER & ADULT EDUCATION	AWARE EMOP Career Planning & Work-Based Learning Coordination System
	DIVISION OF VOCATIONAL REHABILITATION	Division of Early Learning - DELC System
	DIVISION OF BLIND SERVICES	Florida College Systems* Local School Districts*
		* - Partially in scope

It is important to note that several in-scope systems are under development or undergoing parallel modernization efforts:

Systems in development (currently):

- Hope Florida
- Career Planning & Work-Based Learning Coordination System
- EMOP
- Division of Early Learning System

Systems undergoing modernization efforts:

- ACCESS
- RECONNECT
- EmployFL
- AWARE & VR AWARE

b. Current System Resource Requirements

Current Systems Assessment

System assessments were performed for each organization, encompassing the four major technical requirements below. There is increasing recognition that these four technology requirements, as interpreted here, can greatly impact the overall ongoing investment, whereby some of the older technology can drive towards a lower Return on Investment (ROI) and the newer technologies and architecture can drive to a much higher ROI. There was a scope change request completed in June 2023 in which DOE’s Division of Early Learning Program and System were added to the Scope. Additionally, DCF’s HopeFL Program and system were approved to be in-scope. DOE’s Division of Career and Adult Education has been separated into three scope categories: Adult General Education, that is fully in-scope; Apprenticeship, that is fully in-scope; and Florida College System and school district technical colleges, that are partially in-scope (from a technology standpoint, they will be informational only).

- **Application Maintainability Factors:** Source code, modularity, outsourced versus insourced, code brittleness, availability of modern APIs
- **Data Management Architecture (data as an asset):** Ability to extend from reporting to advanced analytics
- **Application Architecture:** Modern COTS software applications versus older custom development models, application integration (end-to-end application elegance, self service capabilities)
- **Platform Architecture:** On premises versus modern cloud technology, security structures for each

Antiquated	Better	Best
<ul style="list-style-type: none"> • Millions of lines of custom code • High degree of Code Maintenance 	<ul style="list-style-type: none"> • Modern APIs to connect various COTS software solutions • COTS Integration 	<ul style="list-style-type: none"> • SaaS

System	Application Maintainability Factors	Data Management Architecture	Application Architecture	Platform Architecture
Employ Florida System	Best	Better/Best	Better	Best
RECONNECT System	Antiquated/Better	Antiquated	Better	Antiquated
Workforce Information Database (WIDb)	Better/Best	Better	Better	Better
ACCESS Florida System – Modernization effort underway	Antiquated	Antiquated	Antiquated	Antiquated

System	Application Maintainability Factors	Data Management Architecture	Application Architecture	Platform Architecture
DCF Self Service Portal (SSP) – Modernization effort underway	Better	Better	Better	Better
DCF Worker Portal (AMS) – Modernization effort underway	Better	Better	Antiquated/Better	Better
Division of Blind Services Aware Case Management System	Better/Best	Better	Better/Best	Better/Best
Vocational Rehabilitation Information Management System	Better	Better	Better/Best	Better/Best
Division of Early Learning - - Modernization effort underway	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated
Career & Technical Education Data Analytics Dashboard	Best	Best	Best	Best
Education and Career Meet Opportunity Platform - - Modernization effort underway	Better/Best	Best	Best	Best
HopeFL - - Modernization effort underway	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated

c. Current System Performance

As mentioned earlier, each of the Workforce Partners has established their operational structure and service delivery capabilities in strict accordance with the program policies that fund and govern program administration. The Workforce Partners individually operate their own information and case management systems and have followed a development and improvement path that focuses on the needs of their clients within the boundaries of their own program. This disparate model, while sufficient for satisfying the requirements of their individual programs, has limited their ability to achieve the level of integration

needed to effectively manage very high volumes of business traffic and provide truly coordinated services.

These systems collect a host of data needed to determine program and participant eligibility and to administer the many individual programs and services that support the state’s efforts to educate, train, and support current and future generations of Florida’s workforce. They also provide the information that must be analyzed to evaluate, incentivize, and regulate participant achievement, as well as gather the data that must be collected and processed to satisfy the plethora of reports and evaluations required by federal, state, and local funding and regulating entities. Based on the current state assessment performed, the following summarizes some of the key opportunities and challenges for each department.

FOCUS AREA	COMMERCE	DCF	DOE
Business Integration	Has been able to establish some basic information sharing with other agencies, but no reciprocal or real time data sharing that could significantly improve the quality or timeliness of data shared or received.	Through previous efforts such as integrated eligibility, DCF has established deeper business integration capabilities that could be leveraged and built on to achieve workforce objectives.	Relationships with other agencies and partners are largely ad hoc. Each program within DOE seems to operate independently with little internal integration.
Policy & Program Management	Policies from all agencies are extremely complex in their treatment of information collection, storage, access, and sharing requirements and limitations. The interrelated and cross referenced federal and state rules will complicate efforts to identify and address policy limitations that could impede progress toward the REACH Act’s objectives.		
Customer Service & Experience	Has established multiple positive customer support and transaction capabilities with self-service portals for FloridaCommerce programs for case management services, and shared SNAP & TANF clients benefit from some level of data sharing with DCF.	Established multiple channels to be able to support customers in different ways, including efficient self-service options and more automated information verification services that reduce client documentation requirements.	Customer interactions are not directly automated by electronic self-service channels. They are supported in person with information keyed into case management systems manually.
Technical Requirements	Both the Employ Florida and Connect systems operate on a modern technology platform with effective integration capabilities that may	Partially operates on a modern technology platform with opportunistic integration possibilities while older components are less open	Much of the transactional technology is independently owned and operated at the local level, creating challenges for near term integration. The

FOCUS AREA	COMMERCE	DCF	DOE
	represent opportunities to build from for future data sharing and integration. The RA modernization project will present additional opportunities for further collaboration.	to easy integration to build from for future data sharing and integration.	data & analytics technology is undergoing a massive modernization effort that will accelerate the capabilities needed for this effort.

Based on the initial findings of the original feasibility study and Schedule IV-B, the current Business Process Reengineering project and the Information Technology efforts will continue to build upon the original conclusions drawn to mitigate, resolve, or solve discrepancies throughout the life of the Program.

2. Information Technology Standards

Each Workforce Partner has department-specific information technology standards to which their individual systems are held. In addition to those internal information technology standards, these systems must also adhere to standards and guidelines published by the Florida Department of Management Services (DMS), including those listed below.

- Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, F.A.C.
- Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C.
- Florida Cloud Computing Standards described in Florida Administration Rule 60GG-4.001 through 60GG-2.006, F.A.C.
- Information Technology Architecture Standards described in Florida Administrative Rule 60GG-5, F.A.C.

B. Current Hardware and/or Software Inventory

This project does not propose to replace the current hardware and/or software of the Workforce Partner systems. Instead, this project proposes to incorporate additional technology to integrate the existing Workforce Partner systems and enable them to work together more seamlessly to achieve the associated goals of the REACH Act.

C. Proposed Technical Solution

There are a variety of methodologies and routes to consider when integrating systems. There are foundational technical requirements that are critical for an organization to operate efficiently and effectively and to prepare for the future. It is important that the technical capabilities of a solution are well-aligned with core business priorities to ensure the systems and technologies enable the business to realize their vision. It is also important to establish service level agreements between the technology and business teams that are tracked, measured, and reported on. This will help ensure that the selected technology is serving the business in the expected manner.

The following provides details regarding important technical aspects considered when determining the most effective technology solution.

- **Portal:** Applicants, clients, partners, and departmental staff interact with a solution or a system via a portal, which typically serves as the face of the solution. A portal should: be easy to use and navigate; be accessible to applicants, clients, staff, and other designated users at all times; provide users with key

and easily digestible information about organizations, programs, benefits, and services; and be easy to modify to adapt to changing business needs. All intended users must be able to access the portal. It must fully comply with the Americans with Disabilities Act (ADA) and any other applicable state or federal accessibility standards.

- **Data:** Data is critical in today’s world, and the amount of data used by organizations grows exponentially every day. So that it can be retrieved easily and quickly when required, it is imperative that data is maintained in a clean and organized way. Many data types can also be confidential or sensitive, so it is important that the right data is only accessible to the right person, at the right time. When dealing with integrated systems, compiling and analyzing data from multiple sources can provide organizations with crucial information. Data analytics and visualization methods can greatly assist organizations with turning raw data into meaningful, valuable, and actionable insights and trends.
- **Security:** It is vital that an integrated system is appropriately secured so that data is protected, the system is utilized appropriately, and appropriate business functions are enabled. The number of potential system security vulnerabilities increases every day, so properly securing a system protects against fraudulent activities, data loss, and negative impacts to system performance.
- **Others:** There are other factors that are needed for a solution to be self-sufficient. For example, a solution should trigger alerts when there is a component that is unhealthy, and it should also be capable of automatically correcting issues. In technical terms, this is referred to as self-diagnosing and self-healing. In other words, the goal is a cognitive solution that can perform most of the maintenance work without significant human involvement.

To satisfy the business objectives, the proposed solution must meet the functional and technical requirements identified in **Section II.D.II Functional and Technical Requirements**.

Technical Solution Alternatives

The initial feasibility study of the workforce partners presented three alternatives forward:

- Alternative 1: Centralized System would provide a high level of alignment with the strategic objectives of the REACH Act and would provide great benefit to the Florida Workforce System, but it is the most complex and costly approach, has the longest timeline, and presents the most risk
- Alternative 2: Integrated Systems is the least complex, involves the lowest cost approach, has the shortest timeline, and presents the least amount of risk, but this approach fails to meet some of the primary strategic objectives of the REACH Act and would not provide many of the benefits intended by the legislation

— Alternative 3: Hybrid Integration would provide a level of strategic alignment and benefit comparable to Alternative 1 while being much less costly and complex, requiring a shorter anticipated timeline, and presenting less overall risk for implementation

	Strategic Alignment	Complexity	Timeline	Implementation Cost	Benefit	Risk
1 Centralized System 	 Very Strong	 Very High	 10+ Years	 \$350M – \$550M	 Very High	 Very High
2 Integrated Systems 	 Moderate	 Medium	 0 – 3 years	 \$125M – \$215M	 Medium	 Low
3 Hybrid Integration 	 Strong	 High	 3 – 6 years	 \$165M – \$290M	 High	 Moderate

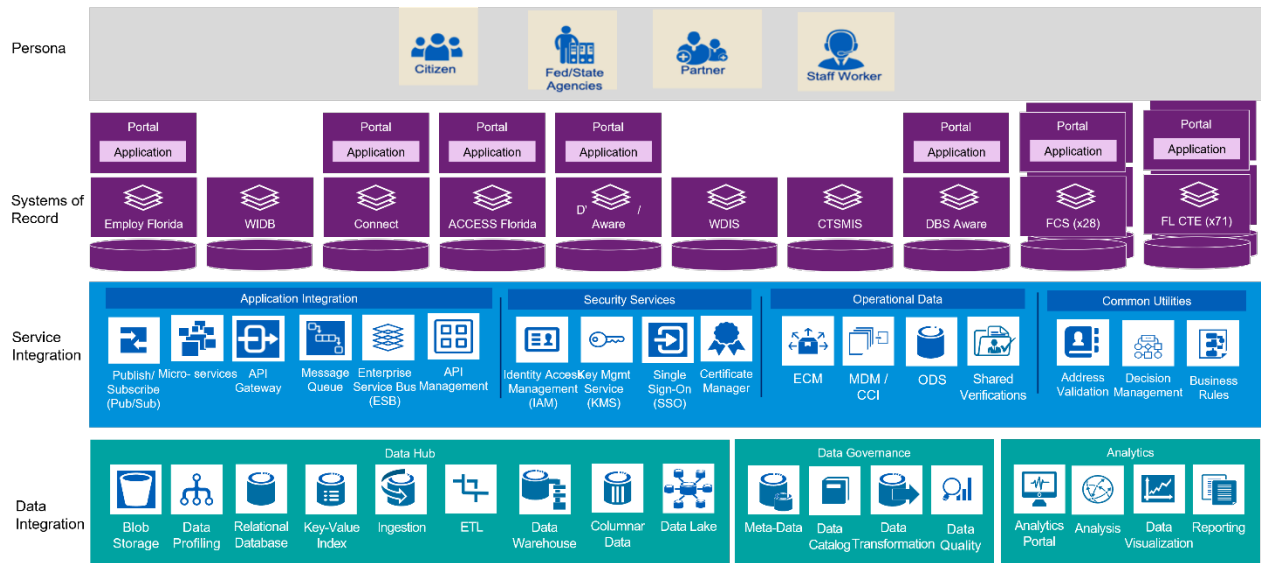
Rationale for Selection

Detailed assessments were conducted for each of the three strategic options so they might be compared and evaluated for strategic alignment. Selection from these future state alternatives required a decision framework that identified key criteria and an objective scoring approach, which was used to evaluate each of the three alternatives.

Recommended Technical Solution

The hybrid integration alternative incorporates all the back-office integration capabilities included in the overall integrated systems option but adds an enhanced and shared public portal. Like the large-scale public portal alternative this hybrid integration alternative will provide a no-wrong-door point of entry into the workforce-partnership enterprise. Floridians will use the portal anonymously to access information. The portal could also support program screening. Floridians will create an account and use it to apply or access a variety of self-service options. Implementation of a public portal could improve access, communication, and opportunity; promote self-sufficiency; drive efficiency; and improve the overall experience of interacting with the workforce-partner ecosystem. It could also promote benefits for the partnership: It could streamline eligibility, reduce manual data-entry, ensure more consistent applicant and client data, and reduce the level of effort required for making referrals, noticing, and reminding, and providing information and support. It could also improve back-office data management and provide a rich source of data for analytics.

SCHEDULE IV-B FOR FL WINS PROGRAM



- All system users will be described within the **Persona** section. This will include Floridians seeking services, state employees delivering services, in-scope departments and agencies, federal departments and agencies, and workforce development system partners. Functionality to allow system access to specialized, next-generation applications (for example, AI/Machine Learning, IVR, and Chat Bot applications), is also contained in the Persona section.
- Users will access the system through the **engagement layer section**. This will include a public portal, a portal for state employees, and a third portal for all others.
- The model will contain modern application services architecture, such as an application integration hub. This functionality is needed to extend critical capabilities to all in-scope systems. **Application integration services** are needed to extend common client data/intake data and case management/referral data into the existing applications via APIs, service brokers, or other innovative techniques.
- **Security Services, Operational Data services, and Common Utilities** will be the same as and they would deliver standardized services for consumption by the 107 existing systems.
- The **systems of record layer** would have to be significantly modified to consume and interact with the new service and data integration architecture components. The same would be true for the new portal layer that would replace any existing portals.
- The newly provided data integration functions are designed as readily consumable services within the **data integration layer**.
- The **data integration section** allows for optimum data storage, data consumption, and data transmission techniques. As with Alternative 2, the data hub would be designed to share and transmit common client data/intake data and case management/referral data across all existing systems.
- The **analytics section** provides the necessary analytic engines (advanced queries, statistical analysis, forecasting/predictive analytics, randomization, etc.), visualizations and reporting/publishing capabilities.
- The **data governance section** provides vital data classification and data control capabilities.

The Hybrid Integration model includes three primary scope elements – building for data integration capabilities, implementing a common customer portal, and including in the portal a shared intake/application form for in-scope systems. The purpose of these scope elements is to share data among

existing agency systems of record and enhance user experiences. Successful integration and data sharing will require more than shared systems of new technologies. Building a shared technology service will require coordinated management of the program across the Core Workforce Partners.

Developing a roadmap to build these new business and technical capabilities employed phasing strategies and industry benchmarks to estimate the timing required for each phase. It is assumed that there will be a vendor support strategy that will require business supports and systems integration, though it is still unknown if there will be a vendor-procured systems integrator or if this will be requested for inclusion in the solution build phase. The first set of procurements included (in this order) the procurement of an Independent Verification and Validation vendor (7/2022), the procurement of a Business Supports and Technical Advisory vendor, (08/2022) and the release of a Business Process Reengineering and Transformational Change Management vendor(s), executed in 12/2022. The Business Process Reengineering and Transformational Change Management procurement was deployed in the first set of procurements to develop the Target Operational Model, which will drive the remaining solution build procurements, which are set to be completed by the end of 2024.

The Program’s roadmap includes a series of projects. These projects fall into the following categories and have updated information regarding what has been completed to date:

- **Workforce Integration Management:** Develop program and project management and governance standards for shared technology operations and establish a working group(s) to identify and address legal and policy barriers to information sharing.
 - **Updated information:** This project was initiated with the establishment of the Program Management Office (PMO) via the Business Support and Technical Advisory contractor. While the PMO, PgMP, Center of Excellence (COE), and workgroups are intact and functional today, the contract for Business Support and Technical Advisory was terminated for convenience and a new Request for Quotes to provide PMO Services is under development (and is expected to release in August). It was realized in execution of the Business Supports and Technology Advisory procurement, that the established program governance was robust enough not to require the presumed consulting services that the vendor was trying to impose on the program. The procurement that will be released for a new PMO vendor, specifies that only business supports by way of PMO functions are needed.
- **Business Planning and Communications:** Design a new business operating model and processes and establish a communications and change management plan to assist with the understanding and adoption of the changes.
 - **Updated Information:** This project recommendation was satisfied with one contract (same vendor) to initiate two individual projects: Business Process Reengineering and Transformational Change Management. The Business Process Reengineering’s main deliverable is the Target Operating Model, which is a predecessor to future state requirements, which are needed for the larger (infrastructure and development) procurements. The Transformational Change Management project helped establish a Transformational Change Management Office, which is responsible for organizational change management and communication management.
- **IT Operations:** Develop the data governance and enterprise architectures required to design the future of systems integration and data sharing.
 - **Updated Information:** Within the IT Operations category and not operationalized as a normal project, this recommendation is satisfied as data governance and enterprise architecture are being developed as part of the Program Management Plan and Standard Operating Procedures through the IT Shared Services Core Team Workgroup and specific focal area workgroups that will allow for maximizing Workforce Partner staff time and

resources by focusing on drafted problem statements and providing recommendations back to the Core Team for either adopting or escalating to the appropriate governance tier (depending on the established Decision Matrix Scoring level).

- **Data Integration Capabilities:** Develop the systems and data integration capabilities to share data between existing systems of record in an effective and efficient way leveraging modern technologies and cloud-based solutions.
 - **Updated Information:** A Program-logged decision was approved on 6/2/2023 as the Program shifted focus to initiating the Customer Portal project. The strategy is to let the customer and case worker drive the user experience, which in turn will drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects.
- **Customer Portal:** Enhance the customer experience through a single shared account which provides a common access point to update personal information, access program information, and submit common intake applications.
 - **Updated Information:** Work on this project has been ongoing with pre-initiation activities in June and July. Formal initiation through a charter and project plan will occur in August 2023.

The updated Program Roadmap from July 2023 Represents the efforts that have occurred and what has changed since the initial writing of the Schedule IV-B.



The expedited timeline in this roadmap reflects a realistic but aggressive approach that will require significant state resources to support procurement and program establishment.

Additionally, the updated roadmap reflects the shift in focus to initiating the Customer Portal project before initiating the Data Integration Capabilities project. While continuous updates to the roadmap

(sequencing and duration of activities) are expected, the overall timeline remains the same, except the end date of the Program is now earlier – December 31, 2026 – to align with funding constraint deadlines. It is notable to know that this roadmap is the latest Executive Program Sponsor approved roadmap, however, it will be updated once the Customer Portal Project releases a Request for Information in August/September of 2023.

D. Capacity Planning
(historical and current trends versus projected requirements)

In terms of capacity requirements, as the implemented solution will not be replacing the existing technical infrastructure of the current Workforce Partner systems, historical and current trends of the current systems do not necessarily provide a reliable depiction of the capacity and utilization the new solution will support. As the new solution will only support specific data-sharing functions between the current systems, future decisions made regarding the volume of data shared, transactions tracked, and information stored will help to clarify the required capacity. However, scalability and flexibility are among the benefits of the proposed technical infrastructure of the data hub and should enable the solution to meet any capacity needs the Workforce Partners have.

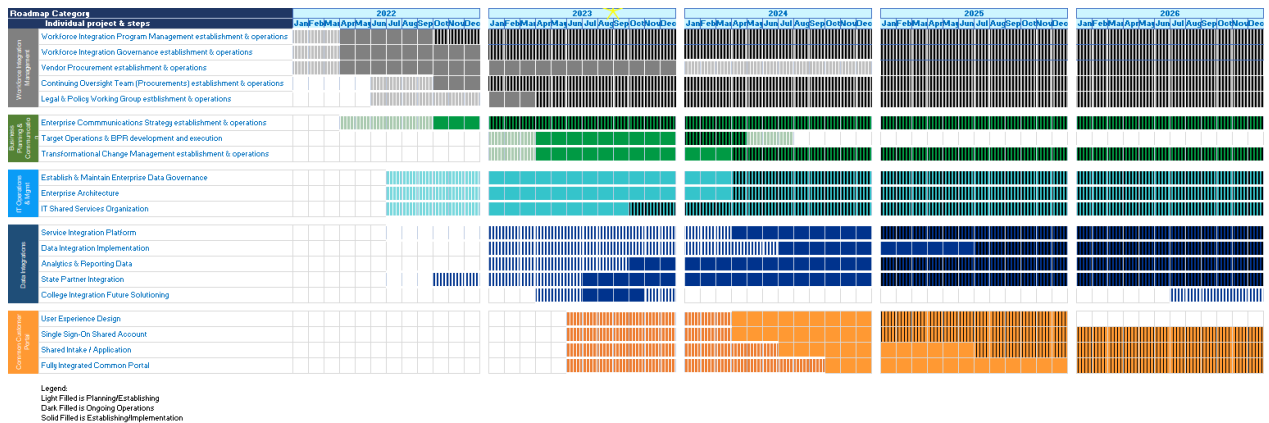
VII. Schedule IV-B Project Management Planning

The project will be formally established, chartered, and managed in accordance with Chapter 60GG-1, Florida Statute, Department of State Technology Project Management and Oversight.

NOTE: For IT projects with total cost in excess of \$10 million, the project scope, business objectives, and timelines described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.

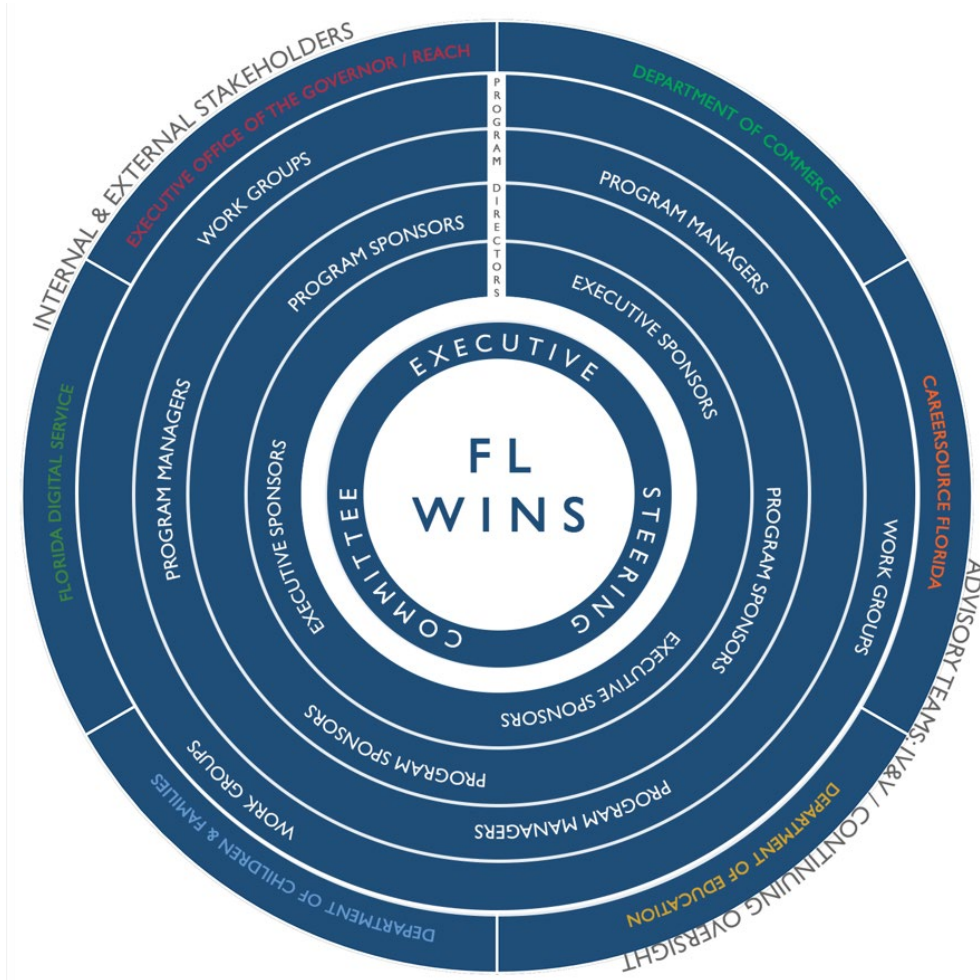
Project Phasing Plan/Baseline Schedule

The Project Roadmap was jointly developed through workshops with the Workforce Partners during the feasibility study. Individual projects were identified that will establish a business framework to manage the transformation program, establish new business capabilities, implement new technologies, and modify existing systems if needed. The Workforce Partners have reviewed the identified projects and their proposed scope, and validated an overall timeframe, including what capabilities will need to be in place for specific milestones. This plan establishes the implementation strategy and identifies timing and key dependencies which will exist between individual projects as part of the complete roadmap.



Project Organization

The project’s organization consists of an Executive Steering Committee, various governance bodies focused on primary functions, such as overall program management, project management, architecture, data governance, and legal and policy issues. These are described in further detail in the Implementation Plan section below. Below is a graphic representing the extensive collaboration that is needed from each Workforce Partner in this effort.



Implementation Plan

This section identifies and outlines the individual projects required to establish a business framework necessary to manage the envisioned transformation program, establish new business capabilities, implement new technologies, and modify existing systems.

- Overall timeframe, including what capabilities will need to be in place for specific milestones
- Implementation strategies, including where incremental development or ‘big bang’ implementations are preferred as timing will be affected by these strategies
- Timing and key dependencies between individual projects documented through a complete roadmap for all individual projects and the milestones that are expected to be operational by implementation

completion

Each of these individual project areas were developed based on several assumptions and these assumptions are provided within each project section.

Implementation of Category and Individual Projects:

Workforce Integration Management

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transformational Program Management	[Gantt chart bars]																			
Program Charter & Standards	[Gantt chart bars]																			
Program Management Team	[Gantt chart bars]																			
Enterprise PMO Operations & Reporting	[Gantt chart bars]																			
Project Resource & Contract Management	[Gantt chart bars]																			
Transformational Program Governance	[Gantt chart bars]																			
Governance Charter & Standards	[Gantt chart bars]																			
Governance Operations	[Gantt chart bars]																			
Executive Steering Committee establishment	[Gantt chart bars]																			
Information Technology Shared Services Core Team establishment	[Gantt chart bars]																			
Legal & Policy Working Group	[Gantt chart bars]																			
Resource identification	[Gantt chart bars]																			
Issue identification & prioritization	[Gantt chart bars]																			
Issue review & planning	[Gantt chart bars]																			
Issue resolution	[Gantt chart bars]																			
Continuing Oversight Team (Procurements)	[Gantt chart bars]																			
Resource identification	[Gantt chart bars]																			
Team Planning & Process Defining	[Gantt chart bars]																			
Team Reviewing & Monitoring	[Gantt chart bars]																			
IV&V Vendor Procurement	[Gantt chart bars]																			
Establish requirements & SOW	[Gantt chart bars]																			
Request for proposals	[Gantt chart bars]																			
Negotiations & mobilization	[Gantt chart bars]																			
Business Support (PMO) Vendor Procurement	[Gantt chart bars]																			
Establish requirements & SOW	[Gantt chart bars]																			
Request for proposals	[Gantt chart bars]																			
Negotiations & mobilization	[Gantt chart bars]																			
Business Process Reengineering & Transformational Change Management	[Gantt chart bars]																			
Establish requirements & SOW	[Gantt chart bars]																			
Request for proposals	[Gantt chart bars]																			
Negotiations & mobilization	[Gantt chart bars]																			

The key assumptions used to develop the detail for the Workforce Integration Management project included:

- Vendor shall adhere to state protocols, processes, and other key requirements in development of requirements, SOW, and mobilization (and will make recommendations on better practices as necessary)
 - Updated Information: Procured vendors on the FL WINS Program are not expected to participate in any other procurement negotiations
 - Standard procedures across agencies will be established to streamline processes and align priorities
 - Updated Information: Due to the complexity of this initiative and its collaborative nature, this will be an ongoing effort.
- Vendor shall adhere to/consider state requirements (including the use of the Project Management Institute’s Project Management Body of Knowledge (PMBOK)) in the development of the program charter and standards
 - Updated Information: Program Charter and Program Management Plan have been developed and are utilized within the Program Standards.
- State will provide fully dedicated resources to support overall program management in connection with vendor(s) and/or contractors
 - Updated Information: Each Workforce Partner is represented in multiple areas of the Program’s governance structure to provide the most collaborative and aligned vision for the future state.
- Vendor shall provide integrated programmatic reporting (overall program and individual project statuses, risks, issues, etc.) to provide leadership (and other key stakeholders) with information required to make business decisions
 - Updated Information: This is currently being handled by monthly status reporting and through the Transformational Change Management Office. When the Program Management Office (PMO) re-release of procurement goes out in late summer early fall of CY 2023, the expectation is to have the PMO manage the programmatic reporting on a more frequent basis than monthly.
- Transformation management office should have the authority to make program management-based decisions based on standards defined in the program charter and Program Management Plan (PgMP)
- State shall assign key leadership resources to provide input into the workforce integration management governance standards
 - Updated Information: This is currently being met through the robust governance structure of the Program, which allows for full collaboration and participation of Partners.
- State shall identify participants for the Executive Steering Committee
 - Updated Information: The Executive Steering Committee was established and met in December 2022 and recently in July 2023; this group will meet on an ad-hoc or quarterly basis as needed.
- State shall identify participants for the IT Shared Services Workgroup
 - Updated Information: The IT Shared Services “Core Team” Workgroup has been established and is brought together on an ad-hoc basis to resolve identified problem statements that have been submitted by the encompassing Focal Area workgroups within the workgroup is also expected to evaluate and decide on proposed recommendations or escalate to the appropriate governance tier for decision making.

- Vendor shall incorporate existing governance structures, SOPs, and processes into the development of the workforce integration management governance model
 - Updated Information: The Program has a robust 3-tier governance structure that is in place.
- At this time, Systems Integrator (SI) services have not been secured, nor has this avenue been completely removed. The Program is still evaluating this original recommendation and looking to the vendor community to make the business case on solving for this with an upcoming Request for Information tool that will be released at the end of August 2023. It is important to note that the decision to include a standalone SI vendor, is at the discretion of Program Leadership for FL WINS.

The first two project categories in the roadmap (Workforce Integration Management and Business Planning and Communications) are primarily composed of non-technical projects that help the organization create a framework for coordinating and implementing the changes in strategy, policy, organization, business operations, and technology needed to transition to the desired target state. These projects will have a cross-department and program-wide approach. They should be undertaken as soon as possible and continue in conjunction with the Business & Technology Projects.

Given the complexity and extensiveness of FL WINS, structural components for cross-departmental transformation are essential. Without a proper governance structure in place, the project will not be sustainable in its implementation, operational, and enhancement phases.

This project category is focused on establishing the governance model and structural processes which will guide Workforce Partner systems integration projects to support this inter-agency initiative. This will include standards for setting priorities, project management, decision-making, issue escalation and resolution, legal and policy alignment, and tracking progress against expectations.

It is recommended to establish the following functions and governing boards for decision-making and delegation of authority:

Workforce Integration Program Management

Program Management Team

The Program Management Team should comprise key leaders from each of the Workforce Partner agencies and other applicable stakeholders of Florida’s workforce programs. This team should establish the Program Charter and Standards and define the scope for the entire FL WINS initiative and should be accountable for ensuring the initiative adheres to the vision and meets the related objectives of the REACH Act.

The Program Management Team should be responsible for oversight of all efforts associated with achieving the related goals and objectives of the REACH Act, including both project and non-project efforts. This includes accountability for key stakeholder communication strategies and oversight of all project management office (PMO) activities. A key aspect of the communication strategy for the Program Management Team should be to ensure a consistent message is articulated to make certain that all stakeholders are aligned on the goals and outcomes of the initiative. This will ensure the target population is aware of ongoing progress and objectives, as well as increase the likelihood of stakeholder engagement and support of the initiative.

Updated Information: Situated in tier-2 of the 3-tier governance structure, the Program Management Team was established in the initial Program Management Plan and further elaborated in subsequent versions. Roles and responsibilities are established for Program Sponsors from each Workforce Partner Agency, who lead the Program Management Team. Each Workforce Partner Agency is supported with a Program Manager. Escalations within the Program Management Team, and up/down to other tiers, are led by two Program Directors – one from the REACH office and one from FloridaCommerce.

Enterprise Project Management Office (PMO)

The PMO will serve a significant role throughout the entirety of the program roadmap by upholding established project management standards and overseeing the ongoing progress of roadmap projects, both individually and collectively. The PMO can be comprised of a combination of existing project and program management staff across the agencies, as well as an externally procured vendor that provides project management oversight services.

One of the key functions of the PMO should be to establish, and ensure the consistent utilization of, high-quality project management standards and practices. These should be developed based on industry-standard methodologies and techniques, incorporating existing agency practices as appropriate, and should satisfy all applicable State of Florida requirements for project management activities. Adhering to these standards will help to maintain project timelines and costs, ensure adequate project planning and execution, and mitigate or avoid unanticipated setbacks.

The PMO should also contribute to effective governance by providing ongoing reporting of project performance and facilitating timely communication to Program leadership of project status, risks, and issues to enable informed decision-making.

The above described PMO was designed and constructed by the Business Support and Technical Advisory contractor. Now known as the FL WINS PMO, the PMO has been through several revisions and mediations. To address deficiencies identified by the Program’s Independent Verification and Validation contractor, the FL WINS PMO conducted a major overhaul of the PMO artifacts in April 2023. Today, the FL WINS PMO is fully functional, backed by a Center of Excellence, Central Repository, and Project Management Information System.

Project Resource and Contract Management

As resource needs are identified for projects throughout the initiative, each agency will review those needs to determine whether existing agency staff are available to allocate to the project(s) or if staff must be hired or procured to meet those needs. Once staff are allocated to projects, agency management and the PMO will coordinate to direct, manage, and monitor staff resources.

It is expected that implementing the roadmap projects will result in multiple procurements, whether they are through renegotiating existing contracts or contracting for new services or solutions. As Florida continues to move towards integrated or shared services, contract management will be necessary for negotiating, contracting, and monitoring vendors and contracts.

Roadmap Phasing and Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Individual project & steps																				
Transformational Program Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Program Charter & Standards		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
Program Management Team		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
Enterprise PMO Operations & Reporting		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
Project Resource & Contract Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Transformational Program Governance	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Governance Charter & Standards		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
Governance Operations		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
Executive Steering Committee establishment		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
Information Technology Shared Services Core Team establishment		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█

KEY STEPS	DEPENDENCIES
1. Program Charter & Standards – Completed. <ul style="list-style-type: none"> — Identify goals and expectations, accountabilities, structure, roles & responsibilities, etc. 	Identification of Program Management Team members
2. Program Management Team – Completed. <ul style="list-style-type: none"> — Accountable for ensuring the initiative adheres to the vision and meets the related objectives of the REACH Act — Establish and manage communication strategies for key stakeholders — Establish and oversee the PMO 	Program Charter ratification
3. Enterprise PMO Operations & Reporting – Established and Ongoing. <ul style="list-style-type: none"> — Identify available PMO staff and hire or procure a vendor that performs project management oversight services, if desired — Establish project management and reporting standards, considering existing documentation and standards from each agency and FLDS — Regular communication of project progress, risks, issues, etc. 	Establishment and staffing of PMO
4. Project Resource & Contract Management – Established and Ongoing <ul style="list-style-type: none"> — Identify staff from each agency who will serve as project resources for the initiative — Identify gaps which may need to be filled through hiring external resources — Identify agency points of contact for ongoing contract management 	

Updated Information: To date, the above key steps have been satisfactorily achieved: The Charter has been executed; The Program Management Team is established and operating; The PMO is established, operating, and is currently staffed with Workforce Partner Agency Staff, Staff Augmentation resources, and contractor (vendor) staff; and the Project and workgroups are adequately resourced.

Additionally, the contract management functions are bolstered by the creation and operation of a multi-agency Continuing Oversight Team (Reference 287.057(26)(a-c), Florida Statutes), that includes members from each Workforce Partner Agency (excluding CSF currently).

Anticipated Business & Process Impact:

Establishing a cross-departmental PMO will be necessary due to the impact of the FL WINS program as a whole and the nature of it spanning across three separate agencies. This will be especially important for this integration-based program as so much of the work will involve applications and systems that are currently under modernization efforts. These individual endeavors will need to be coordinated to ensure that – ultimately – all the “dots” connect to form a new and relatively seamless whole. The executive governance structures established or reformulated to guide this program will significantly impact ongoing

program and project management, project resource allocation, and contract management for the initiative. Due to the size and scope of the initiative, agencies will likely need to assign dedicated resources to this initiative, which could have significant impacts on existing agency priorities in the technology, programmatic, and procurement areas.

Anticipated Technology Impact:

To enable the PMO and its associated processes to develop appropriately, the Workforce Partners should assess the available tools and utilize those that will best enable the management of shared resources and track project status, issues, decisions, and performance.

Benefits of the Approach:

One of the key benefits of incorporating these elements will be alignment across the Workforce Partners on program goals and objectives. As indicated throughout the roadmap details of this report, maintaining a shared vision and alignment across the Workforce Partners will have a significant contribution to the success of the program. This alignment should also contribute to streamlined communications about the program to promote awareness for all stakeholders regarding project status, upcoming initiatives, risks and issues, system changes, and other updates.

Identifying and documenting processes to guide the program and individual projects should ensure continuity throughout all projects of the roadmap and prevent process ambiguity that can potentially result in confusion, delays, and unaddressed risks and issues. Documenting defined processes, roles, and responsibilities for decision-making authority, escalation of risks and issues, and project management standards should create a framework that enables both leadership and project teams to be proactive in performing their duties and responsive if issues arise. Additionally, establishing effective resource management practices should provide focus on the availability of critical staff throughout the program.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent Workforce Partner participation and investment of time and effort.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three agencies that could hinder the effectiveness of program operations and success of projects throughout the program. It will be crucial for the Workforce Partners to align on a shared vision from the start and ensure it persists throughout the life of the program.

Another potential challenge could be availability of staff resources across the Workforce Partner agencies. Resource requirements for FL WINS will likely conflict with existing priorities for critical staff within each agency. Prioritization of key resources will be critical to the success of this initiative.

Procurement Strategy

The scope of the recommended alternative requires a significant level of investments into transformation of both business and technical operations. With the complexity of these changes and the level of effort that they require, the state is going to require support from a variety of vendors with a wide spectrum of specialties. Naturally, there are several different strategies that could be employed to procure the products and services that will meet these needs.

Product and Service Procurement Requirements

To successfully manage and execute the integration required by the REACH Act and identified in the

Alternatives Analysis, the state will need to deepen its business and technical capabilities and capacity in several different ways. Integration at this level needs more than the implementation of new and shared technologies to share data and enhance customer experiences, it also needs business-level integration to facilitate development and operations of a shared service that will support all workforce integration partners in their efforts.

Best of Breed Vendors

By selecting vendors individually, the state will have the maximum flexibility in selecting vendors that align best to their priorities and preferred technical solutions. With more specialized vendors, lock-in to any one vendor will be effectively eliminated, providing the state with the most long-term flexibility. Based on experiences with previous procurement efforts, it is expected that much smaller procurements will each benefit individually from a faster, less complicated process with few diverse requirements to consider.

With this flexibility, however, comes an increased challenge in vendor contract management and oversight that will be required. A diverse set of vendors also has the potential to add challenges with performance management, where deliverables are all interdependent on each other any issues could lead to finger pointing and a difficult culture. A large number of procurements also has the potential to add significant time required to the overall roadmap to allow for procurement, selection, negotiations, and potential conflict and/or issue resolution.

Introduction

Multiple procurements could potentially take place to contribute to the success of this initiative; therefore, it will be critical for the Workforce Partners to employ a procurement strategy which provides flexibility in deciding whether to utilize a single vendor to address multiple needs or to selectively utilize different vendors to address different needs based on expertise. Regardless of the approach chosen, it will be important to establish a consistent structure for managing procurements to enable cooperation and collaboration between the Workforce Partners throughout the initiative.

The recommended approach employs a procurement strategy that will utilize vendor partners to provide both business transformation services and technical development and integration services, in addition to the required utilization of an Independent Verification and Validation (IV&V) vendor. This approach assumes a minimum of three (3) procurements for these services but also provides for the procurements to be constructed in a manner that will allow the Workforce Partners the flexibility to be selective of individual vendor partners for particular services and/or consolidate other aspects if desired. Each of the three primary procurements is described in brief detail below.

Business Support and Technical Advisory

The program should procure a vendor partner(s) to assist in establishing a foundation of professional services and support, as well as advise and provide support in the development of key technical aspects to guide the Workforce Partner systems integration program. The Business Support and Technical Advisory Vendor(s) should provide the consulting expertise needed to develop a strategic plan for the Workforce Partner systems integration program, as well as provide initial and ongoing strategic, technical, and programmatic support for several foundational elements of the program. In collaboration with the Workforce Partners, the Business Support and Technical Advisory Vendor(s) should develop and manage governance for the overall program, manage individual projects, develop data and technical standards, develop and maintain information and technical architecture documentation, and establish a data security plan.

A Request for Quote to procure Business Support and Technical Advisory services was release in May 2022, which resulted in a contract that was fully executed in August 2022, after which the contractor was onboarded and operating. The contractor crafted many of the above foundational elements of the FL WINS

Program. Additionally, the contractor supported the Program for nearly 11 months with key contributions of establishing and remediating the Program Management Plan (and designing and building the Program Management Office), operating the Program, and initiating two projects and two workgroups. Ultimately, staffing, work quality, and contract concerns led to termination of the contract on June 23, 2023. As a result, the FL WINS Program is pursuing a three-pronged approach to staffing the Business Support and Technical Advisory function: 1. Redistribution of the work amongst the Workforce Partner Agencies (with the addition of two full-time resources from the Business Process Reengineering contractor), 2. Pursuit of additional short-term resources through a staff augmentation Request for Quotes (release accepted in Fall 2023), and 3. Pursue a new Program Management Office (PMO) contractor to provide long-term resources through a Request for Quotes (release excepted in Fall 2023).

Systems Integrator

At the time the original Schedule IV-B was developed in 2021 the recommendation was to have a systems integrator as one of the main three procurements. However, the Program leadership at the time determined that a Target Operating Model needed to be developed prior to solutioning for the technology build. This was incorporated into the Business Process Reengineering Project and is currently underway.

The Systems Integrator Vendor(s) option has not been concluded yet and may still be an option for upcoming procurements in the Program. To date, not procuring a systems integrator has enabled Program costs to remain low and added flexibility to empower the Program to secure the best solution (along with the right implementation model). The upcoming Request for Information (Fall 2023) to help inform the procurement for the customer portal will help define the implementation model (and/or need for a Systems Integrator).

The Program is still evaluating this original recommendation and looking to the vendor community to make the business case on solving for this with an upcoming Request for Information tool that will be released at the end of August 2023. It is important to note that the decision to include a standalone SI vendor, is at the discretion of Program Leadership for FL WINS.

Independent Verification and Validation (IV&V)

The IV&V Vendor should provide an objective, neutral, and independent assessment of deliverables produced throughout the Workforce Partner systems integration program. The IV&V Vendor should also assess and report on the Workforce Partner systems integration program's organization and planning, procurement, management, and technical solution development and implementation.

IV&V services are required pursuant to the Florida Information Technology Project Management and Oversight Standards found in rules 60GG-1.001 through 60GG-1.009, Florida Administrative Code (F.A.C).

A Request for Quotes to procure an Independent Verification and Validation contractor was released in February 2022, resulting in a contract that was fully executed in June 2022, after which the contractor was onboarded and began operating in July 2022.

Roadmap Phasing and Timing:

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce Partner Integration Management	Continuing Oversight Team (Procurements)	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Resource identification	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Team Planning & Process Defining			█	█	█	█	█	█												
	Team Reviewing & Monitoring			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	IV&V Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Support (PMO) Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Process Reengineering & Transformational Change Management			█	█				█												
	Establish requirements & SOW	█	█	█	█				█												
	Request for proposals		█	█	█				█												
	Negotiations & mobilization		█	█	█				█												

As all procurements require time to advertise and award, incorporating a higher number of procurements will extend the timeline of the overall initiative timeline.

Anticipated Business & Process Impact:

In addition to time, the procurement process requires staff resources to perform the tasks of drafting language, reviewing and evaluating responses, and managing contracts. A high volume of procurements could require large commitments of staff resource time.

Benefits of the Approach:

The primary benefit of this approach will be providing the Workforce Partners with adequate flexibility in selecting the vendor(s) to provide services required throughout the program. This flexibility should help enable the Workforce Partners to select the vendor(s) whose services will provide the most value to Floridians and the State of Florida.

Another benefit of this approach is the establishment of a clear framework and processes for procurement development, advertisement, evaluation, and award. This should help to prevent negative schedule and budget impacts caused by confusion and delays that result from undefined roles, responsibilities, and procedures.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It will be vital to have consistent Workforce Partner participation and investment of time and effort.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the

program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three agencies that could hinder the effectiveness of program operations and success of projects throughout the program. It will be crucial for the Workforce Partners to align with a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the Workforce Partners, the program's individual projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

Workforce Integration Governance

Introduction

An overarching governance framework will put in place critical structural components to ensure the success of this transformational initiative. Governance should lay the foundation for key processes which enable informed, collaborative decision-making that will continue advancing the goals and vision for Florida's Workforce Partners. Below is a graphic representing the implemented robust 3-tier governance structure that is intended to allow for layers of Workforce Partner coordination and collaboration. This is intentional to ensure that complete alignment on vision is maintained throughout the life of the Program.



Executive Steering Committee

The Executive Steering Committee will be responsible for serving as ultimate decision making authority, they are responsible in engaging in matters that cannot be resolved by the Executive Program Sponsors or the Program Management Team, responsible for decisions impacting program activities aligned to the strategy including scope, budget, timeliness, or quality changes (decision scoring metric has been established) and they are responsible for championing the Program throughout their represented entity. The Executive Steering Committee membership is made up of Departmental and delegated leadership staff that represent each Workforce Partner. The inaugural Executive Steering Committee (ESC) meeting was held on December 19, 2022, thus establishing membership of the ESC. Membership is comprised of Secretary/Department head level representation. At this same meeting, the ESC approved a three-tiered governance structure.

The formal processes for resolving these conflicts should be developed collaboratively by the Workforce

Partners based on shared, agreed-upon values and priorities to enable timely, objective decision-making.

Steering Committee membership: Departmental / Program leadership or delegates able to make decisions on behalf of their organizations

Role: Evaluate escalated issues from individual projects, make decisions on strategic program elements, address cross-departmental implications

Information Technology Shared Services Workgroup Core Team

Program Leadership chose not to establish an Architecture Review Board. Instead, the above-described functions have been shifted to the IT Shared Services Workgroup. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift was based on the strength of the Program’s governance structure and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, recommendations are generated by the IT Shared Services Focal Groups (specialists in specific areas like architecture) and through the IT Shared Services Core Group (designated IT leaders from each Workforce Partner Agency) to the appropriate governance tier for approval.

The Information Technology Shared Services Workgroup (ITSSWG) should serve as a governance body that ensures each technology solution is designed to meet any applicable federal and state standards and guidelines and that each solution aligns with state information technology goals and objectives. The ITSSWG will have a “Core Team” that will include leaders from each Partner in this collaborative effort. The ITSSWG Core Group will be provided recommendations from the larger ITSSWG, that have specific focal areas. The ITSSWG is responsible for the:

- Define the technical architecture design standards, policies, and principles.
- Establish architecture roadmaps that are consistent with the overall roadmap for the initiative.
- Oversee all technical aspects of the solution.
- Ensure that the solution design aligns with industry best practices.
- Provide guidance and technical recommendations.
- Lead architecture reviews.
- Approve project architecture.
- Oversee the system development lifecycle (SDLC) and all program initiatives.

ITSSWG Core Team Membership: The ITSSWG Core Team is made up of each Workforce Partner’s Chief Information Officer or Chief Technology Officer and the FL[DS] Chief Data Officer.

Role: The ITSSWG’s overarching purpose should be to oversee the design and development of compliant and quality Workforce Partner information technology solutions.

Roadmap Phasing and Timing:

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transformational Program Governance	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Governance Charter & Standards																				
Governance Operations																				
Executive Steering Committee establishment																				
Information Technology Shared Services Core Team establishment																				

KEY STEPS	DEPENDENCIES
1. Governance Charter & Standards – Completed and updated regularly. <ul style="list-style-type: none"> — Identify goals and expectations, accountabilities, structure, roles and responsibilities, processes, meeting cadence, etc. 	Senior leadership approval from all agencies
2. Executive Steering Committee establishment - Completed <ul style="list-style-type: none"> — Identify Departmental / Program leadership to serve on Committee — Schedule initial review and ratification of the Charter 	Initial Charter
3. Information Technology Shared Services Workgroup Core Team establishment - Completed <ul style="list-style-type: none"> — Identify business and system owners to serve as members of ITSSWG — Establish technical architecture standards 	Initial Charter
4. Governance Operations – Established and ongoing <ul style="list-style-type: none"> — Regular meetings in accordance with Charter and standards — Expand on initial Charter scope over time 	Establishment of Governance Charter and Standards, Executive Steering Committee, and Architecture Review Board

Anticipated Business & Process Impact:

Establishing a new governance structure will be necessary due to the impact of the FL WINS program as a whole and the nature of it spanning across three separate agencies. The new or augmented executive governance structures should enable a model of continuous modernization of the Workforce Partner systems and will have a significant impact on the processes associated with decision-making, resource allocation, and setting priorities for future enhancements and/or modifications, among others. Chartering of executive governance will help establish the guardrails of where and how FL WINS governance processes will be engaged in the context of overall management across the Workforce Partner agencies. Program executive operations and decision-making will also need to adapt to accommodate the FL WINS governance bodies and their associated increased dependency/interoperability between agencies and on shared services.

Architecture governance will impact the business of managing technology assets across the Workforce Partner Systems domain. Architectural strategies should take into account the overall initiative instead of focusing on individual projects within the initiative.

Anticipated Technology Impact:

The Workforce Partners should consider incorporating a technical architecture team to manage the initial implementation more easily and effectively and to help facilitate the ongoing maturation of the enterprise architecture and associated processes. Architecture tools can help govern the increasingly shared IT environments, actively manage shared requirements, and support federal certifications, as appropriate.

Benefits of the Approach:

This approach should provide a clear framework of roles, responsibilities, and processes for FL WINS governance, decision-making, escalation, and communication. Establishing these cross-departmental governance processes should create a structure to enable collaborative prioritization for future enhancements and systems changes. The governance framework should also guide the Workforce Partners

in appropriately preparing for, and managing the impacts of, those changes.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent Workforce Partner participation and investment of time and effort. Additionally, plans should be established for future integration of FCS and CTE programs and institutions into the FL WINS purview, including representation in the program’s governance bodies.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three agencies that could hinder the effectiveness of shared governance. It will be crucial for the Workforce Partners to align on a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the Workforce Partners, the program’s individual projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

Legal & Policy Working Group (LPWG)

Introduction

The LPWG should ensure the accurate, timely, collaborative, and consistent implementation of all relevant laws, regulations, and policies relating to system design and development throughout the initiative. It should also play a leading role in the development and implementation of new state laws, regulations, and policies—as well as the amendment of existing authority—needed to effectively integrate the Workforce Partner systems.

The LPWG must be prepared for intensive activity prior to the initiation of system implementation and throughout the design phase of the program. During this time, the LPWG will research all existing authority relating to the initiative. The LPWG will:

- Identify issues that must be resolved prior to implementation.
- Support the negotiation and drafting any cross-program memoranda of understandings (MOUs) or service-level agreements (SLAs) needed to effectuate integration.
- Draft policy specification documents that will guide system design.
- Pursue any remedies needed to ameliorate legal, regulatory, or policy hurdles impeding the achievement of the desired level of integration.
- Participate in requirements-development work sessions to ensure that the solution design adheres to applicable laws, regulations, and policies (e.g., federal, state, local, accessibility).
- Complete an early and comprehensive evaluation of the applicable standards governing system accessibility and provide the oversight needed to ensure delivery of a compliant, accessible, and user-friendly solution.

The LPWG will continue to support the initiative throughout development, but at a less intensive pace. After implementation, the LPWG will continue to function on an ad hoc basis to address any emergent legal or policy issues.

The Legal and Policy Workgroup (LPWG) was chartered in April 2023, with an inaugural meeting held on April 5, 2022. The key steps listed above have been achieved: 1. Membership of the LPWG Program was established and is documented, 2. Issues have been established and regular workgroups have occurred, 3.

Issues review/planning has occurred, and 4. Ongoing resolution is being achieved. In pursuit of continuous improvement, the LPWG is being streamlined to meet only when there is something to resolve – prompted by a “problem statement.” To ensure effectiveness of the LPWG, resources have been assigned to provide business analysis and technical writing services. In this manner, a symbiotic relationship is created in which the LPWG guides assigned resources on content that needs to be created; in turn the resources provide content to the LPWG for evaluation and recommendation (if necessary).

Workgroup membership: LPWG members should be legal and policy experts, representing the programs that have a stake in the design and operation of integrated Workforce Partner systems. The LPWG should serve as the escalation point for legal and policy issues that arise out of design workshops and other activities that support solution design and development. When points of conflict cannot be resolved by the LPWG, they should be further escalated to the appropriate entities for resolution. The LPWG can expand to include additional personnel on an ad hoc basis to address specific program areas under consideration or any issues affecting cross-program functionality.

Roadmap Phasing and Timing:

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
on Management	Legal & Policy Working Group																				
	Resource identification																				
	Issue identification & prioritization																				
	Issue review & planning																				
	Issue resolution																				

KEY STEPS	DEPENDENCIES
1. Resource Identification — Identify legal and policy experts to serve on the LPWG	
2. Issue Identification & Prioritization — Establish process for identifying and tracking issues — Regular and/or ad hoc meetings to discuss and prioritize issues identified	LPWG resource identification
3. Issue review & planning — Meet, as necessary, to further review issues and establish plans for resolution identification — Escalate issues that cannot be resolved to appropriate parties	Issue identification
4. Issue resolution — Ongoing resolution of issues as they arise	Issue review and planning

Anticipated Business & Process Impact:

The LPWG is primarily intended to address policy challenges that present barriers to increased interoperability between programs. Additionally, having the LPWG will provide an opportunity to evaluate new policy changes in each program in the context of other program’s policies.

Benefits of the Approach:

This approach should provide a clear framework of roles, responsibilities, and processes for addressing legal and policy issues between programs, as well as escalation and decision-making authority, as necessary. An effective LPWG and processes should guide how legal issues, policy changes, and associated impacts are managed and communicated to stakeholders.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent Workforce Partner participation and investment of time and effort. Additionally, plans should be established for future integration of FCS and CTE programs and institutions into the FL WINS purview, including representation in the LPWG.

Potential Challenges:

As with any new initiative pertaining to programs regulated by federal and state laws and policies, there is the potential for conflicting legal and policy issues that do not have a clear current resolution. Due to this, there may be certain legal and policy issues which require a larger investment of time and resources to reach conclusions.

Business Planning and Communications

The key assumptions used to develop the detail for the Business Planning and Communication project included:

- Communications and change management will be required throughout the program.
- Adequate time will be allotted for approval of Targeted Communications through the Governor’s Office and/or other agency review processes to ensure all identified stakeholders receive the appropriate communications.
- All Workforce Partners will be involved in both Joint Application Requirements (JAR) sessions using an agile approach with cross-functional teams to identify requirements and business process redesign sessions. JAR sessions are a process used to collect business requirements from various stakeholders.
- All Workforce Partners will be directly involved with identifying the people, processes, and technology necessary when aligning the Target Operating Model (TOM) to the overall vision and strategy of the project by describing the desired state of the operating model. The TOM is the comprehensive blueprint for aligning the organization to deliver and execute the identified strategic objectives.
 - The goals of the project and how they will be achieved must be clearly defined among all Workforce Partners.
- To minimize resistance and maximize buy-in of the various stakeholder groups, the change management plan and communications plan will be developed in coordination with each other.
 - The key messages, timelines, and milestones of the project should be the basis for both plans.
- A shared services approach will require Workforce Partners to support functionality that delivers higher quality and better value services to Floridians statewide but may involve changes to some agency-specific business processes.

Business planning and communications provides an opportunity to develop a strategy for improving performance while utilizing key messages and tactics to engage with all relevant stakeholders impacted by the overall project objectives. Further, agencies can provide stakeholders with information that connects their needs and expectations to the vision and strategy of the project.

When developing the business strategy, it will be important to determine a vision and set clear goals for

the project. Further, the business strategy needs to set priorities, identify resources and available funding, establish desired outcomes, and define agency accountabilities.

Business planning and communications will include efforts to address components of the following three (3) project categories:

- Enterprise Communications Strategy
- Target Operations & Business Process Reengineering (BPR)
- Transformational Change Management

Each of these project categories is explained in further detail below.

Enterprise Communications Strategy

Introduction

Given the broad scope of programs within the workforce development partnership, the numerous and diverse population of Floridians that interact with the partnership, and the myriad interested support groups, advocates, and other stakeholders, a robust, coordinated, and ongoing communications strategy will essentially contribute to the program's success.

A coordinated communications strategy helps provide your target audiences with accurate information throughout the project (why). Further, it helps determine who will be receiving specific communications, what will be communicated, when communications will be distributed, how communications will be provided, and where stakeholders can find additional information. It will be vital for communications to not be solely focused on project details and status updates. Communications need to articulate what changes are happening and how these changes are beneficial to providing Floridians a more coordinated government effort to help them train for and obtain a career of their choice.

The need and complexity of communicating an ambitious and holistic business change is easily underestimated. For this project category, it will be necessary to articulate a consistent message of project outcomes. The purpose of this enterprise communication strategy is to ensure that applicants, clients, and agency staff are aligned on the outcomes of the project. It should begin at the start of the project and continue throughout to help ensure that all stakeholders are aware of, and become fully engaged in, the new capabilities available to them when complete. The communication plan must identify priority communications goals, the intended audiences and outline a framework for understanding and implementing the communications strategy.

Roadmap Phasing and Timing

SCHEDULE IV-B FOR FL WINS PROGRAM

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Planning & Communications	Enterprise communications strategy																				
	Identify stakeholders (customers, partners)																				
	Communications strategy, plan, & toolkit																				
	State workforce partner communication support																				
	College awareness communication support																				
	Communications content development																				
	Create targeted communications campaigns																				
	Target Operations & BPR																				
	Establish shared services accountabilities																				
	High level TOM / Macro Org Design																				
	Business process re-engineering																				
	Detailed business requirements																				
	Transformational Change Management																				
	Stakeholder identification																				
	Change readiness evaluation																				
	Project Change Management Plan																				
	Project Change Management																				

KEY STEPS	DEPENDENCIES
1. Identify stakeholders - Completed <ul style="list-style-type: none"> — Identify key stakeholder groups that will need some level of communications 	PMO establishment
2. Communications strategy, plan, & toolkit Established and Ongoing <ul style="list-style-type: none"> — Establish a communications plan — Determine communications channels — Determine frequency and sequencing — Determine the sender — Define intended outcomes 	Executive Steering Committee approval
3. Communications content development Established and Ongoing <ul style="list-style-type: none"> — Develop content for target stakeholders based on plan <ul style="list-style-type: none"> - State Workforce Partner communication support - College communication support <ul style="list-style-type: none"> • Determine relevant topics • Collaborate on objectives — Determine key messages — Align with change management plan 	Communications strategy
4. Create target communications campaigns Established and Ongoing <ul style="list-style-type: none"> — Deliver communications — Gather feedback 	Communications strategy

KEY STEPS	DEPENDENCIES
— Update as needed	

The key steps above were achieved when the Transformational Change Management project team conducted a stakeholder analysis, which was finalized in June 2023. The same team deployed an initial change readiness assessment in May 2023, which was finalized in June 2023. A communication management plan was developed by the Business Support and Technical Advisory contractor, in consultation with the Transformational Change Management contractor. In turn, the Transformational Change Management contractor created a Change Management and Communication Plan. Together, the above activities deliver a cohesive approach to managing communications that is led and managed through the Program’s Transformational Change Management Office.

Anticipated Business and Process Impact

With the amount of stakeholder groups involved with this project, it is vital for communications to not be solely focused on project details and status updates. Communications need to articulate what changes are happening and how these changes are beneficial to providing Floridians a more coordinated government effort to help them train for and obtain a career of their choice. Further, it will be important to collaborate on key messages that are shared across agencies and the state. Lastly, the communications must provide the goals of the project as well as a mechanism for stakeholders to provide feedback and ask questions. Specific attention to messaging should be considered when collaborating with the various Workforce Partner stakeholder groups as well as colleges.

Anticipated Technology Impact

There are several templates available in the market to develop a communications plan. For this project, a detailed analysis of which types of communication channels (e.g., texts, emails, social media) best convey the information and outreach being shared to stakeholders will be necessary. Once identified, some investment may be needed to ensure messages are received by intended audiences through those channels.

Benefits of the Approach

Having a streamlined communications plan will minimize the chances for misunderstandings and misinformation to derail the outcomes of the project. Also, clearly stating the goals and objectives of the project through targeted communications keeps all stakeholders focused on the outcomes. Lastly, a well-developed communications plan provides transparency for the entire project. Stakeholders will be continuously informed of changes and progress which builds trust. This will be extremely important when providing information to the various Workforce Partner stakeholder groups as well as the colleges.

Project Dependencies

To minimize resistance and maximize buy-in of the various stakeholder groups, the communications plan and change management plan should be developed in coordination with each other. It will be important to ensure the key messages, timelines, and milestones of the project are the basis for both plans. Additionally, ongoing analysis needs to be conducted throughout the project to determine if key messages were received, understood, and any relevant feedback was provided back by recipients. Lastly, messaging should be adjusted, when necessary, based on stakeholder feedback and analysis.

Potential Challenges

When implementing a statewide communication plan, inconsistencies in messaging can occur which can reduce awareness of the project’s goals. In addition, each agency may have specific review processes required before a targeted communication can be disseminated across the state to specific audiences. While

not only relevant to communications planning, digital access (e.g., broadband internet service, internet-enabled devices) and digital literacy issues can limit which communication vehicles are available to use when providing key messages to stakeholders across the state.

Target Operations and BPR

Introduction

The initial stages of the transformational journey can have the most profound impact on the program’s ultimate success. It’s during this stage that the strategic decisions are made, and the future state is determined. The quality of the outcome is in direct relation to the clarity with which the program’s vision is addressed and the strategic objectives are defined. This project category will be established to help evaluate the Target Operating Model (TOM) and business process reengineering impacts across all the projects identified in this Roadmap. The target operations and business process reengineering project category will be tasked with redefining the workflow of dealing with clients in an integrated way, transferring and escalating between agencies, and tracking tasks that may have increased dependencies across agencies. Further, this project category considers how business processes must be reengineered to improve future-state operational performance. The TOM should be the framework for defining the business vision of the project and aligning it to the core capabilities, functionalities, and processes to deliver value to both internal and external stakeholders. Part of the TOM should focus on the business value of designing a shared services IT workgroup to assist and manage the service delivery model associated with a hybrid integration approach. This would help enhance user satisfaction and facilitate transformation of the current business model by providing expertise on operational tasks and specific technologies. Further, this workgroup would be responsible for directing and coordinating efforts throughout the transition period when shifting to a shared services approach.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
communications	Target Operations & BPR																				
	Establish shared services accountabilities																				
	High level TOM / Macro Org Design																				
	Business process re-engineering																				
	Detailed business requirements																				

KEY STEPS	DEPENDENCIES
1. Establish shared services accountabilities – Established and underway <ul style="list-style-type: none"> — Determine operational decision-making — Create a shared services workgroup 	Governance Tier 2
2. High level TOM / Macro Org Design – Established and underway <ul style="list-style-type: none"> — Establish a shared business vision — Determine overall transformation strategy — Identify people, processes, and technology — Create plan & organizational framework 	Governance Tier 2 and then coordination with Tier 3

KEY STEPS	DEPENDENCIES
<p>3. Business Process Reengineering – Developed and Validation underway</p> <ul style="list-style-type: none"> — Create design principles — Map staff & client journeys — Define capabilities — Conduct BPR sessions 	<p>TOM</p>
<p>4. Detailed Business Requirements – Developed and Validation underway.</p> <ul style="list-style-type: none"> — Conduct joint application requirements (JAR) sessions — Create a business requirements document (BRD) — Create a requirements traceability matrix (RTM) 	<p>TOM</p>

Most of the key steps above have been achieved. The IT Shared Services Workgroup was established. The Business Process Reengineering team has drafted a Target Operational Model. The same team has created customer journeys and conducted Art of the Possible workshops (BPR session). The same team has assembled a Requirement Traceability Matrix (RTM). With progressive elaboration of the Program, Program Leaders re-sequenced the Business Process Reengineering contract deliverables to accelerate delivery of the TOM. The TOM and associated RTM are critical to fostering a common understanding agreement of the FL WINS system’s future state.

Anticipated Business and Process Impact

Business process reengineering design needs to be considered holistically at a macro level to understand business dependencies and impacts across projects as well as a detailed step by step level. This means time should be dedicated to reviewing all current activities and tasks being completed by the various agencies to determine areas in which these activities and tasks could be simplified or eliminated. Implementation of business process changes within each Workforce Partner program will need to be managed in the context of ongoing improvements within each agency, whether the changes are unique to the specific Workforce Partner program or are incorporating new shared service-based processes. When designing for the future state, one should evaluate both the automation opportunities associated with new and improved system functionalities as well as possible manual activity changes to accommodate other redesigned business processes. The TOM should be developed to clearly highlight how the Workforce Partners intend to provide functionality in the future to benefit all impacted stakeholders. It provides the “big picture” of the future state across all business and technical domains of the project.

With investment in more shared services, evaluations within agencies should include possible program process changes that will cross-benefit agencies. The fundamental aspects of the TOM will help to define the business and systems architecture of the hybrid integration approach across all agencies.

Anticipated Technology Impact

It will be important for the TOM to have the appropriate technology infrastructure to support the people and reengineered business processes for improving access and promoting self-sufficiency. This includes the environments, applications, and integrations that enable automation processes of the technology solution.

Benefits of the Approach

Detailed requirements will contribute to automation and integration of business processes that cross Workforce Partner programs while business process design sessions can facilitate alignment of tasks that

may exist in separate systems of record across agencies currently.

A shared services approach will require Workforce Partners to support functionality that delivers higher quality and better value services to Floridians statewide but may involve changes to some agency-specific business processes. Further, a shared services approach also enhances transparency and provides quicker responsiveness to changing business and policy needs across agencies.

Project Dependencies

To start, coordination and collaboration amongst Workforce Partner groups and colleges will be necessary when developing the TOM. The ability to coordinate reactions to problems, opportunities, and constraints in the business process reengineering phase across agencies will be key aspects of the TOM. Further, resolving preferential dependencies for completing existing tasks in a certain way or sequence that may exist within each agency. Lastly, the timeline for development of the TOM and applicable design sessions is dependent on completion of work from other ongoing projects within each agency or college that may take priority over this project in the short-term due to previously obligated funding

Potential Challenges

Flaws in the TOM can adversely impact desired business outcomes over the project long-term. If the TOM is not correctly aligned to specific business processes, agencies may continue to function in silos which creates inefficiencies and limits access to Floridians. Also, it can be difficult getting all Workforce Partner groups involved in both Joint Application Requirements (JAR) and business process redesign sessions. Additional challenges may exist in finding alignment of business processes, requirements, and prioritization of needs across agencies to define a clear workflow solution. However, these sessions allow stakeholders to quickly come to an agreement on the specifications and functionalities needed for project success.

Transformational Change Management (TCM)

Introduction

Comprehensive change management processes and procedures will be necessary for all internal and external stakeholders to understand and be prepared for all the changes required to support a hybrid integration approach. TCM provides a framework for identifying and mitigating risks and challenges associated with changes to people, processes, policy, technology, and organizational structure. A defined change management strategy can help reduce costs during a phased implementation and improve “buy-in” by stakeholders of the new business processes being developed for the project.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Planning & Comm	Transformational Change Management																				
	Stakeholder identification																				
	Change readiness evaluation																				
	Project Change Management Plan																				
	Project Change Management																				

KEY STEPS	DEPENDENCIES
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<p>1. Stakeholder identification – Established and ongoing</p> <ul style="list-style-type: none"> — Identify key stakeholder groups that will be impacted by changes 	<p>PMO establishment</p>
<p>2. Change readiness evaluation – Established and ongoing.</p> <ul style="list-style-type: none"> — Determine impact of change on various stakeholder groups — Survey and evaluate stakeholders’ readiness — Assess potential risks and resistance 	<p>Governance approval</p>
<p>3. Project change management plan -Completed and updated as needed.</p> <ul style="list-style-type: none"> — Establish a change management plan — Engage with committed leadership — Create measurable goals — Determine stakeholder training needs 	<p>Governance approval</p>
<p>4. Project change management – Established and ongoing</p> <ul style="list-style-type: none"> — Deliver targeted and effective communications aligned with the enterprise communications strategy — Implement stakeholder training — Gather feedback and analyze performance — Update as needed 	<p>Change management strategy</p>

The key steps above were achieved: 1. The Transformational Change Management project team conducted a stakeholder analysis in May 2023, which was finalized in June 2023; 2. The same team deployed an initial change readiness assessment in May 2023, which was finalized in June 2023; 3. An organizational change management plan was developed by the Business Support and Technical Advisory contractor, in consultation with the Transformational Change Management contractor; and 4. the Transformational Change Management contractor created a Change Management and Communication Plan. Together, the above activities deliver a cohesive approach to managing change that is led and managed through the Program’s Transformational Change Management Office.

Anticipated Business and Process Impact

There will be many stakeholders whose input and opinions will determine the overall success of the project. Time should be given to prioritizing stakeholder groups as well as identifying the level of impact upcoming changes will have on each stakeholder group. Given the scope of this project, there will be significant changes to some established business processes and system functionalities. It will be important to engage with all identified stakeholder groups to gain an understanding of their needs and willingness to accept changes.

Data collection methods, including interviews, focus groups, and surveys, should be used to obtain valuable insight into the various stakeholder groups. This information will help to determine the needs, perspectives, and pain points of various stakeholder groups.

Anticipated Technology Impact

There are various tools and methodologies available to design, assess, manage, train, and measure the effectiveness of change management processes. This includes process maps, Gantt charts, the Prosci ADKAR Model, Kotter’s 8-Step Change Model, ChangeGear Change Manager, Remedy Change Management 9, etc. Any of these options alone or in combination can help manage change, reduce resistance from stakeholders and sustain success of the project in the future.

Benefits of the Approach

Utilizing the information gathered from the readiness assessments as well as the stated project goals, a change management strategy and plan can be created to define the overall transformational change management approach. The plan helps ensure that there is alignment and commitment at the leadership level, that the goals of the project are tied to strategic business objectives, and to maintain momentum and support throughout the lifecycle of the project. Further, the plan provides an overall framework for all change management tasks and activities. Lastly, the change management plan should identify the training needs of the various stakeholder groups.

Project Dependencies

To minimize resistance and maximize buy-in of the various stakeholder groups, the change management plan and communications plan should be developed in coordination with each other. It will be important to ensure the key messages, timelines, and milestones of the project are the basis for both plans. Strategies and activities described in the change management plan should be adjusted, when necessary, based on stakeholder feedback throughout the lifecycle of the project.

Potential Challenges

Often, change management planning does not begin at the start of a project. When this happens, there is a greater chance for pushback from stakeholder groups when changes are implemented. Another challenge can exist when trying to align the priorities of the project management plan and the change management plan. It will be important to ensure both plans complement each other to provide a greater ROI from the amount of time, resources, and funds allocated for the project.

IT Operations & Management

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IT Operations and Mgmt	Establish Information Shared Services & Data Management																				
	Enterprise Data Governance																				
	Establish a role for a Chief Data Officer																				
	Define and socialize a governance model																				
	Implement ownership & data stewards group																				
	Develop and maintain enterprise wide data dictionary																				
	Develop defined processes and structured roles for the management of information and data																				
	Establish & maintain data entry controls																				
	Enterprise Architecture																				
	Architecture Development Management																				
	Target shared application architecture																				
	Target shared information architecture																				
	Develop & Validate Technical requirements																				

The key assumptions used to develop the detail for the IT Operations & Management project included:

- All Workforce Partner agencies will appoint adequate subject matter experts to participate and/or serve roles (as necessary) in the establishment and ongoing responsibilities of the data governance and enterprise architecture functions
- Data Governance
 - A Primary Data Contact will be established who is empowered to make decisions about data

- Coordination with Legal & Policy Working Group to identify data-related issues
- In collaboration with Legal & Policy Working Group, data-sharing questions and concerns will have been documented and addressed prior to final development of an enterprise data dictionary or processes and roles for managing information/data

— Enterprise Architecture

- Information Technology Shared Services Core Team and Focal Area groups are established in time to review and approve Target Shared Application and Information Architecture, completed.

Information-technology operations and management (ITOM) is a leading component of a successful integration efforts. It is within this area that key decisions will be made about the information and technology strategies that must be implemented to enable interoperability across originally autonomous systems.

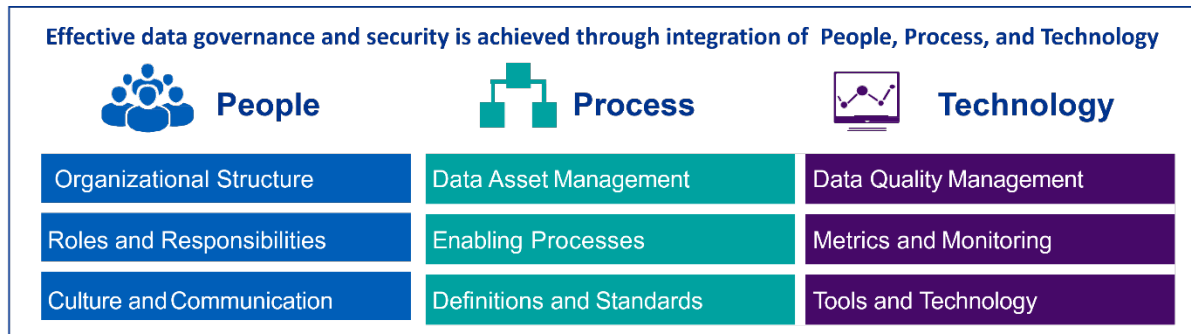
The professionals who direct this effort should be effective leaders vested with the authority needed to unite a large and diverse stakeholder group. Substantively, those operating within this domain should have sophisticated knowledge of cutting-edge integration practices and tools as well as intimate understanding of the structures and operations of the target systems.

The Information Technology Shared Services Core Team Workgroup will review recommendations provided by focal areas within this group. The focal area groups will be represented by each Workforce Partner and will be presented problem statements and, if needed, come together to develop and provide a recommendation to the Information Technology Shared Services Core Team, which will either move the recommendation up the governance structure or approve if it is at their decision metric level.

Data Governance

While integrating systems or migrating many systems into one system, the appropriate management and governance of data is among the most critical considerations, as improper data management could materially impact any of the following:

- Ability to serve current and potential clients
- Manage and measure risk effectively
- Meet regulatory compliance requirements
- Achieve operational and technological efficiencies
- Make informed business decisions
- Data sharing and privacy



The most innovative analytics, if built on a weak data foundation, can complicate and confuse insight at best and lead to the wrong conclusions at worst. We plan to use a business-centered approach, linking the business strategy (and regulation) and data analytics strategy to develop a comprehensive data governance framework.

Foundation of Data Governance		
Capability	Description	Benefits
Data Catalogue	A data catalogue is comprised of a set of data that gives information about other data, base tables, synonyms, views or synonyms and indexes; which enables capabilities that allow any type of user (developers, data scientist) to discover and consume data sources.	<ul style="list-style-type: none"> • Democratization of data • Data security • Easily on board new & trusted data • Authoritative data source
Data Lineage	Data lineage includes the data's origins, what happens to it and where it moves over time. Data lineage gives visibility while greatly simplifying the ability to trace errors back to the root cause in the data analytics process.	<ul style="list-style-type: none"> • Target to Source mapping • Data Glossary & Dictionary • Change Management
Master Data Management	In business, Master Data Management (MDM) is a method used to define and manage the critical data of an organisation to provide, with data integration, a single point of reference. The data that is mastered may include reference data- the set of permissible values, and the analytical data that supports decision making.	<ul style="list-style-type: none"> • Eliminate poor quality data • Authoritative source • Consistency • Agility, faster response to change
Data Quality	Data quality refers to the condition of a set of values of qualitative or quantitative variables. It must fit for its intended use in operations, decision making and planning.	<ul style="list-style-type: none"> • Increased revenues • Reduced costs • Less time spent reconciling data • Improve confidence in analytical systems • Increased customer satisfaction
Metadata Management	Metadata management includes managing data that describe other data, whereby this "other data" is generally referred to as the actual data that runs the system. Metadata are catalogues, dictionaries, and taxonomies.	<ul style="list-style-type: none"> • Clarity of relationships • Clarity of data lineage • Consistency of definitions

The high-level elements of an effective framework for the governance of data within a workforce information system are outlined in the chart below. It is premised on best practices, as well as the following facts and assumptions about the workforce partnership:

- The workforce partnership is a federation of state, local, public, and private entities that play a wide range of roles in the administration and delivery of workforce training and educational services.
- While a workforce-information system will entail the sharing of some partnership data, other information will only be of interest to the agencies that collect or create it.
- A centralized body should be formed to establish consistent, system-wide data standards needed to enable data sharing. Some regulations might also be applied more broadly to generally standardize and enhance partnership data.
- Authority to decide certain data issues could be left to the data owners. This might include, for example, decisions regarding application of an agency’s own policies or the applicability of an oversight authority’s data rules.
- Given the diversity of interests and the relatively large number of agencies within the partnership, there is a need for a representative, centralized governance body. Individual agencies—or voluntary coalitions of agencies—could also be established to manage decisions that are best left to data owners. This decentralized cohort could also be charged with responsibility to ensure agency compliance with broader principles and standards.

The initial proposed framework for data governance is below. This framework is subject to change and will evolve during the early stages of the roadmap devoted to firmly establishing the strategy, policies, and processes associated with data governance for the Workforce Partner systems, but it portrays the consideration and planning being devoted to data governance for these efforts.

The sections and groups below have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.

STRUCTURE/ FUNCTION	DESCRIPTION
Interagency Data-Governance Committee (IDGC)	<p>An interagency data-governance committee (IDGC) should be established to preside over the shared data interests of the in-scope departments and agencies.</p> <p>The committee should be composed of members who represent the interests of the in-scope agencies (currently, FloridaCommerce, DOE, DCF, FLDS, CSF, and the REACH Office. Membership should also include representatives of the partnership agencies.</p>
Agency Data-Governance Committees (ADGC)	<p>Each in-scope agency should appoint a person or group to oversee the agency’s data governance (ADGC). Alternatively, similar agencies could voluntarily combine to form ADGC consortia.</p>
General IDGC Duties	<p>The IDGC maintains inventories of the data elements held by the in-scope partners. These inventories include basic information about the data, such as:</p> <ul style="list-style-type: none"> — Description — Format — Source — Data ownership, including the scope of authority to make decisions about data, such as access and quality standards — Agencies that utilize shared data elements — Quality indicator — Lifecycle information (i.e., production, retention, retirement) — Whether the data is shared—or available for sharing — The authoritative version of a data element for situations in which multiple agencies collect or hold the same information) <p>The IDGC maintains an indexed repository of the service-level agreements that are in effect between in-scope agencies to enable data sharing.</p> <p>The IDGC maintains a catalog of the relevant laws and policies that govern data management, use, and sharing. This information is available to in-scope agencies.</p> <p>The IDGC adopts generally applicable data policies and standards, designed to promote system-wide consistency, data hygiene, and security and to ensure appropriate data availability, access, and use. Standards cover:</p> <ul style="list-style-type: none"> — Data definitions — Data taxonomy — Data formats — Data-quality, addressing: Accuracy, Currency, Completeness, Trustworthiness, Consistency, Validity — Data safeguards, addressing: Security, Confidentiality and privacy, Integrity (e.g., read only; read/write) — Availability — Storage — Backup

STRUCTURE/ FUNCTION	DESCRIPTION
	<ul style="list-style-type: none"> — Audit — Data-retention — Metadata, for example: Data source, Creator, Creation time, Creation method, Standardization, facilitating interoperability, Purpose, Data quality, Access rules, Usage and tracking, Modification — Data-breach policies — SLA format and content — Acceptable-use policies <p>The state will need to determine whether—or to what extent— this authority extends to agency-specific data.</p>
General ADGC Duties	<p>The ADGCs:</p> <ul style="list-style-type: none"> — Represent the agencies on the IDGC — Enforce IDGC data standards — Promulgate additional standards needed to augment or supplement IDGC standards — Establish agency standards for the use of external data. For example: <ul style="list-style-type: none"> — Minimum standards for quality — Reverification requirements — Use restrictions — User restrictions — Train agency staff on applicable data standards and rules — Represent the agency in: <ul style="list-style-type: none"> — The evaluation of requests to receive agency-held data; and — Seeking access to data that is held by others.
IDGC Data-Sharing Requests	<p>The IDGC can identify data elements that are candidates for interagency sharing. It can invite representatives of data-holding agencies to present relevant information about the data elements. This might include:</p> <ul style="list-style-type: none"> — The source of the data — Collection method — Data format — Potential restrictions on sharing, use, or reuse — The holding’s agency’s assessment of the data quality (e.g., accuracy, recency, completeness, credibility, etc.) <p>If the IDGC decides that an agency’s data should be incorporated within the workforce information system, the agency that holds the data is notified and provided an opportunity to evaluate sharing request.</p>

STRUCTURE/ FUNCTION	DESCRIPTION
Interagency Data-Sharing Requests	In-scope agencies can ask other in-scope agencies to share data that they hold. Holding agencies are provided an opportunity to evaluate sharing requests.
ADGC Review of Data-Sharing Requests	The holding agency’s ADGC reviews sharing requests and determines whether sharing is permissible. If the ADGC determines that sharing is either prohibited or restricted, it notifies the requesting entity and provides the reasons for its position, including references to any relevant legal or policy authorities.
Additional Information	<p>If the holding ADGC determines that its information may be shared, it provides the requesting entity information that includes:</p> <ul style="list-style-type: none"> — The source of the data — Collection method, if known — Data format — Potential restrictions on sharing, use, or reuse (e.g., read-only access, user restrictions, duration of availability, etc.) — Data quality (e.g., accuracy, recency, completeness, credibility, etc.)
Service Level Agreement	<p>If the requesting entity elects to pursue the data, the agencies negotiate and execute an SLA that identifies the data and specifies:</p> <ul style="list-style-type: none"> — The transmission method — Data format — Included metadata — Usage limitations, including end dates — Any other prescribed behaviors regarding data use and keeping
Data Management	<p>The IDGC and ADGCs appoint data managers, as needed, to:</p> <ul style="list-style-type: none"> — Implement and enforce the applicable data standards and practices — Employ IT tools to help surface data-quality issues
Monitoring	The IDGC and ADGCs establish ongoing procedures to audit data and monitor data management and use to ensure compliance with applicable data standards
Dispute Resolution	<p>Dispute-resolution processes should be established to address:</p> <ul style="list-style-type: none"> — Controversies that cannot be resolved at the IDGC level — Disputes among agencies regarding the management, availability, or use of data

Establish Enterprise Data Governance

Introduction

The overarching objective of this initiative is to bring together a very large number of free-standing systems and to forge an interoperable system that enables the frictionless flow of data. For the most part, these systems are individually owned and operated. They were developed at different times, with different technologies, and for different purposes. And, while there is a substantial amount of common data within

these systems, there are disparities in how the information is defined and formatted.

Given this complexity, and the many challenges it engenders, it is imperative that there be explicit, coordinated, and sophisticated systems in place to ensure that data remains usable, available, and secure. A capable governance infrastructure will be needed to develop, implement, and enforce the standards, practices, and policies that will be required to successfully configure existing data and to ensure the effective collection, storage, and utilization of information over time.

Mentioned earlier and represented now on the individual Project roadmaps, data governance and enterprise architecture are being developed by the IT Shared Services Workgroup. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift was based on the strength of the Program’s governance structure, and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, recommendations are generated by IT Shared Services Focal Groups (specialists in specific areas like security) and through the IT Shared Services Core Group (designated IT leaders from each Workforce Partner Agency) to the appropriate governance tier for approval.

The following roles will support the governance of the data within FL WINS:

- Chief Data Officer, this is the Statewide Chief Data Officer
 - Member of the executive group overseeing the enterprise initiative.
 - Role: Responsible for establishing and overseeing the overall data strategy that will guide the design, implementation, and integration of the Workforce Partner systems.
- Data Governance Committee, the section and this group have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.
 - Senior information-technology leaders representing the data interests of the in-scope stakeholders.
 - Role: Develop the standards and procedures needed to define, collect, store, manage, integrate, analyze, protect, and ensure the quality of the data that will be used within the system.
- Data Stewards Group, the section and this group have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.
 - Information-technology specialists from across the enterprise.
 - Role: Ensure the quality and fitness of enterprise data and resolves data problems that arise. Ensure compliance with data security and confidentiality requirements.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Operations and Mgmt	Enterprise Data Governance																					
	Establish a role for a Chief Data Officer																					
	Define and socialize a governance model																					
	Implement ownership & data stewards group																					
	Develop and maintain enterprise wide data dictionary																					
	Develop defined processes and structured roles for the management of information and data																					
	Establish & maintain data entry controls																					

KEY STEPS	DEPENDENCIES
<p>1. Establish Role for Chief Data Officer, completed this is the Statewide Chief Data Officer</p> <ul style="list-style-type: none"> — Develop an information strategy, ongoing — Assemble a data-leadership team from across the Workforce Partnership this has been established and has met once. 	<ul style="list-style-type: none"> — Senior leadership approval from all agencies
<p>2. Define and socialize a governance model: Currently being established</p> <ul style="list-style-type: none"> — Establish a governance structure that supports timely and definitive decisions regarding the standards, policies, and practices that will guide development of the program — Develop the standards and policies that will be employed to develop common data definitions, cleanse existing data, and maintain adherence to data principles — Produce and publish a document clearly defining the roles and responsibilities of the individuals and groups who will develop and implement the activities needed to set the stage for integration — Convene a meeting of the stakeholder group to introduce, ratify, and normalize the project governance structure 	<ul style="list-style-type: none"> — Initial charter — Stakeholder conceptual buy-in — Mature enterprise architecture, mapping data-to-business functions
<p>3. Implement a Data Stewards Group, group is formed, ongoing efforts to build out group as proof of concepts are matured from the BPR activities.</p> <ul style="list-style-type: none"> — Appoint information-technology staff from in-scope agencies and programs to serve as members of Data Stewards’ group. — The Data Stewards’ group is responsible for: <ul style="list-style-type: none"> — Developing and maintaining the enterprise data model — Profiling source data — Developing standardized data-element definitions and formats — Mapping data flows between systems — Cleansing and deduplicating data — Measuring and reporting on data quality — Defining guidelines for creating and maintaining data — Documenting data in a data dictionary — Identifying and resolving data problems. 	<ul style="list-style-type: none"> — Mature information strategy — Overarching organization and coordinating leadership — Participation of representative subject-matter experts — Clearly defined data standards, practices, and policies
<p>4. Develop Enterprise-Wide Data Dictionary, this is a vendor activity through the BPR project.</p>	<ul style="list-style-type: none"> — Comprehensive articulation of integration strategy — Cooperation of, and participation

KEY STEPS	DEPENDENCIES
<ul style="list-style-type: none"> — Conduct an inventory of the data elements that are currently used by the in-scope programs and agencies — Identify duplicate or similar elements — Where feasible, merge like and similar elements into new, common elements that can be utilized throughout the Workforce Partnership — Organize the Workforce Partnerships’ data elements into a compendium of data owners, definitions, formats, and structures 	<ul style="list-style-type: none"> from, in-scope agencies and programs — Detailed understanding of source data — Appreciation of the individual data needs of in-scope stakeholders — Catalog of external integrations and data requirements
<p>5. Develop Defined Processes and Structured Roles for the Management of Information and Data, this is an ongoing BPR effort.</p> <ul style="list-style-type: none"> — Define detailed roles and responsibilities for: <ul style="list-style-type: none"> — Chief Data Officer — Data-Governance Committee Members — Data Owners — Data Stewards — Develop methodologies for: <ul style="list-style-type: none"> — Determining data-quality standards and, measuring, monitoring, and documenting data-quality. — Documenting data-related standards and frameworks. — Data sharing protocols — Data creation and maintenance — Ongoing management of information 	<ul style="list-style-type: none"> — Well-developed information strategy — Mature information architecture — Detailed understanding of source program’s data standards and requirements — Clear direction as to receiving entities’ data needs and intended utilizations — Well-developed security and confidentiality standards — Taxonomy of roles and responsibilities of data users
<p>6. Establish Data-Entry Controls</p> <ul style="list-style-type: none"> — Develop standards and methods to ensure that data entered into the system is complete, adequate, and reliable 	<ul style="list-style-type: none"> — Well-developed data dictionary, establishing content and format requirements for each element

It is important to note that both the Data Governance Committee and Data Stewards from each workforce partner have been identified and are engaged, although they may not be specified out in this format, they are working towards common ground in the Program’s long-term data governance objectives.

Data governance and enterprise architecture are being developed by the IT Shared Services Workgroup. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift was based on the strength of the Program’s governance structure, and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, recommendations are generated by IT Shared Services Focal Groups (specialists in specific areas like security) and through the IT Shared Services Core Group (designated IT leaders from each Workforce Partner Agency) to the appropriate governance tier for approval.

Anticipated Business and Process Impact

In-scope entities must allocate staff resources for the design, development, and governance of FL WINS. System owners should undertake an architectural approach to the mapping of their applications, technologies, and data to their business capabilities and processes. Businesses should review their existing

processes and engage in redesign where access to new data can enhance the value of delivered services. Programs and administrators should reevaluate how access to new data can be leveraged to enhance analytics.

Stakeholders must agree on the entities that “own” shared data elements, who may modify data, and how data conflicts should be handled. All interested parties will need to participate in the alignment, deduplication, and data cleansing that will be needed to enable sharing. All current data owners will need to reevaluate their security and confidentiality rules to determine the conditions and circumstances under which data may be shared. Data users will need to evaluate their data needs and establish protocols for determining the data elements that can be received, and the conditions under which the data can be accessed and employed.

Agencies and programs must reevaluate their technical infrastructure to determine how systems must be modified to ingest new data, and how it can be stored, implemented, viewed, altered, and retransmitted.

Anticipated Technology Impact

The data governance that is established for this initiative will lay the foundation for the design, implementation, and configuration of much of the technology needed to support integration. As such, it will be important that the effort is begun early enough to inform subsequent decisions regarding technology.

IT staff must be allocated to support or undertake the activities listed above in the section on business and process impact.

Benefits of the Approach

This approach will contribute to the successful configuration of existing data and help to ensure the effective collection, storage, and utilization of information over time.

Project Dependencies

- Buy-in of virtually every agency and program that currently operates an information-technology system, as well as future system users.
- Broad participation of seasoned and knowledgeable subject-matter experts from across the partnership.
- Leadership structure needed to define, guide, and oversee the many tasks that must be completed to ensure a successful implementation and ongoing maintenance and operations.
- Well-defined framework and processes for decision-making, escalation, and communication.
- Management infrastructure supporting the orchestration of the many data interests and needs from across the partnership.

Potential Challenges

Given the large stakeholder group, it could be difficult to achieve the level of participation and agreement that will be needed. Even with agreements in principle, it might be hard to devise workable standards and procedures.

Enterprise Architecture

Introduction

Enterprise architecture (EA) is a disciplined methodology that helps to ensure that IT systems are developed to meet business need and deliver desired outcomes. It offers a comprehensive suite of methods that can be leveraged to produce a business-services architecture to guide the complex technical-architecture decisions called for in this initiative.

EA’s foundational tenet is that technology exists to enable business. It begins with a clear appreciation of the value the organization delivers and the business capabilities it employs to deliver that value. It helps

organizations visualize how technology might be leveraged to strengthen or augment those capabilities and to enhance the organization’s capacity to deliver value.

At the outset, EA helps the business establish a vision, set transformation goals, and define its business case. It enables the establishment of a governance framework to guide and drive the transformation program.

EA builds on this foundation by exposing a clear understanding of existing capabilities and processes. This assessment of current operations is then leveraged to help define the business’s target state. The resulting target operating model (TOM) provides a conceptual model of future business interactions and helps the organization coalesce around a uniform vision of the target state.

The TOM serves as a template for the development of use cases and functional requirements. It is a vehicle for estimating cost and effort and unearthing the interdependencies of the program phases. This insight guides the development of a roadmap for sequencing the activities that lead to completion. EA and the TOM help to ensure that procurement requests generate responsive proposals and support the selection of the most capable vendors.

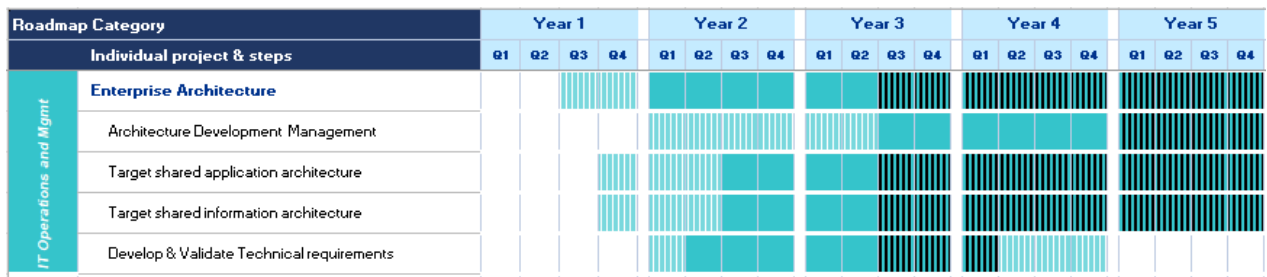
Enterprise Architects

Role: Enterprise architects help to crystalize program vision, craft a target operating model, and design the processes and systems such that the organization’s technology strategy is in alignment with its desired business outcomes.

Enterprise architects work closely with business professionals to identify the value that the business creates and how that value is generated. They help to describe the organization’s capabilities and align them with the transformational mission. They also illustrate the organization’s business processes, including inputs, outputs, and internal and external interactions. They guide the design and automation of information-sharing by providing the bridge between business information needs and technical solution data, with the goal of enabling and enhancing interoperability.

Enterprise architects guide solution designs by describing the technology that enables business capabilities. They analyze the ongoing programs and projects of in-scope agencies and Workforce Partners to ensure that the FL WINS implementation remains in line with those efforts and schedules

Roadmap Phasing and Timing



KEY STEPS	DEPENDENCIES
<p>1. Target Shared Application Architecture</p> <ul style="list-style-type: none"> — Work closely with business to identify the value that it creates and how that value is generated — Describe the organization’s capabilities and their alignment with its mission 	<ul style="list-style-type: none"> — Senior leadership approval from all agencies — Full participation of subject-matter experts, representing all in-scope organizations — Consensus as to the individual needs of in-scope stakeholders

KEY STEPS	DEPENDENCIES
<ul style="list-style-type: none"> — Illustrate the organization’s business processes, including inputs, outputs, and internal and external interactions 	
<p>2. Target Shared Information Architecture</p> <ul style="list-style-type: none"> — Guide the design and automation of information sharing — Provide the bridge between business-information needs and technical-solution data, with the goal of enabling and enhancing interoperability 	<ul style="list-style-type: none"> — Well-defined target operating model and a detailed set of models describing business interactions, capabilities, and business processes — Clearly articulated data strategy — Enterprise-wide data dictionary and other data-group outputs — Participation of data-governance professionals operating under its supervision
<p>3. Technical Requirements</p> <ul style="list-style-type: none"> — Guide solution designs by describing the technology that enables business capabilities Analyze the solution to ensure that infrastructure assumptions are valid and that enabling technologies are available in the marketplace — Continuously monitor and ensure that technology decisions remain in line with the program timeline, budget, and business need — Unblock impediments and standardize the delivery 	<ul style="list-style-type: none"> — Well-defined target operating model and a detailed set of models describing business interactions, capabilities, and business processes — Contribution of subject-matter experts, representing all in-scope stakeholders
<p>4. Architecture Management</p> <ul style="list-style-type: none"> — Define technology roadmap — Help keep organization in line with architecture framework — Evolve framework over time to adapt to emerging needs or technologies 	<ul style="list-style-type: none"> — Fully developed set of architectural models and designs — Ongoing participation of Information Technology Shared Services Workgroup and Focal Areas.

To date, the above key steps have not been fully addressed. Key steps will leverage the Target Operating Model (TOM) and Requirements Traceability Matrix (RTM) to build out the requirements. This effort is being completed by the Business Process Reengineering (BPR) project vendor. These activities will occur once the customer portal development begins (during additional requirements gathering sessions). Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business and Process Impact

Enterprise architecture helps to ensure that transformation goals are well-developed, clearly articulated, and widely understood. In the process, current business capabilities and processes are identified documented and evaluated. Then, the business will be guided through a detailed and comprehensive process that will help it to envision, design, and crystalize structured and logical future-state business processes.

A component of the methodology is the development of a TOM. It will clearly express the desired future state and serve as the blueprint for procurement, design, and development

The approach also includes development of a roadmap that structures the program and sets the schedule for the initiative.

The application of the approach results in a procurement process that is based on a solid business plan, a clear appreciation of the technology options and approaches, and a good sense of the time, cost, and effort that will need to be earmarked for the program. It also provides business leaders with the artifacts, guidance, and benchmarks they will need to ensure that technology is designed and developed to realize the organization's vision for the future state of its business.

Anticipated Technology Impact

Enterprise architecture helps to support the identification and specification of technologies founded upon a clear appreciation of business need. The established business architecture supports the development of data flow-diagrams and system design. Alignment of business and systems documentation produces an information model that will serve as a baseline that all systems will use to share the right data in the right way.

Enterprise architecture provides managers with the artifacts needed to manage the program. Continuously updated artifacts can be leveraged to provide technical oversight and help to verify that system design is aligned in accordance with the organization's vision and goals. The program will receive guidance on the appropriate escalation, decision making, and governance processes needed to keep the program on track. Testers will have a template to use to validate that the system performs as intended.

A modeling tool—such as SPARX Enterprise Architect—is used to build and manage the all-architecture models.

Benefits of the Approach

EA offers a structured and disciplined methodology for navigating the transformation process. Through an iterative process, it supports the organization's progress from conceptualization to future-state operations. With emphasis on business design, governance, planning, and oversight, EA is a powerful technique for understanding the organization's operations and assessing its business needs. Its objective is to ensure the alignment of that need to detailed systems blueprints and roadmaps. The approach identifies business and technical design challenges earlier in the project lifecycle and helps to reduce cost and lost time that might otherwise result when issues are surfaced later in the process.

Project Dependencies

The enterprise architecture methodology depends upon a sufficient commitment of time and resources. In-scope organizations must lend the effort the subject-matter experts that will be needed to guide the transformation.

Potential Challenges

Inability of in-scope entities to reach consensus on the development and finalization of the EA artifacts.

IT Shared Services Workgroup Core Team and Focal Area

Introduction

Undertaking an initiative of this magnitude will require a great deal of collaboration, cooperation, and strategic alignment among impacted agencies. While the establishment of a PMO, governance structure, and Information Technology Shared Services Workgroup that spans across all agencies will assist in this effort, it is also imperative that a structured workgroup comprising key technical resources be established. This Shared Services IT Workgroup will enable technical system experts to work closely with the

technology transformation initiative and quickly respond to changing business needs or requirements.

The IT Shared Services Workgroup was chartered in May 2023, with an inaugural meeting held on April 18, 2023 (although related activity dates to August 2022). There are two levels of representation and participation. Focal Groups are specialists in specific areas like security and architecture. They meet to discuss topics that are established by the Core Group, designated IT leaders from each Workforce Partner Agency. Tactically, recommendations are generated by IT Shared Services Focal Groups and are submitted through the IT Shared Services Core Group to the appropriate governance tier for approval. To ensure the effectiveness of the IT Shared Services Workgroup, resources have been assigned to provide business analysis and technical writing services. In this manner, a symbiotic relationship is created in which the IT Shared Services Workgroup guides resources on content that needs to be created, in turn the resources provide content to the IT Shared Services Workgroup for evaluation and recommendation (if necessary).

In addition to the Information Technology Shared Services Core Team Workgroup, each Workforce Partner has identified key resources from their agency in “Focal Areas.” These individuals and focal areas will be brought together on an ad-hoc basis to resolve a pre-determined problem statement and to provide a recommendation to the problem back to the Information Technology Shared Services Core Team Workgroup, that will either resolve or escalate to the appropriate governance authority for decision-making.

Information Technology Shared Services Focal Area Workgroups that have been defined currently are:

- Data Governance/Data Stewardship
- Technology Standards/ Security & Testing
- Interoperability/Network Connectivity
- Identity Access Management / Operations
- Enterprise Architectures
- Data Analytics

Detailed Job Roles & Position Definition

A key success factor of the Shared Services IT Workgroup will be the focus and prioritization of the resources assigned to the organization. Each resource assigned to the workgroup will need clearly defined roles and responsibilities associated with the program and designated time allocations for the initiative. This becomes even more critical for workgroup resources that are employed at individual agencies due to their current job duties and agency-specific priorities.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IT Operations and Mgmt	Establish Information Shared Services & Data Management																				
	Enterprise Data Governance																				
	Establish a role for a Chief Data Officer																				
	Define and socialize a governance model																				
	Implement ownership & data stewards group																				
	Develop and maintain enterprise wide data dictionary																				
	Develop defined processes and structured roles for the management of information and data																				
	Establish & maintain data entry controls																				
	Enterprise Architecture																				
	Architecture Development Management																				
	Target shared application architecture																				
	Target shared information architecture																				
	Develop & Validate Technical requirements																				

Anticipated Business and Process Impact

Communication with technology resources responsible for the impacted systems could change due to organizational alignment and technical role changes. If a new organization is created during this effort, workflows for technology tasks and technical roles and responsibilities throughout the initiative could be impacted.

Anticipated Technology Impact

Technology change management could be significantly impacted, and clear, structured communication strategies would be critical to the initiative’s success.

Benefits of the Approach

Regardless of the method used to establish the workgroup, there are substantial benefits that can be realized by leveraging a Shared Services IT Workgroup. A few of the benefits include:

- Clearly defined roles and responsibilities for technical tasks and projects, especially those that require extensive vendor and state IT resource collaboration
- Responsive, dedicated technical resources for the initiative that can quickly adapt to changes in modernization efforts, program roadmaps, business requirements, and legislative/leadership direction

Project Dependencies

A primary dependency for the Shared Services IT workgroup is the availability of key technical staff resources across the Workforce Partner agencies. Resource requirements for the program will likely conflict with existing priorities for critical staff within each agency. Prioritization of key resources will be critical to the success of this initiative. Additionally, roles, responsibilities, and job duties for workgroup resources will need to be defined and agreed upon across agencies to ensure successful operation of the workgroup and prevent conflicting direction, miscommunication, and general misalignment with the overall initiative.

Potential Challenges

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program but maintaining continuity of a shared vision could also prove to be a significant challenge.

Different visions could exist or arise between the three agencies that could hinder the effectiveness of the Shared Services IT Workgroup. It will be crucial for the Workforce Partners to align on a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the Workforce Partners, the program’s individual technical projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

If a new organization is created, there are likely to be challenges concerning funding sources, level and source of authority, and properly staffing the workgroup.

Common Data Integration Capabilities

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Systems & Data Integration																				
Plan, develop and establish technology standards																				
Solution(s) Securing Pre-Build																				
Establish requirements & SOW																				
Releasing Procurement(s)																				
Negotiations & mobilization																				

As part of the selected integration strategy and to ensure the ongoing sustainability of the technology solutions, it is highly recommended to leverage a data integration solution. Data integration can be a centralized service that can connect multiple technology systems, manage the connections to each of the systems, orchestrate the data flow amongst systems, and enable robust data analytics capabilities or could also be connected through federation into existing case management systems.

The key assumptions used to develop the detail for the Data Integration Capabilities project included:

- Solution implementation will be contracted to one systems integrator (SI) who understands State and Local Government (SLG) and Federal guidelines and policies. This SI will come up with all the technologies and solutions needed (with license cost if any), including Cloud Subscription.
 - Updated information: This may not be relevant any longer. However, the Program is not finite in the decision of utilizing an Systems Integrator or not utilizing one.
- Firewall, IAM, tooling & monitoring, fault tolerance, logging, compliances (FedRAMP, GDPR, NIST 800.53, encryption)
- Data solution: Data integration solutions, Enterprise Service Layer (ESL), ingestion, conversion, synchronization, privacy, access control
- Networking: connectivity with on-prem, with different components/system, performance
- Solution will be hosted on one of the major public cloud providers (e.g., AWS, Azure, Google, Redhat)
- All needed components for the solution will be either procured from one product vendor or, a mix of product vendors that the SI has integration experience with.
- The solution will be built and deployed in phases but all the requirements for the end solution will be captured at once
- Modifications needed to the existing systems will be delivered by the team who owns those system as of today.
- Inflight projects will be captured during the requirement phase to revalidate the sequencing and time-window each phase.
- Timely availability of experienced personal is key to the timely completion.
- All documentation is up-to-date, and accessibility of documentation is a must.

Service Integration Platform

Introduction

A service integration platform integrates applications, systems, and components and establishes a real time synchronization between them. The service integration platform has the capability of integrating multiple end points and offers high availability, disaster recovery, security, and SLAs. This layer will serve as a strong foundation for future development and further integration, making the solution future proof.

Cloud Subscriptions

Before implementing a service integration platform, a decision must be made regarding how the technology solutions will be hosted. Considering Florida’s cloud-first law, the roadmap assumes the hosting platform will be either a public or private cloud. The first key step is to leverage a cloud subscription to gain access to cloud services, associated platforms, and storage. It will also be critical that all security and compliance practices are established and well-defined when selecting cloud service providers. The roadmap assumes that a cloud native solution will be leveraged and implemented for components such as firewalls, identity and access management (IAM), and monitoring.

API Management

A critical element to enable system integration and effective data sharing is the utilization of Application Programming Interfaces (APIs). APIs provide the ability for systems to connect and communicate. Effective API management enables API integrations to be created, modified, and disabled in a scalable and secure manner. The procured service integration platform solution should provide key components to enable API management.

Enterprise Service Bus

As not every application can expose (or support) direct API integrations that will enable them to interact with other systems, an enterprise service bus (ESB) facilitates this communication by acting as a mediator to accept and transform data from one system into a format compatible to another system. This functionality can be critical when integrating with legacy systems or other unique or custom-built applications that do not use standard APIs.

Master Data Management (MDM)

Master Data Management (MDM) provides a structure to identify and link common data elements across multiple systems. This will allow the service integration platform to more efficiently utilize the data from the existing systems and operate more effectively. This should also enable the existing systems to continue operating with minimal modification.

Enterprise Content Management

Along with raw data, other files and documents must be stored and made accessible to users, as appropriate. Enterprise Content Management defines the model for how unstructured data (e.g., Word documents, PDFs, etc.) are securely stored, organized, and accessed.

Roadmap Phasing & Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish New	Service Integration Platform					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Cloud subscriptions					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	API Management					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Enterprise Service Bus					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Master Data Management / Common Client Identifier					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Enterprise Content Management					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

KEY STEPS	DEPENDENCIES
<p>1. Cloud Subscription</p> <ul style="list-style-type: none"> — Procure a cloud subscription to host the implementation of but not limited to enterprise service layer, data hub, analytics and reporting, IAM, Firewall, portals. — All the new development or software procurement as a part of this implementation will be hosted on this cloud subscription. The cloud subscription may be FedRAMP authorized and be complaint with State and Local Government (SLG) — The software procurement and the cloud subscription must be compatible with each other 	<ul style="list-style-type: none"> — Architecture team establishment — Technology selection shortlisted
<p>2. API Management</p> <ul style="list-style-type: none"> — Create a list of interfaces ESL will interact with — Technology of the interfaces 	<p>Cloud subscription finalized</p>
<p>3. Enterprise Service Bus</p> <ul style="list-style-type: none"> — Develop transport protocol conversion — Develop message transformation and processing procedures — Develop added security to protect unauthorized access and routing abilities to redirect a request — Establish ESB 	<ul style="list-style-type: none"> — Cloud subscription finalized — Technology software procurement
<p>4. Master Data Management / Common Client Identifier</p> <ul style="list-style-type: none"> — Determine the stakeholders of MDM — Identify master data and evaluate data sources — Analyze data lifecycle — Develop architecture and data model — Implement MDM — Choose toolset to monitor and operate MDM 	<ul style="list-style-type: none"> — Cloud subscription finalized — Technology software procurement
<p>3. Enterprise Content Management</p> <ul style="list-style-type: none"> — Capture the type of contents — Capture the policy around the content management — Implement ECM 	<ul style="list-style-type: none"> — Cloud subscription finalized — Technology software procurement

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drives the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project. Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business & Process Impact

Establishing and utilizing a service integration platform should reduce the complexity of typical point-to-point integrations and consistently deliver enhanced levels of performance and connectivity. It will also

significantly reduce the occurrence of duplicative data entry for staff users and enable a more effective case management and referral process. Other key impacts of the service integration platform include:

- Provides a better customer experience for Floridians by providing a single point of access and a centralized view of workforce, education, and public benefit services
- Strengthens measures to ensure privacy and security of confidential data
- Establishes scalable and sustainable technology solutions and streamlines future enhancements

Anticipated Technology Impact

Implementing a service integration platform limits the need for the point-to-point integration between the Workforce Partner systems and connects those systems while still preserving their independence.

Benefits

The proposed technology solution is expected to have a high demand in terms of access and data sharing. A service integration platform should enable better system performance and provide a better citizen experience. A few of the key benefits include:

A service integration platform supports modern and legacy technology, structured and unstructured data, and real-time availability. This solution will make systems independent of each other while the data is being shared.

Future integration with new systems or changes to existing systems should be easier, providing faster time to market and lower cost of integration and support. Additionally, this solution is technology-agnostic, which will allow for future integration with best of breed solutions and the simplified introduction or adoption of new data types.

Project Dependencies

The success of the service integration platform will be dependent on the establishment and utilization of appropriate governance structures and processes. Additionally, the availability of applicable agency subject matter experts will play a major role in determining the level of success of the platform.

Potential Challenges

The process of integrating multiple systems is inherently complex and significant effort will be required to modify existing systems to communicate with the ESL. Additionally, since each system is different, the level of effort could be substantially increased for those systems that currently have fewer integration capabilities. Once the integration is in progress or complete, effectively monitoring the new technology solutions to ensure consistently high performance and effective security could be difficult due to the complexity presented by multiple interconnected systems.

Another challenge for this project will be the ability to maintain individual project schedules in order to adhere to the overall initiative timeline and budget. Ensuring that there are key personnel and documentation available will also be critical to the project's success.

Data Integration Capabilities Implementation

Introduction

Data hub enables data sharing by connecting 'producers of data' with 'consumers of data'; in some cases, both can be the same system. Endpoints interact with the data hub by sending and receiving data, and the hub serves as a mediation and management point. This creates a layer that is cohesively integrated with the service integration platform, providing a central and single repository of a unified data set. This architecture delivers effective mediation of data from a variety of independent systems, governance and efficient data sharing across systems, and enables business intelligence and analytics capabilities to decode

data into meaningful insights. To streamline this integration with the service integration platform, it is recommended that the data hub and the service integration platform be hosted on the same cloud solution as opposed to a multi-cloud solution.

Canonical Data Model

A canonical data model is a type of data model that presents data entities and relationships in the simplest possible form in order to integrate processes across various systems and databases. This type of data model should be utilized to unify the various data models used across the existing systems.

Data Ingestion/Conversion

There are several components of data hub that work in harmony to enable the data integration, beginning with data ingestion from different sources with many different schemas and transforming or converting them into one data model.

Data Sharing and Access

To safeguard confidential data and ensure it is shared only with the appropriate parties, data sharing and access policies must be in place to secure the data and control access. These policies should align with the overall data governance model and adhere to state and federal requirements for confidentiality and privacy.

Roadmap Phasing & Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Data Integration Solution Implementation					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Canonical data model					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Common data development					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Data ingestion / conversion					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Data sharing and access					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

KEY STEPS	DEPENDENCIES
1. Canonical data model <ul style="list-style-type: none"> — Identify all the different data models — Create a canonical data model 	Enterprise service layer is established or is at least halfway done
2. Common data stores development (check with Vince) <ul style="list-style-type: none"> — Determine different data type — Extracting and loading data into data stores 	Data integration solution software procurement
3. Data ingestion / conversion <ul style="list-style-type: none"> — Identify all the sources of data that needs to be merged and duplicated — Develop a conversion script to migrate them and integrate duplicates — Load the migrated data into the centralized data hub — Validate the data 	Data integration solution software procurement

KEY STEPS	DEPENDENCIES
<p>4. Data sharing and access</p> <ul style="list-style-type: none"> — Determine all the types of data — Identify the data with confidentiality and privacy — Document data policy and governance — Develop data masking procedures 	<ul style="list-style-type: none"> — Data integration solution software procurement — Data Migrated

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project.

Anticipated Business & Process Impact

Implementation of the data hub will be one of the key steps in achieving the “no wrong door” vision for Florida’s workforce system. By integrating the data of the Workforce Partner systems, multiple benefits will be realized, including:

- Improved data quality through a centralized and standardized data model.
- Heightened data security through measures such as access controls and standards, as well as data masking.

Anticipated Technology Impact

The integration of a data solution will have impacts across existing technology and many of the associated business processes. To fully achieve bidirectional integration with the data, it will be necessary to modify each of the existing systems. Additionally, regular maintenance (e.g., daily health check, periodic data indexing) should be established to ensure that the data integration solution is healthy and performing as designed. The data integration solution capabilities should also perform to established uptime SLAs; therefore, high availability and disaster recovery strategies should be developed and implemented.

A key role of the data hub is to ingest and merge data from various sources. A few key components to consider to ensure validity of the data are listed below.

As it will likely require multiple iterations to ensure the data integration solution is successfully and accurately migrating and converting the data, extensive testing will be required to ensure the data model has been designed and implemented correctly. This testing should be performed by the appropriate subject matter experts from the Workforce Partners.

Understanding updates will constantly occur as data is accessed and modified in the future, the Workforce Partners should consider incorporating tools and processes to ensure consistent data reconciliation, safeguard data integrity, and manage version control.

Benefits

This solution will enable future integration with newer technology to help with future requirements. Utilizing a cloud-based hosting approach also presents multiple benefits, including the versatility to make on-demand changes to the solution and contributing to a high degree of scalability to expand and evolve as needed. Additionally, the development of a canonical data model will enable data from the disparate Workforce Partner systems to be combined, analyzed, and used in more efficient and effective ways.

Project Dependencies

The success of this program will be dependent on the establishment and utilization of appropriate governance structures and processes, including:

- Program/project governance to manage project resources and schedules
- Technical architecture governance to manage the various applicable technologies across the Workforce Partners
- Data governance to ensure process and procedures are in place to manage data quality, integrity, storage, and security.

Potential Challenges

Integrating data from disparate systems can present a variety of challenges. Those described below are some of the potential challenges which should be anticipated in this effort.

- Each of the existing systems stores data differently, including the usage of different unique identifiers. Successful data migration will require the establishment of a unique identifier that can unify the cross-departmental data.
- There is a high possibility that duplicate records exist for a client(s). Integrating such data may turn out to be a complex solution from an implementation perspective.
- Data is dynamic, meaning it is continuously changing. Having a moving target creates complexity and could present challenges to the implementation of this solution.
- Data should be scanned during migration to identify potentially outdated data. Processes for the migration of non-active (backup/archived) data should be developed in advance.

Analytics & Reporting Data

Introduction

Advanced analytics capabilities are among the core benefits of integrated data from multiple systems. It is recommended that a cloud-based data analytics platform be procured and utilized to fully realize the benefits of unified data.

The ability to convert data into meaningful insights should help to inform business decisions and guide or provide actionable information to users. From a reporting perspective, the data integration solution can provide the foundation to create dashboards to visualize data appropriate for a range of audiences from front-end users to executive management. Standard reports can be established for regular access to specific information, or dashboards can be customized and configured by individuals to best serve their needs.

Roadmap Phasing & Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Analytics & reporting data																				
Analytics & reporting requirements																				
Analytics & reporting Data store design																				
Development & data ingestion																				
Continual development																				

KEY STEPS	DEPENDENCIES
1. Analytics and reporting requirements <ul style="list-style-type: none"> — Identify key stakeholder groups and understand the analytical requirement — Document the requirements 	PMO establishment
2. Analytics and reporting data store design <ul style="list-style-type: none"> — Categorize the type of analytics required and frequency — Design the portal to publish the data as a dashboard — Document the type of alerts and notification 	Data integration solution and ESL implemented
3. Development and data ingestion <ul style="list-style-type: none"> — Develop data mart or a data fiber or API layer for each category of analytics 	Analytical design completion
4. Continual development <ul style="list-style-type: none"> — Create a customization layer for consumers 	Analytical design completion

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project. Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business & Process Impact

Due to the advanced reporting and analytics capabilities produced from this integration, existing reporting structures and processes could change.

Anticipated Technology Impact

Each agency has existing data analytics software/tools currently in use. Once the data integration solution has been established, each agency will have to configure their tools to connect to the new data solution for data analysis and reporting purposes.

Another technical consideration for data analytics is the opportunity to introduce machine learning aspects into the data hub solution. Over time, a machine learning module could identify patterns of events and responses to automate tasks, improve incident response time, and increase efficiency.

Benefits

Employing well-planned data analytics and reporting strategies using a data hub can provide a myriad of benefits, including:

- Reports, dashboards, and other data analytics tools will leverage a wider range of data sources.
- Departmental staff will be able to access citizen information from multiple programs and agencies.
- Unified data will contribute to better trend analysis for all agencies, potentially leading to predictive and prescriptive analytics to inform business decisions and help to improve program services for citizens.

- Machine learning affords the opportunity to create more automation, making business processes more efficient and effective.

Project Dependencies

The data integration solution capabilities and ESL must be established prior to the introduction of new data analytics capabilities, and clear business requirements that articulate the data analytics needs will be critical for business success. Once implemented, adequate testing and data validation is important to ensure the quality of the data analytics.

Potential Challenges

Duplication of records and poor data quality can create ineffective and potentially misleading analytics while a staggered implementation will require repeated testing and data validation efforts each time a system or data set is introduced into the data hub. Additionally, the integration of existing data analytics tools may present a challenge due to the complexity involved.

State Partner Integration

Data Sharing Integration

Once the data is migrated and the ESL is established, the next step is to integrate Workforce Partner systems and enable real-time data synchronization. Before this can be achieved, the various systems must be analyzed and modified, as necessary, to ensure compatibility with the data hub and enable the exchange of data. The Enterprise Architecture group will coordinate with the agencies to ensure the established target architecture aligns with current or upcoming modernization efforts of existing systems and enables compatibility with the data integration solution

Single Sign on Integration

While the modernization efforts for current systems are underway and the data integration solution capabilities architecture is being established, an identity and access management (IAM) solution to enable single sign on should be architected and implemented. Any existing IAM solutions and processes in place within each individual agency may need to be integrated with the new IAM solution.

Single Sign-On – Shared Account

Introduction

Initially, the common public portal will connect the existing workforce-development portals into a federated solution. Floridians will be able to initiate their online transactions from the common public portal. However, much of the online functionality will continue to be handled within the existing program portals.

Without a single sign-on, when the common public portal hands the user off to existing portals, the user would need to log in to each additional portal that they need to use. Clearly, this would be cumbersome for the user. The problem is compounded if different user IDs must be remembered, or passwords changed or reset.

Also, as each system must be independently maintained, this approach generates redundant costs for the workforce development partnership.

An identity and access management (IAM) solution will enable a single sign-on service. This would allow the user to use one set of credentials to log into and access multiple systems. In addition to the convenience and cost savings that are enabled, this approach also goes a long way toward improving the user experience, as—from the user’s perspective—the federated system will feel more like a fully integrated common portal.

Anticipated Business and Process Impact

- With a new login and security system in place, all users (internal or external) may end up with a new user ID. It will be important to communicate these changes and explain how the new system is to be used.
- As with any new system, early on, there is a likelihood of instability. During this phase, it will be important to provide the customer support needed to guide users through the change and to report on any faults or issues that may surface. Likewise, resources should be provisioned to timely address and resolve any early issues that emerge.
- Initially high traffic should also be planned for: Given the large number of users who will access the system to update their credentials and explore the new functionality, latency issues could arise. A good design and scalable cloud services could mitigate these concerns, but they should be kept in mind.
- As it is very possible that, initially, a few users may lose some or all of their current level of access, it is recommended that, until the new system is stable, users should have parallel access to both the new system as well as their existing portals.
- Before the new system is fully operational, testers should use the system to uncover any issues that should be resolved before launch. This will help to ensure fewer challenges when the system is generally released.
- User training sessions or manuals could help to smooth out the transition to the new system.

Anticipated Technology Impact

- With a single sign-on, it is best practice to employ multifactor authentication (MFA). This approach calls for more than one level of user authentication. For example, when a user enters their username and password to log into the system, the system generates a one-time password (OTP) and e-mails or texts it to the user, based on the user's stated preference. Other approaches are also feasible.
- Implementation of a single sign-on must also be coupled with appropriate security controls. For example, a bastion server should be set up as a "jump server" to allow external access to a private network.
- This implementation should include an appropriate toolset. For example, tools should be employed to bridge all the servers on the cloud, perform vulnerability scans, enable Host Based Intrusion Detection (HIDS), Host Based Intrusion Prevention (HIPS), certificate issuance, an—above all—a logging solution to trace all activity.
- Authorization is also an important feature of single sign-on. As access to information and functionality within the federated system must be limited to the right user for the right purpose, role and user-base access controls are required. The system must also control and distribute the privileges users have once granted access to information. These include some combination of the rights to view, alter, or delete information.
- A 24x7 command center should be established to immediately address any security vulnerabilities.

Shared Intake Integration

Once all systems are modernized, integrated with the data hub, and the data is synchronized, a Shared Intake Integration can be implemented. This will enable one central intake process for the Workforce Partners.

Roadmap Phasing & Timing

SCHEDULE IV-B FOR FL WINS PROGRAM

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish New Data Integrations	State Partner Integration																				
	Commerce Modernization (ReConnect)																				
	Commerce Modernization (EmployeeFL)																				
	DCF Modernization (ACCESS In-scope only)																				
	DCF Modernization (HopeFL)																				
	DOE Modernization (AWARE/DBS)																				
	DOE Modernization (AWARE/VR)																				
	DOE Modernization (Early Learning)																				
	DOE Division of Career and Adult Education (FCS & Institutions)																				
	DOE Adult General Education Integration																				
	DOE Apprenticeship Integration																				
	DOE Modernization (EMOP) Integration																				
	CSF (LWDB) Integration																				
	Data Sharing Integration																				
	Single Sign on Integration																				
	Shared Intake Integration																				
	Service Integration Platform																				
	Cloud subscriptions																				
	API Management																				
	Enterprise Service Bus																				
Master Data Management / Common Client Identifier																					
Enterprise Content Management																					

KEY STEPS	DEPENDENCIES
<p>1. Include Current System Modernization Efforts</p> <ul style="list-style-type: none"> — Document the details of modernization that are in-progress — Create a mapping of requirements that are needed for the integration with data hub via ESL — Create a roadmap of joint modernization 	<ul style="list-style-type: none"> — PMO establishment — Information Technology Shared Services Core Team
<p>5. Data Sharing Integration</p> <ul style="list-style-type: none"> — Establish connectivity with data hub — Enabler synchronization between the system — Test the connectivity and data quality — Reconcile the data in different systems — Implement monitoring tools to check the connectivity and performance at all times 	<p>Modernization completion of each of the organization</p>
<p>6. Single Sign on Integration</p> <ul style="list-style-type: none"> — Establish a central IAM solution — Migrate the credentials in the data solution 	<p>Data integration capabilities and service integration platform implemented</p>

KEY STEPS	DEPENDENCIES
	Modernization efforts are complete Data sharing integration
7. Shared Intake Integration <ul style="list-style-type: none"> — Document all the details required by all organization for their intake needs — Create a comprehensive list of intake form — Design a portal to receive all the information from clients 	Single sign on established

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project. Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business & Process Impact

Existing governance structures and standard operating models should be re-evaluated and aligned with a common methodology that serves the purposes of the Workforce Partners. Additionally, significant changes may be required for Workforce Partner systems to enable shared intake capabilities.

Anticipated Technology Impact

This integration will have several technological impacts, including the following:

- The Workforce Partners should consider a tool that can monitor the connectivity and performance of the system.
- Existing IAM solutions and processes may be significantly impacted with the introduction of a central IAM component.
- Modernization efforts may need to consider the integration needs and requirements of the data hub.
- Data sharing capabilities of existing systems may need to be modified to enable bidirectional data exchange with the data integration solution.
- Front-end processes of existing systems may need to be modified to enable single sign on capabilities.
- Significant changes may be required for Workforce Partner systems to enable shared intake capabilities.

Benefits

Integrating the Workforce Partner data will help to achieve the goals set forth by the REACH Act by enabling data from the disparate Workforce Partner systems to be combined, analyzed, and utilized in more efficient and effective ways. It should also provide citizens with a more streamlined experience when seeking available workforce, education, and public benefits services. In addition, an integrated system will significantly reduce duplication of work and support streamlined case management and referral services.

Project Dependencies

The viability of this project relies on the completion and implementation of several other projects,

including:

- Data solution capabilities implementation
- Data migration and duplication
- Data quality and integrity validation
- ESL implementation

Additionally, the planned and continuing modernization efforts of existing systems will need to be reviewed and possibly modified to ensure compatibility with the data hub. As with many of the projects, resource availability is also a key dependency.

Potential Challenges

Challenges for this project include:

- All modernization efforts planned or underway should be completed.
- Existing data models vary across the existing systems. A standardized data model must be established to unify the data.
- Any undocumented changes to existing systems (code changes/patches) could present challenges.
- Cybersecurity policies and standards could vary across Workforce Partners, which could present a challenge to selecting a common IAM solution.
- Resource availability.

Local Education Agency Integration

Introduction

The local education agency (LEA) integration project category will focus on the ability to integrate a variety of existing systems (COTS, legacy, up-to-date, and homegrown) being used by Florida College System institutions and school districts across the state. There are 28 state colleges and 67 school districts in the state of Florida offering workforce education services. Each LEA is responsible for procuring or building its student information system. To understand the local landscape and build a compatible solution, we will survey LEAs to learn more about their systems.

Using the information from the technical survey, the FL WINS solution will be designed to offer several tiers of integration to LEAs. All LEAs will be included in the service catalog that will provide program information to users – this will constitute the lowest level of integration. LEAs interested in deeper integration and interoperability between FL WINS and their student information or learning management systems will have the opportunity to connect to the solution at higher integration tiers.

Roadmap Phasing & Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
College Integration Future Solutions																				
College system integration alternatives																				
College system integration funding alternatives																				
Technical integration design & planning																				
College system integration																				

KEY STEPS	DEPENDENCIES
1. College and school district system integration alternatives — Inventory of existing systems	Data Integration Design Communication Plan
2. College and district system integration funding alternatives — Review state funding allocations opportunities — Review federal funding allocations opportunities	Department of Education and Legislature
3. Technical integration design and planning — Data-sharing requirements and design — Planning of integration scope for existing systems with options for tiered levels of integration	Data Integration Design

Common Customer Portal

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
User Experience Design																				
User Experience requirements																				
High level design & planning																				
Single Sign on - Shared Account																				
Detailed design & planning																				
Development - security, data sharing, ECM, existing portal linkages																				
Account matching - existing accounts																				
Account linking - conversion																				
Shared Intake / Application																				
Shared application & common data design																				
Referral rules																				
Customer intake application development																				
Fully Integrated Common Portal																				
Detailed design & planning																				
Development																				

The key assumptions used to develop the detail for the Common Customer Portal project included:

- Common portal functionality will be developed and released in phases in order to shorten time to deliver enhanced client experience, providing a “home base” for the other portals that are maintained by the Workforce Partners.
- Initial phase will only collect core demographic data associated with an account leveraging MDM & Common Client Index
- Common application added later will facilitate more harmonized data collection and sharing
- It is unlikely that the common portal will ever fully replace existing portals, with options for maximal integration deferred

- Floridians will have the ability to navigate to native web content from the new, common portal. Floridians will also be able to navigate directly to a partner’s portal.
- The portal must be ADA compliant.
- All information that is collected on the common portal will be made available to existing systems on a publish-subscribe basis to facilitate auto-population and data processing.
- Some online services will be generally available to the public while other features will only be accessible to users who have created user accounts. Portal users will be able to access these services without first having to create an account or provide personally identifying information.
- Active referrals via the portal will be available from later phases with application intake, a screening tool that could identify the possibility of programs that might be pursued, or prompts.
- The portal will be accessible from mobile devices.
- All members of the Workforce Partnership will need to contribute to the design and development of the new, common portal.
- Staff across the partnership will need to be trained in the use of the new, common portal.
- A significant public-outreach campaign will be needed to educate the public about the portal.

A common customer portal is a web-based channel into an organization’s information-technology system. The public can use it anonymously to get program information or self-screen for eligibility. People can also create a password-protected account to do more personal things. For example, a program applicant could create an account to apply for benefits. Clients could sign into their accounts to get information about their case, request referrals, report changes, renew eligibility, and other useful things.

Anticipated Business and Process Impact

A well-designed common public portal could have a significant, positive impact on the workforce-development partners’ businesses and processes:

- A common portal that offers comprehensive information about available workforce-development programs and services can promote accessibility and opportunity, as Floridians can learn about and choose the programs, benefits, and services that they feel are right for them.
- Self-service features, tools that limit repetitive data entry, the ability to upload documents, and other services that can be extended on a common public portal could significantly enhance customer experience and foster independence.

Anticipated Technology Impact

- Development resources will need to be devoted to the implementation of the common public portal. In addition to the development that will be needed to create an integratable solution, individual programs will need to devote the resources needed to build out the connections required to connect existing portals to the system. There will also likely be other development needed to modify or configure existing systems to support new functionality that originates on the common public portal but executed by existing systems.

User Experience Design

Introduction

The creation of the public-facing components of a website or software (product) generally involves two interrelated disciplines: User experience (UX) design focuses on the overall experience the user has when they interact with the product. It determines such things as content organization and feature sets. The result


of the effort determines the user’s overall journey: Was the experience useful? Was the product easy to use? Was the interaction pleasing?

In the sample personas and journey maps below (updated to provide draft Business Process Reengineering Project personas that are in development), there are a few concepts it is important to understand:

- **Personas** offer a holistic view of key stakeholder groups, including empathetic insight into the state-of-mind for the types of users that currently occupy this persona.
- **Attributes** highlight both key characteristics of interacting with the current and future systems and processes, and their current experience with each attribute (1-low, 5, high).
- **Modes** take into consideration our persona’s expectations, motivations, and thoughts. While there are only a few mentioned users will be in multiple modes throughout their journey.
- **Behavioral design tactics** provide guidance on design patterns and content to create a successful experience for users.
- **Journey Maps** focus on the experience we expect the persona to have as they interact with different phases of the proposed solution.


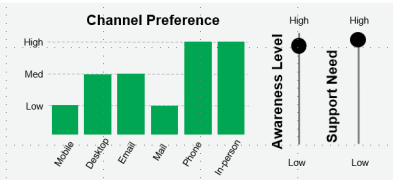
The following are a few representative samples of the kinds of personas and journey maps that would support UX design(*it is important to note that these personas and journeys are still in the validation state with the Workforce Partners and fully approved personas will not be available until fall 2023*):

As part of the Business Process Reengineering Project, most of Key Steps above will soon be completed and fully represent the stakeholder and customer feedback from the in-scope programs and systems. The output of these efforts will be inputs to remaining work that will be utilized by a solution vendor to be undertaken and completed through the Common Portal (and CX/UX) project and accompanying procurement. Anticipated procurement and requirements are expected for late summer/fall of 2023, with the expectation of a vendor to begin work on future state building in the spring of 2024.



Cindy the Visually Impaired

Individual with overt disability looking for employment assistance

<h3>ABOUT</h3> <p>Cindy has a progressive bilateral visual impairment that makes her vision worse over time. It is becoming more challenging to go about daily life without assistance. She is passionate about art and building design and hopes to one day become an architect. She lacks the requisite qualifications and most potential employers lack the knowledge needed to employ blind individuals. Cindy also struggles to go about daily life in her Tampa Bay, FL neighborhood, where she lives in a sixth story apartment alone.</p>	<h3>FRUSTRATIONS</h3> <ul style="list-style-type: none"> • Inability to navigate services independently • Inability to take care of daily essential tasks 	 <div style="background-color: #008000; color: white; padding: 10px; margin: 10px 0;"> <p>“I need to be able to live independently. I’m nervous about my financial situation and I need help.”</p> </div>								
<h3>NEEDS</h3> <ul style="list-style-type: none"> • Professional training • Career counseling, job search • Transportation services • Support applying for programs and services • Employer training on how to employ blind individuals 	<h3>GOALS</h3> <ul style="list-style-type: none"> • Achieve total independence at home and at work • Become fully employed • Turn her passion into a fulltime profession 									
<div style="text-align: center;"> <h3>Channel Preference</h3>  </div>	<h3>MOMENTS THAT MATTER</h3> <ul style="list-style-type: none"> • Neighbor helping her get a referral to DBS • Meeting with her counselor for the first time • Gathering her medical documentation • Meeting with her counselor to go over her plan • Participating in the plan • Looking for a job • Becoming employed! 	<h3>POTENTIAL PROGRAMS & SERVICES</h3> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>DBS Rehab Center for the Blind and Visually Impaired</td> <td>Division of Blind Services</td> </tr> <tr> <td>VR/DBS Deaf, Hard of Hearing & Deafblind Services</td> <td>Division of Vocational Rehabilitation</td> </tr> <tr> <td>DBS Business Enterprise Program</td> <td>DBS Braille & Talking Book Library</td> </tr> <tr> <td></td> <td>VR/DBS Employer Training Services</td> </tr> </table> <p>Key DCF Florida Commerce DOE Career Source</p>	DBS Rehab Center for the Blind and Visually Impaired	Division of Blind Services	VR/DBS Deaf, Hard of Hearing & Deafblind Services	Division of Vocational Rehabilitation	DBS Business Enterprise Program	DBS Braille & Talking Book Library		VR/DBS Employer Training Services
DBS Rehab Center for the Blind and Visually Impaired	Division of Blind Services									
VR/DBS Deaf, Hard of Hearing & Deafblind Services	Division of Vocational Rehabilitation									
DBS Business Enterprise Program	DBS Braille & Talking Book Library									
	VR/DBS Employer Training Services									
<h3>ART OF THE POSSIBLE CONSIDERATIONS</h3> <ul style="list-style-type: none"> • DBS seeks to encourage customers to pursue careers in any field. Too often, visually impaired individuals get boxed into fields that only relate to their disability and not their aspirations. • Many DBS customers will have visual impairments that progressively get worse over time. Customers will need additional support with adjusting to a new lifestyle. 										



Deborah the DOE DBS/VR Caseworker

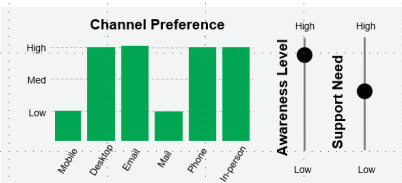
Dedicated public servant looking to be more efficient in serving her customers

ABOUT

Deborah is a life long civil servant with over 20 years of experience assisting disabled Floridians in obtaining the services and support they need to thrive. She is based in the Daytona Beach, FL Vocational Rehabilitation office and is frustrated with the length of time it takes to serve a customer. Staff shortages in her office have made it difficult to adequately serve all customers and has placed additional stress on her and her co-workers.

NEEDS

- Efficient scheduling process
- Expedited customer document submission
- Customer communication tracking process
- Reduction in customer back and forth communication for required information



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays

GOALS

- Reduce time it takes to serve customer to case completion
- Successfully close the majority of cases
- Help disabled Floridians

MOMENTS THAT MATTER

- Initial customer intake interview
- Monthly check-in meetings
- Requesting services from vendor for customer.
- Obtaining a job for the customer
- Case closure



"I love working with my customers and am satisfied with my career in public service but wish we could be more efficient."

PROGRAMS & SERVICES

- DBS Rahab Center for the Blind and Visually Impaired
- DBS Braille & Talking Book Library
- VR/DBS Deaf, Hard of Hearing & Deafblind Services
- TTW SSA Program
- VR/DBS Student and Youth Services
- Division of Blind Services
- DBS Business Enterprise Program
- VR/DBS Employer Training Services

Key DCF Florida Commerce DOE Career Source



Maryanne the Mother

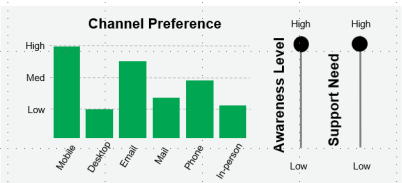
Single Mother Seeking Living Assistance and Training

ABOUT

Maryanne is a single mother of two children under the age of 10 living in an apartment building in a struggling neighborhood of Miami, FL. She had her first daughter as a senior in high school but was still able to earn her GED. She is struggling to meet her expenses and is reliant on SNAP benefits to feed her family and Temporary Cash Assistance to help pay rent. Maryanne is currently a substitute teacher, which does not require any certifications but dreams of acquiring the skills necessary to become a Registered Nurse. She has no child support, works 30 hours a week, has a work exemption and makes less than 40k a year. She is a loving mother who is involved with her community's urban farm. She is looking to build a better future for herself and her daughters.

NEEDS

- Registered Nurse
- Additional career training and counseling after her certification
- Childcare Support
- Transportation Support
- Job search support



FRUSTRATIONS

- Maryanne is frustrated by her slow progress on finding and completing post-secondary education for Nursing, as she is not able to focus on it due to needing to take care of her children.
- She is having difficulty balancing her family needs and career aspirations
- She is under tremendous financial stress and cannot take time off to apply for more benefits

GOALS

- Become a Registered Nurse
- Reduce/eliminate her reliance on SNAP benefits
- Become fully employed to provide for her daughters

MOMENTS THAT MATTER

- Finding the DCF ACCESS application
- Going to the DCF office to provide more information
- Receiving SNAP/TANF benefits
- DCF case worker referring her to HOPE FL
- Hope Navigator providing a warm handoff to CSF
- CSF providing guidance on how to pursue a nursing degree
- Hope Navigator providing support throughout nursing school
- Earning her nursing degree
- Becoming employed!

ART OF THE POSSIBLE CONSIDERATIONS

- Child support – payments count as income



"I need to be able to provide a better life for my daughters, and I've always dreamt of being a nurse. I need help to get there."

POTENTIAL PROGRAMS & SERVICES

- SNAP E&T
- Other WIOA Programs
- Adult Worker Program
- Re-Employment
- Welfare Transition (TANF) – Workforce Requirements
- Wagner-Peyser
- Work Opportunity Tax Credit Program (EMPLOYER)
- TANF
- Career Source
- SNAP
- DCAE Career & Tech Ed Services
- HOPE FL

Key DCF Florida Commerce DOE Career Source



Jeremy the LWDB Caseworker

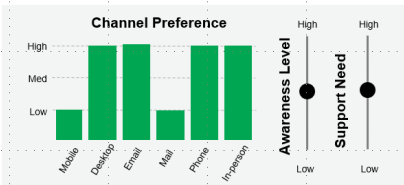
Dedicated public servant looking to be more efficient in serving their customers

ABOUT

Jeremy is a recent college graduate who has always wanted to work in civil service. He has been with the LWDB for over a year helping serve different customers looking for a variety of workforce services. He is based in a local career center. He is often frustrated with the multiple systems, agencies, programs, and services that he must navigate to get his customers the services they need.

NEEDS

- More training on available programs and services
- Customer being informed of the info they need prior to submitting a half-complete application
- Increased collaboration across other local partners



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays

GOALS

- Reduce time it takes to serve each customer
- Attract the next generation of public servants
- Reduce the back and forth with customer to find all required information

MOMENTS THAT MATTER

- Initial customer intake interview
- Determining benefit eligibility for a customer
- Referral to partner vendors
- Receipt of vendor updates on customer progress
- Case closure



"I like serving others, but I feel I can't help every Customer because it takes so long to get the information I need. There are so many people who need help, and so many delays in the process."

PROGRAMS & SERVICES

Apprenticeship	State Rapid Response Program
Welfare Transition	SNAP E&T
Workforce Requirements	Adult Worker Program
Work Opportunity Tax Credit Program (EMPLOYER)	Title 1 Dislocated Worker Program
Disaster Recovery and Dislocated Worker Grants	Title 1 Youth Program
Military Family Employment Advocacy Program	Trade Adjustment Assistance Program
Federal Bonding Program	Senior Employment Program
Veterans Employment Program	Migrant and Seasonal Farmworker Services
Wagner-Peyser	Re-Employment
Other WIOA Programs	

Key DCF Florida Commerce DOE Career Source



Anthony the FloridaCommerce RECONNECT Staff

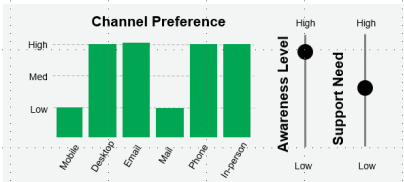
Passionate public servant dedicated to helping others reach self-sufficiency

ABOUT

Anthony is 40-year-old man who was looking to make a career change into civil service. After seeing his brother struggle with the unemployment process, Anthony decided to work for DOC. He has been with Reemployment Assistance for over a year helping serve different customers. He is based in a local service center. Anthony is often frustrated with the time it takes customers to receive their benefits, the lack of communication between the agency and customer, and the wait times with adjudication.

NEEDS

- Faster determinations for customers relying on Reemployment Assistance
- Better communication between the customer and agency



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays
- Lack of communication with adjudication and customer

GOALS

- Reduce time it takes to serve each customer
- Attract the next generation of public servants
- Reduce the back and forth with customer to find all required information

MOMENTS THAT MATTER

- Determining Customer's need
- Determining benefit eligibility for a customer
- Case closure



"I want to be able to help as many people as possible, but I feel the process is long and exhausting for myself and the customer."

PROGRAMS & SERVICES

Re-Employment

Key DCF Florida Commerce DOE Career Source

User interface (UI) design develops the mechanisms for implementing the UX design. It focuses on the product's "look and feel." What colors are used? What should the buttons look like? What happens when a button is clicked? Together, UX and UI design ensures that the product is both pleasing and easy to use.

The following roles should support the portal's interface design:

UX Designers

UX designers ascertain portal user needs and design a pleasing, easy-to-use portal. To do so, UX designers

identify various user groups and develop an understanding of their various needs. They also communicate product design through journey maps, wire frames, storyboards, and site maps.

UI Designers

UI designers design the user interface to manifest the portal’s user-experience design. UI designers collaborate with UX designers and system developers and design the portal’s appearance and functionality.

Roadmap Phasing and Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
User Experience Design																				
User Experience requirements																				
High level design & planning																				

KEY STEPS	DEPENDENCIES
<p>1. UX Design – Currently in process</p> <ul style="list-style-type: none"> — Identify user groups. — Conduct interviews and other forms of discovery to ascertain user needs. — Develop journey maps, wire frames, and other artifacts to support the further design and development of the portal. — Provide consultation and guidance on the implementation of the UX design. — Conduct focus groups and other tests to ensure that the portal’s user interface comports with the UX design. 	<ul style="list-style-type: none"> — In-scope programs and entities must be identified. — Scope of portal functionality must be determined: <ul style="list-style-type: none"> ○ Distribution of functions between common portal and existing portals ○ New features to be hosted on the common portal (e.g., screening tool, common data intake, referral requests, customer-account access, other self-service features, etc.)
<p>2. UI Design</p> <ul style="list-style-type: none"> — Collaborate with UX designers to support development of UI design. — Create a style guide to be used in designing the user interface. — Use UX artifacts to design individual screens. — Design interactivity. — Ensure that interface layout functions on supported platforms. 	<ul style="list-style-type: none"> — UX design should be developed and approved

Anticipated Business and Process Impact

A well-designed common public portal could have a significant, positive impact on the Workforce Partners’ businesses and processes: A common portal that offers comprehensive information about available workforce-development programs and services can promote accessibility and opportunity, as Floridians can learn about and choose the programs, benefits, and services that they feel are right for them. Self-service features, tools that limit repetitive data entry, the ability to upload documents, and other services that can be extended on a common public portal could significantly enhance the customer experience and foster independence.

When Floridians use the common public portal to get answers to their questions, there is less pressure on

agencies to provide this service.

A common public portal—even one that is well executed—can also have negative business impacts: Online services that are good for many may be challenging for others. Support need could counterbalance some of the portal’s efficiency benefits and frustrate or confuse certain segments of the population. Also, during the design phase, the project could divert staff resources from other program endeavors. Subject-matter experts will need to be deployed to contribute to the development of content and features that will be extended on the portal. Initially, changes to existing portals may also be needed: If existing portals will need to be rebranded or redesigned to create a unified user experience, business staff may need to be tasked with this responsibility.

Anticipated Technology Impact

Subject matter experts from each agency will need to be devoted to the implementation of the common public portal. In addition to the development that will be needed to create an integrated solution, individual programs will need to devote the resources needed to build out the connections required to connect existing portals to the system. There will also likely be other development needed to modify or configure existing systems to support new functionality that originates on the common public portal but executed by existing systems.

Benefits of the Approach

Thoughtful and informed UX and UI design-planning contributes to the common portal’s ultimate success. The resulting portal will have the features and functionality needed to help bind Florida’s workforce-development partnership into a more cohesive and accessible source of services and supports. Floridians will be able to independently investigate the full range of programs that they might qualify for and to execute the other self-service opportunities that are extended to them on the common portal. This is likely to significantly enhance Floridians’ experiences as they navigate through their workforce-development options, apply for programs, and independently conduct many of the other activities in support of their enrollments.

Project Dependencies

A successful user-experience design depends upon a clearly developed delineation of the features and functions that will be initially included on the common portal. Also, existing systems must be able to connect with and support the functionality that will be extended on the common portal. There must be a clear set of requirements for upgrading and changing existing portals.

Design of a quality user experience depends on the development of a sophisticated taxonomy of user groups. This must include adequate discovery of user communities’ potential needs and abilities. A representative cohort of actual users must be assembled to give input as to proposed feature sets, provide design feedback, and test features and functions, as they are developed, and after they are assembled into a complete solution.

All in-scope agencies and programs must actively participate in the effort to ensure desired levels of interconnectivity and common branding and design.

Finally, implementation will require a robust outreach campaign to educate Floridians about upcoming changes and train them to successfully interact with the new system.

Potential Challenges

Given the very large number of stakeholders, it could be difficult to settle on the scope of the features that will be offered on the common customer portal. It may also be hard to achieve consensus among the partnership’s internal and external stakeholder groups as to the portal design and functionality. Existing portal owners may not be willing or able to modify their systems to connect and interact with a new common portal.

It may be difficult to design a system that meets the needs of the diverse set of intended users. Also, as initially, much of the on-line functionality will continue to be hosted on individual portals, it may be difficult to achieve enough of a common look and feel to support the perception that users are interacting with a cohesive system.

Single Sign-On – Shared Account

Introduction

Initially, the common public portal will connect the existing workforce-development portals into a federated solution. Floridians will be able to initiate their online transactions from the common public portal.

Without a single sign-on, when the common public portal hands the user off to existing portals, the user would need to log in to each additional portal that they need to use. Clearly, this would be cumbersome for the user. The problem is compounded if different user IDs must be remembered, or passwords changed or reset.

Also, as each system must be independently maintained, this approach generates redundant costs for the workforce development partnership.

An identity and access management (IAM) solution will enable a single sign-on service. This would allow the user to use one set of credentials to log into and access multiple systems. In addition to the convenience and cost savings that are enabled, this approach also goes a long way toward improving the user experience, as—from the user’s perspective—the federated system will feel more like a fully integrated common portal.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Customer Portal	Single Sign on - Shared Account																				
	Detailed design & planning																				
	Development - security, data sharing, ECM, existing portal linkages																				
	Account matching - existing accounts																				
	Account linking - conversion																				

KEY STEPS	DEPENDENCIES
<p>1. Detailed Design and Planning</p> <ul style="list-style-type: none"> Identify an IAM solution to be implemented Document all requirements, policies, and compliances Design a IAM solution 	<ul style="list-style-type: none"> Architecture team establishment Cloud subscription finalized Tools/solutions identified
<p>2. Development</p> <ul style="list-style-type: none"> Create a sprint of all tracks, security, data sharing, portals (all can also run in parallel) Configure/develop any UI customizations on the IAM solution Create definitions for role-based access 	<ul style="list-style-type: none"> Implement monitoring, tooling, and auditing needs IAM tool finalized

KEY STEPS	DEPENDENCIES
<p>3. Account Matching</p> <ul style="list-style-type: none"> — Create a list of accounts for each organization — Identify the CCI and create a comprehensive list of all accounts — Create a list of duplicate accounts 	<ul style="list-style-type: none"> — Dependent on detailed design and planning
<p>4. Account Integration</p> <ul style="list-style-type: none"> — Categorize different types of accounts — Develop role-based access system — Define roles — Migrate all accounts into one system (with duplicates removed) — Develop solution for assigning a temporary password or leveraging an existing one — Develop solution approach for first-time login — Create a communication plan to be socialized with users about the change 	<ul style="list-style-type: none"> — Dependent on account-matching step

Anticipated Business and Process Impact

With a new login and security system in place, all users (internal or external) may end up with a new user ID. It will be important to communicate these changes and explain how the new system is to be used.

As with any new system, early on, there is a likelihood of instability. During this phase, it will be important to provide the customer support needed to guide users through the change and to report on any faults or issues that may surface. Likewise, resources should be provisioned to timely address and resolve any early issues that emerge.

Initially high traffic should also be planned for: Given the large number of users who will access the system to update their credentials and explore the new functionality, latency issues could arise. A good design and scalable cloud services could mitigate these concerns, but they should be kept in mind.

As it is very possible that, initially, a few users may lose some or all of their current level of access, it is recommended that, until the new system is stable, users should have parallel access to both the new system as well as their existing portals.

Before the new system is fully operational, testers should use the system to uncover any issues that should be resolved before launch. This will help to ensure fewer challenges when the system is generally released.

User training sessions or manuals could help to smooth out the transition to the new system.

Anticipated Technology Impact

With a single sign-on, it is best practice to employ multifactor authentication (MFA). This approach calls for more than one level of user authentication. For example, when a user enters their username and password to log into the system, the system generates a one-time password (OTP) and e-mails or texts it to the user, based on the user’s stated preference. Other approaches are also feasible.

Implementation of a single sign-on must also be coupled with appropriate security controls. For example, a bastion server should be set up as a “jump server” to allow external access to a private network.

This implementation should include an appropriate toolset. For example, tools should be employed to

bridge all the servers on the cloud, perform vulnerability scans, enable Host Based Intrusion Detection (HIDS), Host Based Intrusion Prevention (HIPS), certificate issuance, an—above all—a logging solution to trace all activity.

Authorization is also an important feature of single sign-on. As access to information and functionality within the federated system must be limited to the right user for the right purpose, role and user-base access controls are required. The system must also control and distribute the privileges users have once granted access to information. These include some combination of the rights to view, alter, or delete information.

A 24x7 command center should be established to immediately address any security vulnerabilities.

Project Dependencies

In-flight projects addressing existing portals must be factored into new system design and development. Also, cloud and platform choice will impact the implementation timeline.

Appropriate subject-matter experts from across the Workforce Partnership must be made available to address issues relating to roles and responsibilities and current sign-on accessibility. They must thoroughly evaluate the large number of roles and responsibilities across the Workforce Partnership.

Potential Challenges

Given the many programs that are included in the scope of the program, it may be difficult to devise a common client identifier. Matching existing accounts and establishing relations between accounts, if any, could also be challenging. Inaccuracies will cause revoked access, resulting in phone calls and community expression of dissatisfaction.

Considering the size of integration, design and configuration of access controls will call for an extremely large amount of effort.

Shared Intake / Application

Introduction

Often used interchangeably, “application” and “intake” refer to the collection of information at the beginning of a case.

Application: Information is collected to determine eligibility. This can also include information verification.

Intake: For programs that do not determine eligibility, information is collected to open a case.

Shared intake leverages a feature hosted on a common customer portal. First, the person is offered the opportunity to select the programs they would like to enroll in. Next, some or all needed information is collected and sent to the appropriate program. If necessary, the individual completes the process by providing any additional information directly to each program. Information given on the portal need not be provided again.

The hybrid integration strategy can support any of three approaches to shared intake. Two are based on the idea that, when workforce-development programs rely on common data elements at intake or application, those items should be collected once and then shared with the programs that need them. The third variation is not directly concerned with shared data. However—like the first two options—it shares the goal of minimizing redundant data entry.

The simplest approach uses a common portal form to collect the data that is needed for all in-scope programs. This would include, for example, elements such as “name,” “date of birth,” etc.

A somewhat more complicated strategy commonly collects any elements needed for two or more

programs. With either strategy, the user provides shared items on the common portal and follows up by giving additional information to the programs that need it.

The third and most complex strategy extends a unified, dynamic application on the common portal. Automated business rules generate a personalized application for each user. The application collects all information needed by all relevant programs. This includes information that might only be needed by one program. It collects the minimum amount of information and never asks the same question twice. Once it is submitted, intakes and applications for all chosen programs are complete.

The variations are summarized in more detail below. But first, for perspective, the scope of common data within the workforce development partnership is explored.

Collectively, the partners collect hundreds—probably thousands—of data elements at intake or application. While many of these elements are unique to individual programs, many are simultaneously collected by two or more programs. In the table that follows, intake-and-application data types are classified into three groups: Information in the yellow column is collected by all in-scope Workforce Partner programs. Information in blue columns is collected by two or more agencies. Information in the green columns is collected by single agencies.

This content is based on an “information inventory,” built from program applications and data dictionaries. For simplicity, many individual data elements are rolled up into information groups. Also, information that is not covered in the source documents will not be reflected here. Finally, while the table does not show the ratio of common to unique, it should help to illustrate overlap and suggest sharing opportunities.

Intake/Application Data Groups

Universal Data Usage	Common Data Usage	Singular Data Usage
	Basic Information	
<ul style="list-style-type: none"> – Name – Address 	<ul style="list-style-type: none"> – Program/Service Selection – Contact Information – Parent's Information – Authorized-Representative Information 	<ul style="list-style-type: none"> – Agency/Vendor/School Information
	Personal Information	
<ul style="list-style-type: none"> – Unique Identifier (SSN/FLEID) – Date of Birth – Gender – Race – Ethnicity – Marital Status – Language 	<ul style="list-style-type: none"> – Citizenship – Voting – Military – Parenting 	<ul style="list-style-type: none"> – Place of Birth
	Special Needs	
<ul style="list-style-type: none"> – Disability – Service Need 	<ul style="list-style-type: none"> – Accommodation Needs 	<ul style="list-style-type: none"> – Conditions Preventing In-Person Interview
	Service Information	
	<ul style="list-style-type: none"> – Disability Services 	<ul style="list-style-type: none"> – Financial Services – Customized Employment Services – Indian Health Services
	Household Information	
	<ul style="list-style-type: none"> – Household Size – Financial Circumstances – Employment – Minor Child – Military 	<ul style="list-style-type: none"> – Assets – Expenses – Tax-Filing Status

Intake/Application Data Groups (Continued)

Universal Data Usage	Common Data Usage	Singular Data Usage
	Employment	
– Employment Information	– Employment Status – Reduced Hours – Migrant/Seasonal Worker – Unemployment History	– Employer Information – Self-Employment – Past Occupation – Work Setting – Dislocation Information – Unemployment Information
	Education	
– Highest Level Completed	– School status – High School Diploma/Equivalent	– Post-Secondary Credential
	Living Arrangement	
	– High Poverty Area – Substitute Care – Homelessness – Runaway Youth	– Institutionalization
	Public Benefits	
	– Food Assistance – Temporary Cash Assistance – Other Public Benefits – Social Security Disability – Supplemental Security Benefits	– Ability to Remain Off Temporary Cash Assistance – School Lunch – Participation in Welfare Transition Program – Medicaid Eligibility
	Criminal-Justice Involvement	
	– Juvenile/Adult Offender Status – Offense – Arrest/Conviction Record – Incarceration Status	– Employment Status at Time of Incarceration
	Apprenticeship Information	
	– Enrollment – Program of Study – Industry – Sponsor – Program of Study	
	Employment Needs	
	– Service Need – Basic Skills – Language Ability – Ability to Benefit from Services	
	Other Assistance Needs	
	– Educational Supports – Assistance to Get or Hold Employment	– Transportation – Child Care
	Other Eligibility Factors	
	– Prospects for Self-Sufficiency	– Domestic Violence – Relocation Need – Local Employment Prospects

Three Opportunities for Common Intake and Application

Shared Universal Data: Information that is needed for all workforce-development programs is collected by a feature on the common portal. The information is sent to all programs that the person is interested in. The person must separately give the additional information needed for each program. While the person is not asked again for the information that they already gave, they must give each program all the rest of the information that it needs. If the person wants to enroll in more than two programs, and at least two--but not all—require the same information, the person will have to give the common information more than once.

Based on the analysis above, data elements in the following groups¹ should be collected on the common portal to support this option include:

Universal Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name		
Address		
Unique Data Identifier		
Date of Birth		
Ethnicity		
Marital Status		
Gender		
Race		
Highest Education Level		
Language		
Disability		
Service Need		
Employment Information		

Shared Common Data: Information that is needed for two or more of the programs that the person is interested in is collected by a feature on the common portal. The information is sent to the programs that need it. The person must separately give the additional information needed for each program. While the person is not asked again for the information that they already gave, they must give each program all the rest of the information that it needs. As the person already gave the information needed by two or more programs, they are never asked to give the same information more than once.

¹ As noted above, given the large number of individual data items that are collected by the workforce development partners, the elements have been rolled up into the groups that are listed in this and the following tables in this section. (For example, the “address” group would include individual elements for “street,” “city,” “state,” and “zip code.”) Therefore, for any option, the actual number of elements that must be collected will exceed the number of groups reflected in these tables. Also, in several instances, the information for this evaluation was extracted from program applications. Thus, there are likely additional elements that are collected at intake or after the initial application is submitted. Similarly, individual community programs might collect information that is not included here. Therefore, further research and documentation will be needed to ensure a complete inventory of all data elements that must be collected for any of the three options.

The following data elements should be collected on the common portal to support this option:

Common Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name	Employment Status	
Address	Reduced Hours	
Unique Data Identifier	Migrant/Seasonal Worker	
Date of Birth	Unemployment History	
Ethnicity	School Status	
Marital Status	High School Diploma/Equivalent	
Gender	High Poverty Area	
Race	Substitute Care	
Highest Education Level	Homelessness	
Language	Runaway Youth	
Disability	Food Assistance	
Service Need	Temporary Cash Assistance	
Employment Information	Other Public Benefits	
	Social Security Disability	
	Supplemental Security Benefits	
	Offender Status	
	Offense	
	Arrest/Conviction Record	
	Incarceration Status	
	Apprenticeship Enrollment	
	Apprenticeship Program of Study	
	Apprenticeship Sponsor	
	Apprenticeship Industry	
	Service Need	
	Basic Skills	
	Language Ability	
	Ability to Benefit from Services	
	Educational Support	
	Assistance to Get or Hold Emp.	
	Prospects for Self-Sufficiency	

Common Application: Information that is needed for all programs that the person is interested in is collected by a feature on the common portal. The feature “knows” what each program needs and asks the person to give only the information needed by those programs. The “right” information is sent to each program. The person is not asked to give the same information more than once. The person does not have to give any more information.

All data elements should be collected on the common portal to support this option:

Common-Application Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name	Employment Status	Agency/Vendor/School Info.
Address	Reduced Hours	Place of Birth
Unique Data Identifier	Migrant/Seasonal Worker	Conditions Preventing Interview
Date of Birth	Unemployment History	Financial Services
Ethnicity	School Status	Customized-Employment Svces
Marital Status	High School Diploma/Equivalent	Indian Health Services
Gender	High Poverty Area	Assets
Race	Substitute Care	Expenses
Highest Education Level	Homelessness	Tax-Filing Status
Language	Runaway Youth	Employer Information
Disability	Food Assistance	Self-Employment
Service Need	Temporary Cash Assistance	Past Occupation
Employment Information	Other Public Benefits	Work Setting
	Social Security Disability	Dislocation Information
	Supplemental Security Benefits	Unemployment Information
	Offender Status	Post-Secondary Credential
	Offense	Institutionalization
	Arrest/Conviction Record	Ability to Remain Off TANF
	Incarceration Status	School Lunch
	Apprenticeship Enrollment	Welfare Transition Program
	Apprenticeship Program of Study	Medicaid Eligibility
	Apprenticeship Sponsor	Emp. Status at Incarceration
	Apprenticeship Industry	Transportation
	Service Need	Child Care
	Basic Skills	Domestic Violence
	Language Ability	Relocation Need
	Ability to Benefit from Services	Local Employment Prospects
	Educational Support	
	Assistance to Get or Hold Emp.	
	Prospects for Self-Sufficiency	

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Common C.	Shared Intake / Application																				
	Shared application & common data design																				
	Referral rules																				
	Customer intake application development																				

KEY STEPS	DEPENDENCIES
1. Determine Intake/Application Option	
2. Design and develop a portal feature that provides users with the ability to select the programs they want to enroll in.	Existing systems must be configurable to receive this information and automatically act on it.
<p>3. Design and develop an electronic form.</p> <ul style="list-style-type: none"> — For the shared universal data option, the form prompts the user for the information that is commonly needed by all of the workforce-development programs. (In other words, the form only collects information if every program needs the same thing. “Name” and “address” are examples.) — For the shared common data option, the form prompts the user for information that two or more programs need. (For example, if the person applies for three programs, and all three need “name,” two need “marital status,” and one needs “veteran status,” the form would collect “name” and “marital status,” but not “veteran status.” The purpose is to collect information that the person might otherwise have to give more than once.) — For the common application option, the form prompts the user for all the information that is needed for all of the programs. 	<p>In-scope partners must agree on what data is to be shared and on any new data definitions and formats needed to enable sharing.</p> <p>Existing systems must be configurable to receive this information and auto-populate fields and forms.</p> <p>In-scope programs must be able to agree on the methods to be applied in soliciting shared information.</p>
4. Design and develop integration for referring person and their information to each program that the person wants to enroll in.	Needed level of interconnectivity is achievable.

Anticipated Business and Process Impact

Workers do not have to enter information if applicants or clients have already put it into the system. They will not need to answer as many questions or help customers with as many activities. However, some new work may be required if customers are confused by the process or need a new kind of help with navigating new features.

Anticipated Technology Impact

The state will need to develop a system for collecting information on the common customer portal and sending it to the correct program for further processing. Development complexity is inversely proportional to consumer usability.

Each program’s system must be modified to receive the information and process it. If additional information is required, individual systems must be programmed to avoid requests for information already provided. Programs that have eligibility requirements must adapt their systems to ingest and process information received from the common portal.

Benefits of the Approach

A common intake and application process improves the customer experience: Floridians could go to one place to review their options and request the programs and benefits that are of interest to them. This promotes opportunity and is a big step toward providing Floridians with “no-wrong-door” access to the state’s workforce development system. Also, Floridians would not need to give the same information over and over. They have the freedom to provide program information at the most convenient time and place. The system can also give additional information about next steps and tell the person about what they can expect.

These changes not only enhance the customer experience; they also promote customer independence, as people can do for themselves what they may now need help with.

Staff workload is reduced to the extent that people enter their own information and answer their own questions.

Project Dependencies

This initiative will require a high degree of program consensus on approach. The Workforce Partner programs must be able to identify and harmonize common data elements. They will also need to work together to ensure that the common customer portal asks the right questions. Individual systems must be able to receive and process portal information.

Potential Challenges

Some programs may not have systems that can ingest portal information and integrate it within their intake or application processes. Also, it may be challenging to develop a common form for the collection of intake and application information. Finally, it may be hard to get agreement on the approach or desired format for the information collection form.

Fully Integrated Common Portal

Introduction

A fully integrated common portal would provide Floridians with a single online location for the transaction of all their interactions with all of the in-scope agencies and programs within the workforce development partnership. This portal would provide Floridians with a true “no wrong door” into the partnership. It would: host information about all in-scope programs, services, and benefits, permit Floridians to choose the programs that they would like to pursue and apply for them in a single combined application, and support applicant and client self-service capabilities for the in-scope programs.

Currently, a fully integrated common portal is not in scope. The current initiative calls for a common portal that would host some—but not all—online features. Native program portals will continue to support some current functionality. Integration between existing portals and the common customer portal will be leveraged to coordinate some web-based functionality.

Roadmap Phasing and Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Individual project & steps																				
Fully Integrated Common Portal																				
Detailed design & planning																				
Development																				

KEY STEPS	DEPENDENCIES
1. Assess the framework of existing portals for potential reuse opportunities.	Implementation of data integration capability solution and enterprise service layer.
2. Develop a shared question set, encompassing the questions currently asked by each in-scope program for intake or application.	Existing systems must be configurable to receive this information and auto-populate fields and forms. In-scope programs must be able to agree on the methods to be applied in soliciting shared information. Fully functional centralized IAM.
3. Gather requirements for, develop, and test fully integrated common portal.	

The above key steps have not been met but will be addressed in the Customer Portal project. However, the output of the Business Process Reengineering project, including the Target Operating Model, will be leveraged to accelerate completion of the key steps, additionally, updates to this project will come in FY 24-25 Schedule IV-B, once this project is fully initiated.

Anticipated Business and Process Impact

New self-service options could ease staffing level of effort. Examples include: a fully integrated intake and application form, document-upload, improved referral functions, and automation of some aspects of change reporting and eligibility renewal. These new options could reduce customer support level of need. However, there could also be some upward pressure owing to the need to assist with navigation of the new system.

Some customer support that is currently distributed may need to be centralized. This could require the establishment of a centralized customer support business unit and the transfer of resources from agencies and programs to underwrite the effort.

Agencies and programs will not need to dedicate as many staff resources to the content management of their online portals. Also, they will have less control over the UX and UI of the portal experience that is extended to their clients.

Anticipated Technology Impact

Centralized staffing will be needed to build and operate the new portal. This could require a transfer of resources from agencies and programs to underwrite the effort.

All programs will need to create APIs for the common portal and shared client access account to interface with their systems of record. The APIs for each program’s system of record can assume client authentication via the shared client access account and will need to accept data received through the common application / common data store.

Data mapping will be required between a common question set and the data required for determinations in

each system of record. Also, the technical implications of access to shared storage of documents, shared verifications, and other common foundational technologies must be evaluated and addressed.

Benefits of the Approach

A fully integrated common portal can be expected to have significant, direct, and positive impacts on Floridians: the user experience will be far more holistic than the multiple encounters and interactions that they must now conduct, Floridians will have single-point access to comprehensive information about the available workforce development programs, services, and benefits, and, in a single transaction, they will be able to apply for all programs of their choosing.

A dynamic application will guide them through the information-collection process. It will selectively solicit just the right amount of information that must be collected for the person's chosen programs. If information about the person is already known to the system, it will not be asked for again.

The common portal that is supported by a data integration capabilities solution is then integrated with individual program systems of record will allow clients to view existing benefits, perform required recertification and redetermination activities, and report changes in circumstance. This portal will have integration with the electronic document management (EDM) repository, this will permit clients and applicants to upload requested documentation, which can then be shared across programs.

For the reasons outlined above in the section describing business and process impacts, the new system is likely to ease staffing pressure by reducing the need for routine or repetitive activities. For the Workforce Partners, the portal will help to generate efficiency; unify the workforce development system; and improve access, opportunity, and self-sufficiency.

Project Dependencies

Successful design and implementation will depend upon availability of business and technical resources needed to orchestrate the transition. Public and stakeholder buy-in will also be needed.

From a technical perspective, success will depend upon the availability of a common client index (CCI), electronic document management (EDM) capability, and identity and access management (IAM), inclusive of single sign-on (SSO).

"My Benefits" client online account functionality will require development of a client dashboard, an online application, and features supporting submission of changes of circumstance and renewals.

Potential Challenges

Integration with program-specific, in-scope systems of record may be difficult. It may also be hard to develop inter-agency agreements on shared eligibility questions and data.

VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

Appendix A – Cost Benefit Analysis (CBA Tool)

Appendix B – Project Risk Assessment (R&A Tool)

Appendix C – Program & Project Roadmap Updated

Appendix D – Program Management Plan (PgMP)