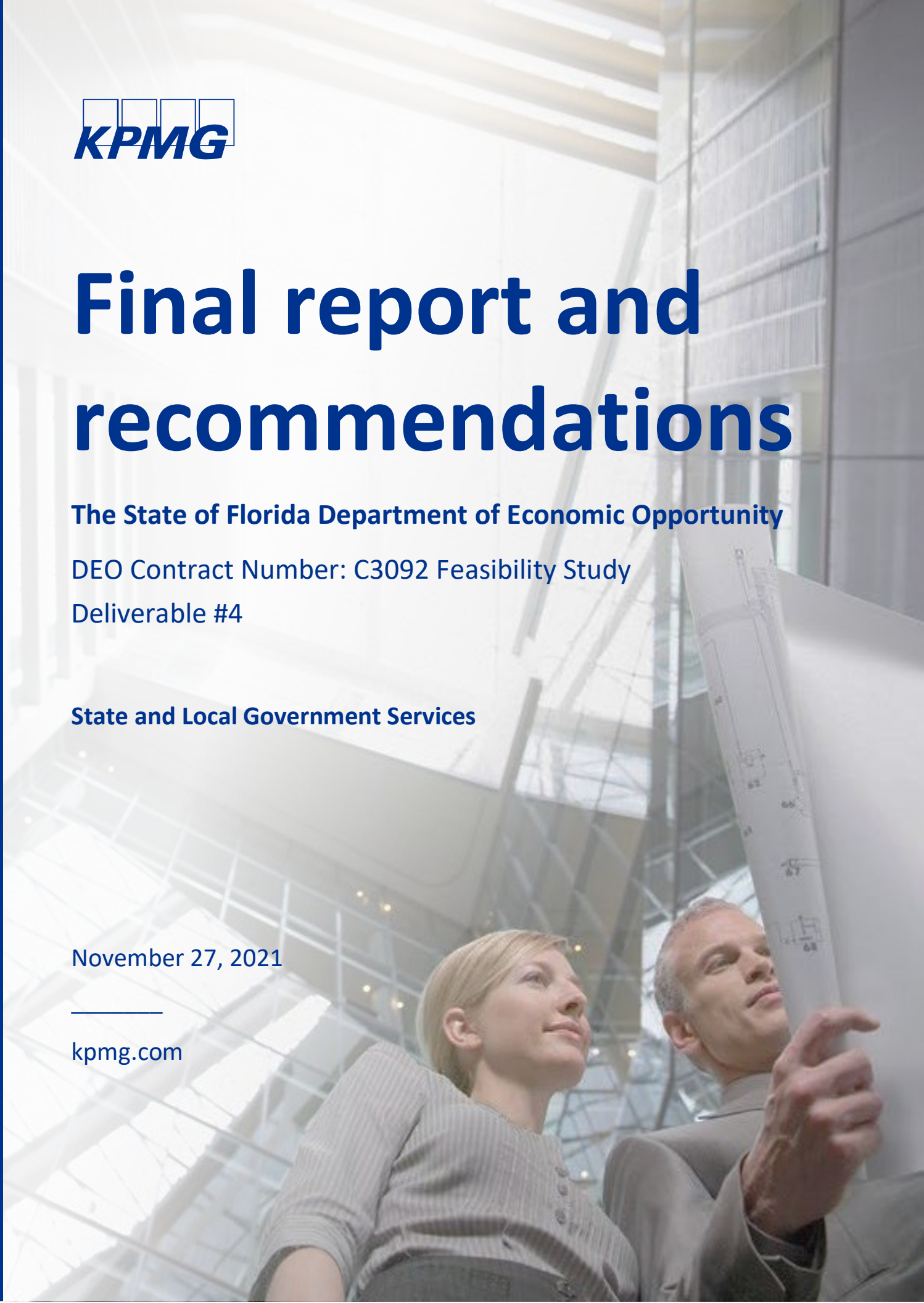

Final report and recommendations

The State of Florida Department of Economic Opportunity

DEO Contract Number: C3092 Feasibility Study

Deliverable #4

State and Local Government Services

November 27, 2021

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Contents

1.Executive summary

In 2021, the Florida Legislature passed the Reimagining Education and Career Help Act (REACH) herein referred to as House Bill 1507 (HB1507). Governor Ron DeSantis signed the act into law on June 24, 2021. This groundbreaking legislation established the aspirational goal of providing Floridians a more coordinated government effort to help them get the training they need and obtain a career of their choice. As detailed in media coverage at the bill signing, its practical effect, if implemented successfully, will be to create a "more efficient pipeline from the classroom to the workplace."

To determine a path to achieve these objectives KPMG previously provided a current state assessment of Workforce Partner integration that provided 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. This current state assessment also included an evaluation of the services available through the Workforce Partners systems through the current system technical architecture for a baseline and functional and technical requirements development. The assessment documented that current data sharing addresses only some specific program requirements and there is no use of master data to share common demographic data or documents across systems to validate identity, income, or work/educational status. The Workforce Partner system architecture is extremely diverse, including some very modern systems and some running on aging and challenging technologies. The assessment also showed that a workforce technology solution that can interface with Workforce Innovation and Opportunity Act (WIOA) agencies and partners would decrease data entry processes, increase data quality, streamline service delivery to customers, and support a universal web portal across these WIOA agencies and partners that could provide fully integrated services directly to Floridians.

Based on the current-state assessment, the State's vision for a modernized and transformed information-technology platform that would produce the workforce-partnership system envisioned by Florida's Legislature began with identification of key HB1507 components. Departments' senior leaders then worked to craft a consensus vision and set of objectives that faithfully reflected legislative intent and that could guide the identification and evaluation of alternatives. There were three alternatives identified as briefly described below:

1. **Alternative 1: Centralized System** – A single universal case management system that optimizes access and equity for Floridians by providing a central entry point for all programs and services and centralizing data management

    a. Pros: consistency in experience, facilitates preventative case management, supports client self-sufficiency through fully integrated portal and case management capabilities, minimizes data entry efforts

b. Cons: magnitude of client process and application options can be overwhelming, length of consolidated application, users' potential resistance to electronic interaction

c. Dependencies and success factors: educating clients on self-service options, robust change-management efforts, consensus on case management practices

2. **Alternative 2: Integrated Systems** – Enhanced data sharing and integration between existing systems to improve visibility and alignment between programs while minimizing disruption to current customer interactions

    a. Pros: minimum change to current client/applicant user experience, less costly than Alternative 1, enhanced data sharing model

    b. Cons: no consumer portal, continued duplication of efforts, minimal impact to directly fulfilling client self-sufficiency goals with no online changes, limited platform to support integration

    c. Dependencies and success factors: commitment to interoperability, communication of potential uses of customer data

3. **Alternative 3: Hybrid Integration** – In addition to enhanced data sharing and integration, this model provides a consistent customer experience and shared intake process through a common external portal that routes shared data via existing systems of record.

    a. Pros: reduces workload on agencies, minimum change to current worker experience through preservation of current systems of record, empowers citizens in interactions with agencies

    b. Cons: initial duplication of efforts, too many client process and application options can be overwhelming, users' potential resistance to electronic interaction

    c. Dependencies and success factors: changes can be made to existing systems to interact with new system, consistent stakeholder engagement, timing of the roadmap/integration implementation time is flexible to reflect business priorities

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 evaluated each of the three alternatives. There were categories and weights established to access alignment and this scoring framework is defined in Section 4.1 Scoring Model/Framework below.

Focus Category	Weight	Alternative 1 Centralized System		Alternative 2 Integrated Systems		Alternative 3 Hybrid Integration	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
Strategic Alignment	30%	9.6	2.87	3.4	1.03	8.9	2.66
Complexity	10%	3.9	0.39	6.1	0.61	5.7	0.57
Timeline	10%	2.5	0.25	7.3	0.73	6.5	0.65
Benefit	25%	8.6	2.16	3.6	0.91	7.8	1.94
Cost	15%	1.0	0.15	8.0	1.20	6.0	0.90
Risk	10%	3.2	0.32	7.4	0.74	6.2	0.62
Totals	100%		6.1		5.2		7.3

The State's selected Hybrid Integration alternative includes two primary scope elements – building an integrated data hub and a common customer portal to share data between existing departmental 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 a transformation management program office and operating it will require a new business operating model.

Developing a roadmap to build these new business and technical capabilities took phasing strategies and industry benchmarks into account to estimate the timing required for each phase. It is assumed that there will be a vendor support strategy where business advisory and systems integration services will be procured in the first year to minimize the time required to have visible progress towards HB1507 objectives. It is expected that the full scope of the roadmap will take 5 years, including integration with the colleges.

The recommended roadmap is for a transformation program that includes a series of projects:

— **Workforce Integration Management**: Develop 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.

— **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.

— **IT Operations**: Develop the data governance and enterprise architectures required to design the

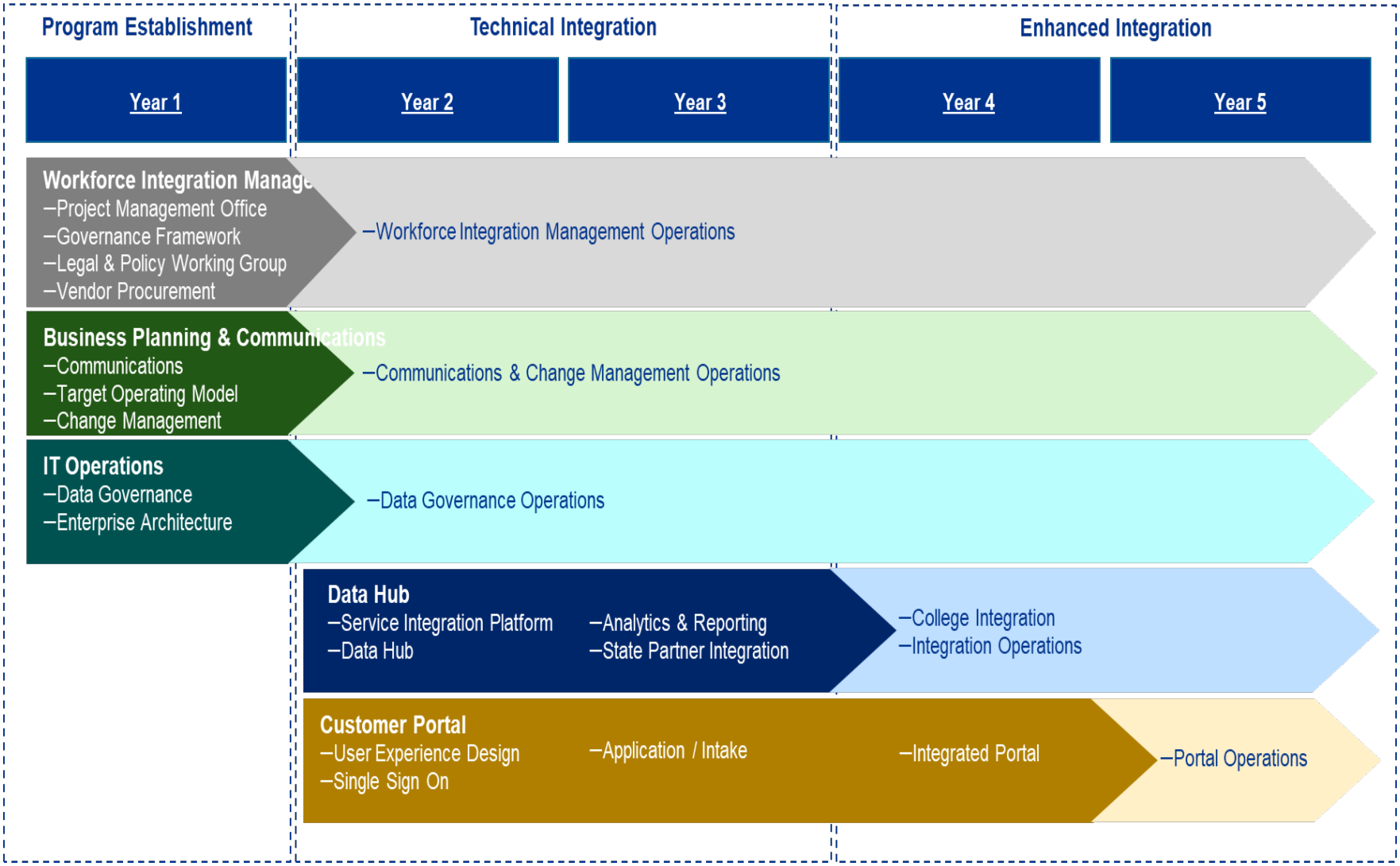
future of systems integration and data sharing.

— **Data Hub**: 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.

— **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.

It is also recommended that these projects be completed for some agencies within the first two-three years so that this integration can provide visible results before fully completed.

An expedited timeline has been provided in a transformational roadmap that reflects a realistic but still fairly aggressive approach that will require significant state resources to support the procurement and program establishment in the first year. A more conservative approach would entail the procurement of a business advisor first who could then assist with the design and procurement of the technology / integration vendor(s) required for the shared integration services.


Program Establishment
Technical Integration
Enhanced Integration
Year 1
Year 2
Year 3
Year 4
Year 5
Workforce Integration Manage
–Project Management Office
–Governance Framework
–Legal & Policy Working Group
–Vendor Procurement
–Workforce Integration Management Operations
Business Planning & Communications
–Communications
–Target Operating Model
–Change Management
–Communications & Change Management Operations
IT Operations
–Data Governance
–Enterprise Architecture
–Data Governance Operations
Data Hub
–Service Integration Platform
–Data Hub
–Analytics & Reporting
–State Partner Integration
–College Integration
–Integration Operations
Customer Portal
–User Experience Design
–Single Sign On
–Application / Intake
–Integrated Portal
–Portal Operations

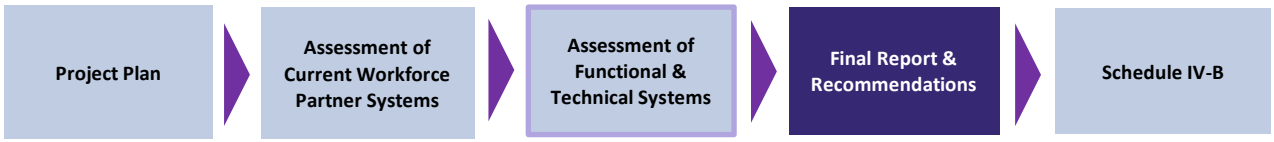
2. Acronym Definition Table

Full Acronym Definition	Acronym Used
State of Florida Department of Economic Opportunity	DEO
State of Florida Department of Children and Families	DCF
State of Florida Department of Education	DoE
Reimagining Education and Career Help Act	REACH
House Bill 1507	HB1507
Workforce Innovation and Opportunity Act	WIOA
Combined DEO/DCF/DoE Core Team	Core Team
Statement of Work	SOW
Information Technology	IT
User Interface	UI
Project Management Office	PMO
Software as a Service/Platform as a Service/Infrastructure as a Service	SaaS/PaaS/IaaS
Centers for Medicaid and Medicare Services (CMS)	CMS
Project Management Institute's Project Management Body of Knowledge	PMBOK
Workforce Partner Systems Integration Projects	WPSIs
Florida College Systems	FCS
Independent Verification and Validation	IV&V
Architecture Review Board	ARB
Legal & Policy Working Group	LPWG
Memoranda of Understanding	MOU
Service-level Agreements	SLAs
Joint Application Requirements	JARs
Target Operating Model	TOM
Transformational Change Management	TCM
Information-technology Operations and Management	ITOM
Enterprise Architecture	EA
Service Integrator	SI
Service Level Goal	SLG
Enterprise Service Layer	ESL
Federal Risk and Authorization Management Program	FedRAMP
General Data Protection Regulation	GDPR
Application Programming Interfaces	APIs

Full Acronym Definition	Acronym Used
Master Data Management	MDM
Enterprise Service Bus	ESB
Commercial Off-the-shelf	COTS
American Rescue Plan Act	ARPA
User Experience	UX
Multifactor Authentication	MFA
One-time Password	OTP
Host Based Intrusion Detection	HIDS
Host Based Intrusion Prevention	HIPS
Common Client Index	CCI
Electronic Document Management	EDM
Single Sign-On	SSO

3. Introduction

This document is the fourth deliverable of five in support of identifying and assessing feasible alternatives and recommendations that can best establish a consumer-first workforce system and improves coordination among Workforce Partners, as envisioned by House Bill 1507. This Final Report includes the stakeholder recommendation from the proposed approaches, as well as a detailed transformation roadmap.

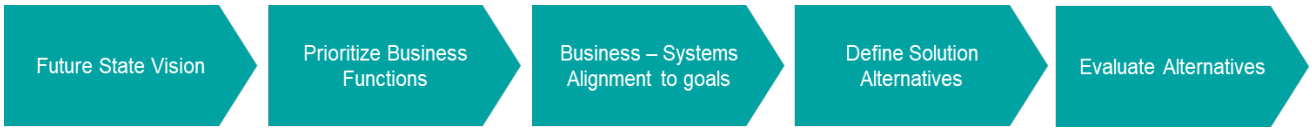


3.1 Final Report Purpose

The primary purpose of this final report is to provide an overall recommendation for moving forward and a roadmap that identifies a pathway for this transformation. In support of this purpose the recommended alternative was identified through a comparative analysis and then validated through a consensus approach so that this alternative could be further developed through a detailed transformation roadmap.

3.2 Transition from Assessment of Functional and Technical Requirements

KPMG provided an assessment of functional and technical workforce requirements in a previous deliverable (Deliverable 3), and this assessment developed and examined primary alternatives for the consumer-first workforce system envisioned in House Bill 1507. The assessment built on the expectations within House Bill 1507 for an information-technology solution capable of supporting an integrated workforce-partner ecosystem to outline the high-level, functional and technical requirements needed to achieve those objectives.

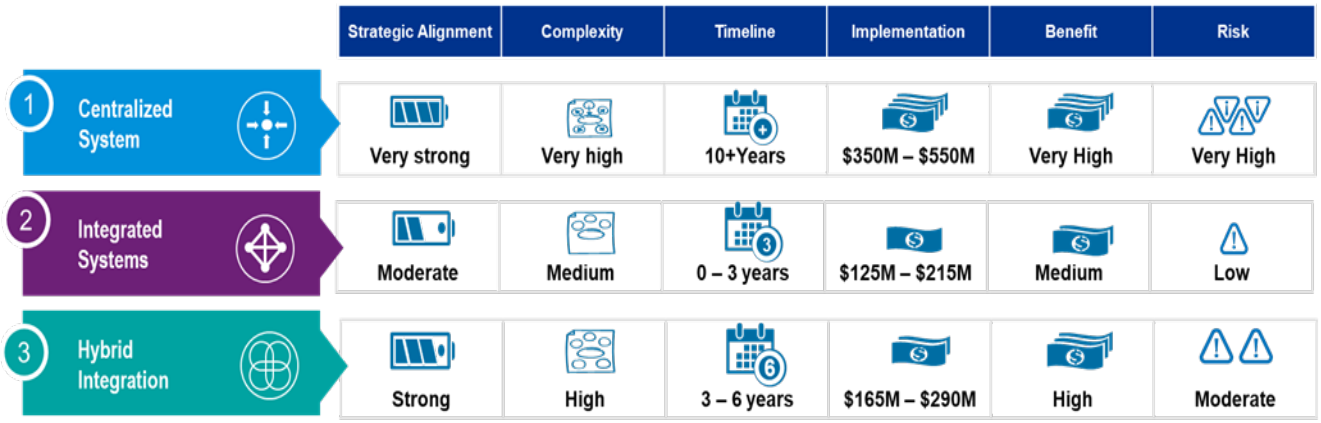


This deliverable aligned along three alternative technical strategies:

- Alternative Option 1: Centralized System
- Alternative Option 2: Integrated Systems
- Alternative Option 3: Hybrid Integration

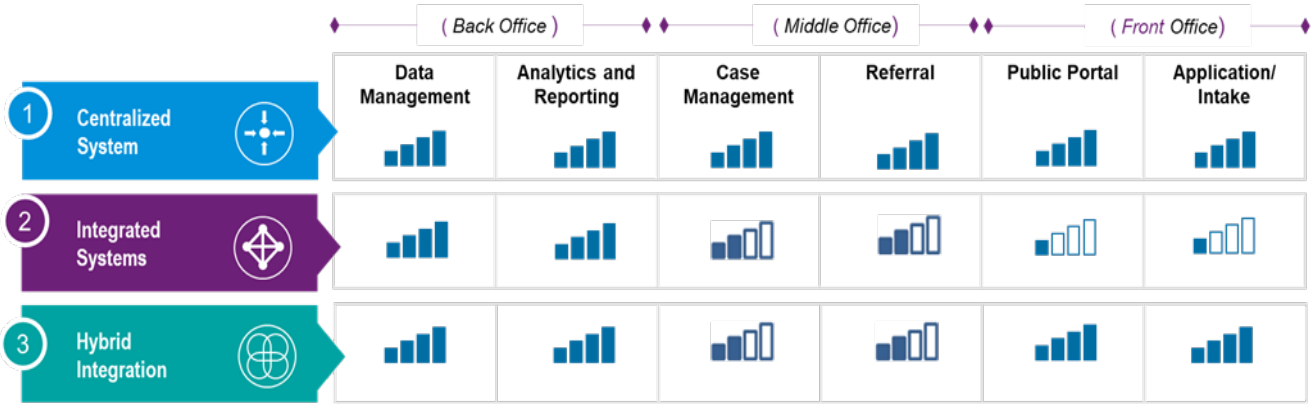
Each of these alternatives were evaluated as to how each might meet the established requirements in six key focus areas:

- Strategic alignment
- Complexity
- Timeline
- Implementation cost
- Benefit
- Risk



Additional details for these three alternative options were also developed in the areas of business design, a technical description, a detailed assessment**,** and a market assessment. These alternative options were assessed for the ability to meet strategic objectives and high-level business, data, and technical requirements.

An assessment of case management systems across Workforce Partners was conducted through workshops and through a survey. This survey helped identify the details for the different systems used for case management and where there may be potential for integration and data sharing directly with the colleges.



For these strategic objectives a centralized system, Alternative 1, would be highly aligned with both strategic objectives and functional requirements. Adding a platform to integrate existing systems, Alternative 2, would align well with data-related requirements, moderately well with referral and case-management requirements, and least well with client-facing requirements. The hybrid approach, Alternative 3, would also align well with data requirements and moderately well with case-management and referral requirements. However, as it includes a public-facing portal, it could strongly align with client-experience and intake requirements.

3.3 Final Report Methodology

KPMG leveraged the work products from the current-state assessment and the assessment of functional and technical workforce requirements as a beginning point for the development of a scoring framework that could be used to evaluate each of these three alternatives. A framework was developed based on six focus categories from Deliverable 3 and then integrated into a weighed scoring model for review and discussion with the Combined Department of Economic Opportunity (DEO)/Department of Children and Families (DCF)/DoE Core Team (Core Team). Individual scores were first combined then scored with a weighted formula to identity the consensus alternative recommendation.

For the recommended alternative (*Alternative 3: Hybrid Integration*), a final-future-state service technical roadmap was drafted and refined through Core Team Workshops. This roadmap identified the individual projects required to establish a business framework to manage the required transformation program, establish new business capabilities, implement new technologies, and modify existing systems where needed. There was additional information developed for each of the identified transformation projects:

- Workforce Integration Management.
- Business Planning & Communications.
- Information Technology (IT) Operations & Management.
- Data Hub.
- Common Customer Portal.

A set of vendor procurement strategy alternatives and supporting detail was also developed to accompany the transformation roadmap.

3.4 SOW Requirement Summary

The detailed content that addresses each of SOW current-state assessment requirements is provided in the sections above and grouped functionally; however, a quick reference point to each of these requirements is provided in the table below.

SOW Requirement	SOW Requirement Text	Pages
1.3a	A detailed analysis on benefits, risks, and constraints associated with the proposed approaches including a cost-benefit analysis and estimate of effort, cost, and time required to complete each proposed recommendation.	Sections: 1, 3.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5
1.3b	A detailed analysis as to why the recommended approach was chosen.	Sections: 3.1, 3.2, 3.3, 3.4
1.3c	A detailed analysis on how the recommended approach will provide 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 through the alignment or unification of the workforce partner systems.	Sections: 3.4, 4.2.5
1.3d	Recommended means of governance for DEO, DCF, and DOE to incorporate and enable the model of continuous modernization of the workforce partner systems and/or set priorities for future enhancements and/or modifications.	Sections: 4.2.1.3, 4.2.3.1
1.3e	Preference should be given to cloud-computing options as required by section 282.206, F.S., and further clarified in 60GG-4, Florida Administrative Code.	Section: 4.2.4.1
1.3f	A minimum of three recommendations, based on market research, of system integrators with prior experience and proven track records. - It was decided to evaluate higher level vendor strategy alternatives in lieu of specific integrators to structure procurements that will more directly evaluate vendor specific capabilities	Section: 4.1

4. Selection of recommended alternative

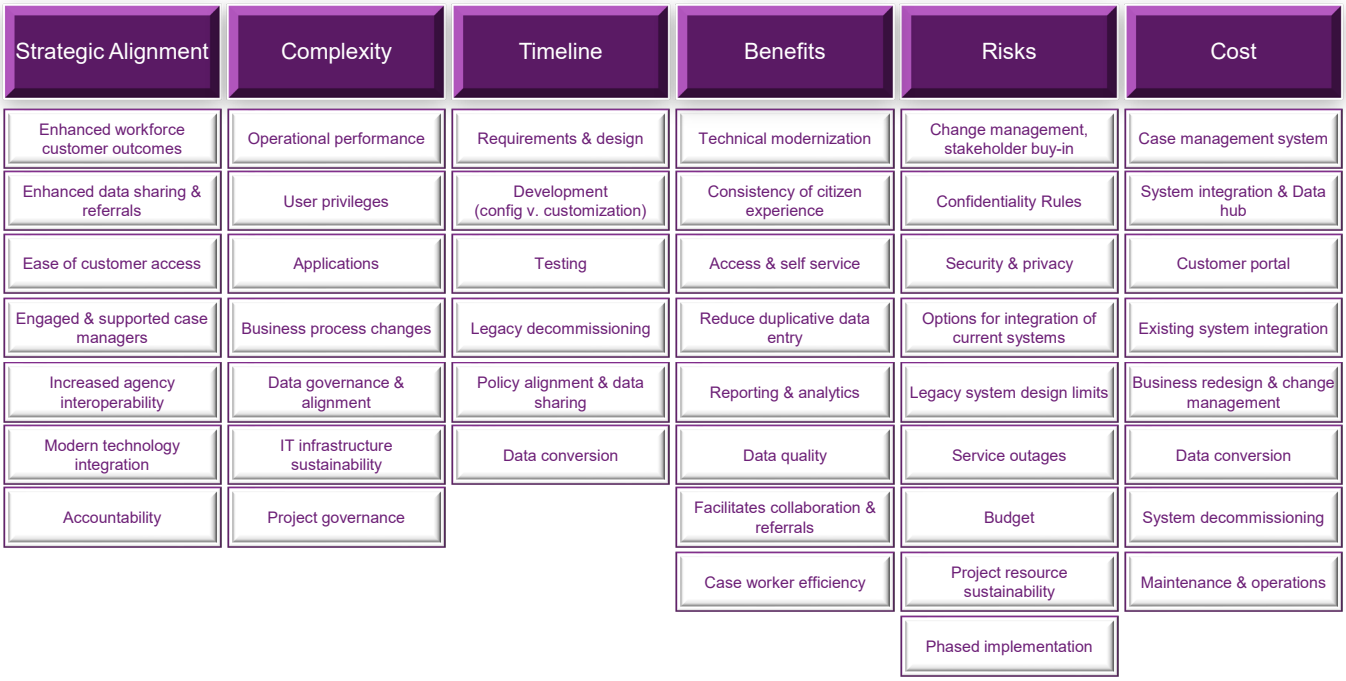
KPMG developed an initial scoring model/framework to score and select the final recommendation in conjunction with DEO/DCF/DoE stakeholders through working sessions and walk-throughs. The objective was to select one alternative from the three alternatives detailed in Deliverable 3 for development through a future state roadmap. This scoring model focused on the six main categories used in Deliverable 3 for alternative analysis and provided a vehicle for the review with DEO/DCF/DoE stakeholders. Review of the alternative analysis items provided a recommended alternative that was then validated through a consensus stakeholder Core Team approach so that this recommended alternative could be aligned on the strategic pathway forward.

4.1 Scoring Model/Framework

The scoring model was developed using a weighted scoring framework in a structured process for selecting an option based on multiple criteria

- Individual attributes were established within each of the six focus categories that were developed cooperatively for the assessment of all transformation alternatives.
- Each attribute within a category was rated on a scale of 1 to 10.
- The higher the score per criterion, the better.
- A definition and a rationale were provided for the rating of each criterion.
- The ratings of criteria within each category were averaged and totaled to provide a total rating.
- The total ratings were then weighted to reflect importance and impact to the goals of HB 1507 to improve access and alignment.

To further evaluate these six main categories there were detailed attributes established for each of the six categories (see graphic below). These detailed attributes were individually rated using the scoring scale and then combined within the weighted scoring framework to develop a score for the main categories.



The cost category scoring was based on several cost factors and assumptions within the category attributes:

- Case and benefits management system design and implementation: Design, development, and implementation of a new case management system to replace all existing state systems.
  - As, nationally, there has never been a contract for an integrated case-management project in this programmatic area, there are no other programs that can be used to help gauge costs
  - Assumes custom developed or heavily customized platform scope
  - Considering that two of three major systems to be replaced includes a benefits eligibility system (ACCESS and CONNECT), market ranges for customized modern integrated eligibility systems were used as a starting point: $75 - $150M as 1/3 of total scope
- System and data integration platform design and implementation: Design, development, and implementation of a data hub platform required to integrate all functional components of new and/or current case management systems.
  - Costs include all software component costs and implementation
  - Actual bids and awards have ranged from $50 to $180M

- Customer portal design and implementation: Design, development, and implementation of a common account and shared customer portal to support all customer transactions.
  - Scope includes portal functionality from eligibility, UI, and education
  - Industry costs for integrated eligibility portals alone have ranged from $5 to $20M
- Integration of existing systems: Redevelopment or reconfiguration of existing systems to accept and share data and content from other systems via the new data hub.
  - Integration of existing systems with the data hub platform is highly dependent on the structure / coding of the current system
  - 4 – 7% of the data hub costs per system for larger state systems as placeholders
  - Flat rates of $250k - $500k were used as placeholders for college systems pending survey results
- Business redesign and change management: State governance, PMO, communications and change management supporting stakeholders with change in operations.
  - Level and complexity of business change is inferred by the technical cost ranges
  - 2 – 4% of technical costs were used to estimate professional services required to support change
- Data conversion: Governance and transformation of existing historical data to new system for shared use.
  - Industry average costs typically use 10 – 30% of implementation costs
  - As a relatively low percentage of the data elements that are to be shared are common, the data-conversion effort will likewise be relatively low. Therefore, this estimate is based on the assumption that the applicable cost factor will be at the low end of this range
- System decommissioning: Shutting down existing systems and integrations with external systems.
  - Will require special analysis of existing systems to estimate
- Internal resource requirements: Change in operating resources required to support new capabilities.
  - Estimated number of staff required to support each alternative at an average fully loaded rate of $100k per resource
- Maintenance and operations: Include ongoing software licensing, SaaS/PaaS/IaaS hosting costs, bug fixing, and functionality enhancements, and reconfiguration due to policy changes.
  - Assumes external vendor-based maintenance of all new development
  - Industry standards of 15 – 35% of system implementation costs used, applied to all implementation costs based on the complexity and customization of the systems implemented
  - Maintenance estimate factors applied to new systems, data hub, and all integrations

Alternative 3 cost assessment

Cost Factor	Cost Range	Assumptions & Comparators
Case and benefits management system design and implementation	Not applicable	There is no cost assigned to this factor as it is assumed that existing case and benefit-management systems will remain intact; augmentation will be achieved through integration
System and data integration platform design and implementation	$75 - $120M	PA Medicaid: $115M NC Medicaid: $70M CA Child Welfare PaaS: $49M
Customer portal design and implementation	$20 - $30M	FL ACCESS: $32M IN portal: $18M
Integration of existing systems	State: $5M – $10M (x 8) College: - $.25M – $.5M (x 99) $65M - $130M	Placeholder flat rates
Business redesign and change management	$5 - $10M	CT MMIS OCM: $7M
Data conversion	Not applicable	Because existing systems will persist, this will not be required
System decommissioning	Not applicable	Because existing systems will persist, this will not be required
One Time Cost Range	**$165M – $290M**	
Internal resource requirements	$5 - 10M / year	An internal team of about 25 to 50 business and technical professionals to manage day to day operations, integrality check, security check, health check and other technology maintenance (like patching, upgrade etc.)
Maintenance and operations	$38 - $65M / year	Industry standard: 15 – 35% of DDI (used ~25% of all implementation costs)
Ongoing Cost Range	**$43M - $75M**	

This scoring model/framework provided the summing and calculation of the scoring results, and these results were again reviewed and validated by the Core Team.

4.2 Scoring Results

The scores for each of the detailed attributes within these six main categories were summed and averaged to provide a score within each main category for all three alternatives. A summary of scoring results is provided in the table below.

Focus Category	Weight	Alternative 1 Centralized System		Alternative 2 Integrated Systems		Alternative 3 Hybrid Integration	
		Rating	Weighted Score	Rating	Weighted Score	Rating	Weighted Score
Strategic Alignment	30%	9.6	2.87	3.4	1.03	8.9	2.66
Complexity	10%	3.9	0.39	6.1	0.61	5.7	0.57
Timeline	10%	2.5	0.25	7.3	0.73	6.5	0.65
Benefit	25%	8.6	2.16	3.6	0.91	7.8	1.94
Cost	15%	1.0	0.15	8.0	1.20	6.0	0.90
Risk	10%	3.2	0.32	7.4	0.74	6.2	0.62
Totals	100%		6.1		5.2		7.3

The detailed scoring for the category attributes that support these category ratings is provided in Appendix A – Detailed scoring model results.

4.3 Scoring Summary

As a result of the analysis, Alternative 3 – Hybrid Integration is the recommended approach for Florida as validated by the Combined DEO/DCF/DoE Core Team to best improve access to, and the coordination of, services provided by the Workforce Partners to Floridians. This alternative is also the most feasible option based on the relative cost to other alternatives, the time required for implementation and the overall risk to Florida workforce systems.

The alternatives analysis produced the following findings and conclusions to support this recommendation:

— **Alternative 1:** Centralized System would provide a high level of alignment with the strategic objectives of HB 1507 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

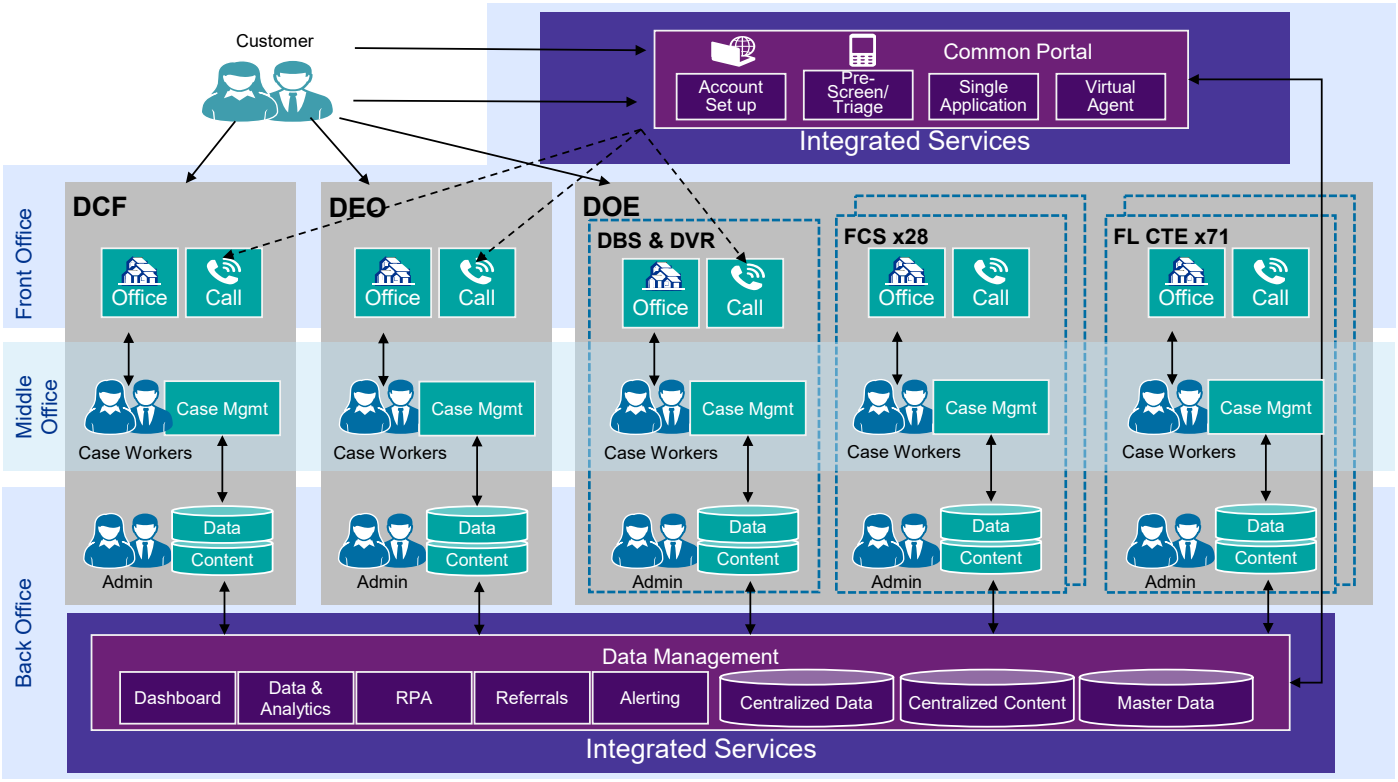
— **Alternative 2:** Integrated Systems is the least complex, involves the lowest cost approach, has the shortest timeline, and presents the least amount of risk, but this approach fails to meet some of the primary strategic objectives of HB 1507 and would not provide many of the benefits intended by 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

4.4 Recommended Alternative, Hybrid Integration

In addition to enhanced data sharing and integration, a hybrid model provides a consistent customer experience and shared intake process through a central external portal that routes shared data between existing systems of record.

This recommended alternative, 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 can use the portal to access general information for them (for example: what is the office address or working hours). The portal could also support program screening. If they choose to do so, Floridians can 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 equity; 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.



The portal within this hybrid integration can make greater use of the foundational systems and the data-integration platform included in overall integrated systems. It provides a single account sign-on for the in-progress case or personalized data, enhances the use of common data elements, and supports central document storage. Also, while the portal could support a very broad feature set, it could be planed and developed in phases, thereby reducing risk. For example, the project could start with an initial shared account for collecting basic household data and document management. A dynamic, shared application could be added later.

This hybrid integration alternative's front and back-office enhancements could advance the State's strategic objectives and do so without the complex case-record changes that would be needed for the large-scale public portal alternative. In addition, this alternative does address functional and technical requirements established for this workforce transformation.

— **Data Management:** A data hub would enable data sharing across agency partners. Existing systems will remain in use. Data will be extracted, transformed, validated, integrated, and loaded into a centralized database. Data will flow in and out using the enterprise service layer and the entire system will stay in synch.

— **Case Management:** This alternative does preserve existing and familiar case-management applications. With data sharing and integration data hub, the analytics and dashboard component can provide perspectives approaching a 360-degree client view. More sophisticated offerings might require a worker portal.

— **Public Portal:** The portal included in this option would enable a range of public-facing functionality. The portal should follow a well-developed roadmap, like an initial first few steps could be to have links to the existing systems, extension of general information and as the new features get developed and tested, they can be deployed to the public portal. More powerful

account management and self-service offerings could also be supported.

- **Analytics and Reporting:** Integration will enable more and comprehensive data in one place and will enhance analytics. Information extraction could yield a wide range of choices with focused perspectives. Access to more data could engender better insights and enable utilization of artificial-intelligence techniques for example, choice of best referrals in case more than one alternative is available. Better persistent analysis will promote reporting consistency.
- **Referral:** Hybrid integration and a public portal could support a broad range of common, high-value referral tools. Self-service options could also be offered.
- **Application / Intake:** This option could support functionality ranging from retention of current intake processes to the extension of a centralized application that could 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 changes will still present design and development challenges.

5. Project roadmap

KPMG has leveraged the work products from previous steps to develop a final future state service technical roadmap based on the recommended alternative validated by the Combined DEO/DCF/DoE Core Team (Core Team). Based on the scoring results, the final recommendation will reflect a modular architecture, compliant with regulations regardless of the pathway selected the service delivery goals, prioritized components, funding considerations, and input from the key project stakeholders to develop the final recommended future state.

The Project Roadmap was jointly developed through Core Team Workshops and then one Executive Workshop. The Core Team identified the individual projects required to establish a business framework to manage the required transformation program, establish new business capabilities, implement new technologies, and modify existing systems if needed. The Core Team has reviewed 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 a complete roadmap for all individual projects and the milestones that they are expected to be operational by.

5.1 Vendor Procurement Strategy Analysis

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. One or more system integrator vendor(s) will be needed to setup and integrate all different pieces of technology together. This vendor must have prior experience in integrating these technologies and doing a large-scale migration. Naturally, there are several different strategies that could be employed to procure the products and services that will meet these needs.

Market Trends

Traditional procurement strategies have typically involved documenting a full set of requirements, which were then packaged into a procurement contracted to a single vendor. For smaller projects, there are still benefits to keeping solutions simple and more streamlined. For large complex transformations, however, consolidation of a considerable amount of responsibility into a single partner creates several challenges, including vendor lock-in where states become highly dependent on the concentrated knowledge and experience that the vendor has of the particular solution. Because this scenario leads to escalated rates and change orders, many federal agencies such as the Centers for Medicaid and Medicare Services (CMS) have explicitly advocated for more modular technical solutions and a separation of services into multiple vendor types such as differentiated business modules, systems integration, and business advisory.

Even though this guidance was published a few years ago, the time required to plan and implement such transformation programs has not afforded significant completion or outcomes with success stories of this approach, however it is a strategy that has been embraced by most states in their recent procurements, including Medicaid transformation efforts in Connecticut, North Carolina, Pennsylvania, Tennessee, New Mexico, and including Florida's AHCA.

Product and Service Procurement Requirements

In order to successfully manage and execute the integration required by HB1507 and identified in the previous 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. These required capabilities include:

- **Project Management & Governance Support:** While each department maintains individual project management offices and governance capabilities, they are geared to targeted needs and the individual priorities and roadmaps of departmental technology plans will continue to consume these resources. Shared decisions and tasks will require a shared management capability.

- **Planning & Communications:** Development of a shared services organization to manage all integration assets and services will require business planning and design and a coordinated communications and change management effort. This effort will be most successful if managed as independently as possible from the day-to-day operations of each Workforce Partner.

- **IT Operations, Data, and Architecture:** Before integration partners can be hired, the state needs a high-level target architecture which takes the details of departmental systems capabilities into account for a most optimal integration architecture. Data governance capabilities will be required to establish clear definition and ownership of data assets that are shared across departments.

- **Systems Integration:** Development and implementation of shared integration service-oriented architecture will establish the ability to connect existing departmental systems of record, and provide the interoperability required to share data. Systems integration services will develop enterprise the level services required to manage the security, access, master data, and content required for more integrated transactions and enhance business processes.

- **Data Integration Hub:** Associated with systems integration capabilities is the integration of data assets. The data hub will ingest data as required and reference data elsewhere where possible in order to make information more accessible across departments and systems for case management transactions and program management analysis and reporting.

- **Analytics and Reporting:** Leveraging the data hub, analytics capabilities will establish and maintain the assessments, dashboards, and reporting that can help make better program

decisions.

— **Customer Portal:** Development of a shared online portal that allows Workforce Partner customers and participants the ability to sign into a common access point to access their case information from all departments, and provide a central point for common data collection and common application processes.

— **Core Technologies:** Each of the services described will have a series of technologies that will be required to make them successful. Business services may benefit from enabling tools, but core technical integration and portal capabilities will need a more complicated set of software applications and cloud environments to host and operate the required functionality. Technologies may be selected and purchased independently from services vendors or in conjunction with services contracts.

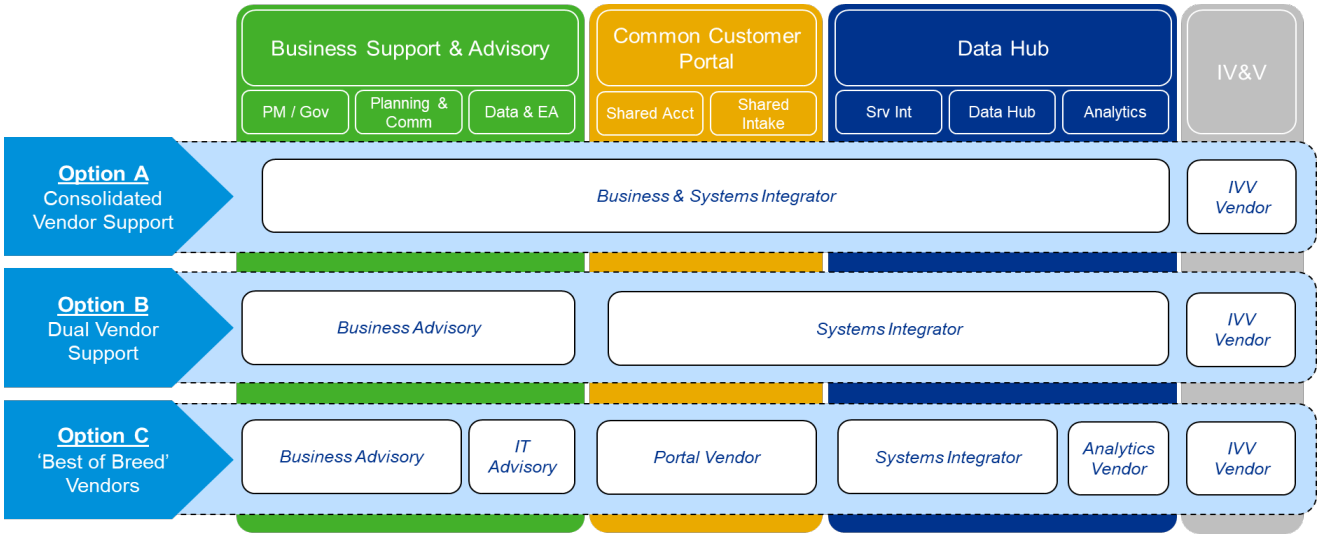
Procurement Alternatives

For the recommended scope of integration of Workforce Partners there are three distinct procurement strategies that could be employed by the state. In addition to a required Independent Verification and Validation vendor required regardless, each of these strategies will align requirements across a different combination of vendors and procurements:

— **Option A - Consolidation:** Pursue a single solution provider procurement to select one Business and Systems Integration vendor that can provide all the products and services identified.

— **Option B - Dual:** Separate support requirements into two separate vendors, one providing business transformation services and the other providing technical development and integration services.

— **Option C - Best-of-Breed:** Establish a series of procurements each geared to hire vendors with specific capabilities based on their individual specialties.



Option A – Consolidated Vendor Support

Selecting a single vendor will provide the state with initial speed and a clear point of accountability for all successes and failures of the integration of Workforce Partner systems. With a single partner,

the state will have the flexibility to shift priorities and effort between workstreams more fluidly. While the initial procurement might be more complicated to develop, it would only be a single effort and done all at once, which might support more initial speed to some degree of visible progress.

By contracting with a single vendor however, the state will be limited to a few large vendors who have the breadth of skills to meet all requirements and are able to assume the amount of risk associated with so much complexity, and vendors are still likely to use sub-contractors to gain particular skillsets regardless. Because of the concentration with one partner, this scenario creates the exact conditions that most states have been trying to avoid – vendor lock in. In the longer term, increasing dependence on one partner has proven to be costly and transition to alternatives difficult. With a single vendor, the task of providing quality assurance and oversight of their work will entirely be the responsibility of the state.

Option B – Dual Vendor Support

By separating business support efforts from technical integration into two separate vendors, the state can select two partners with distinct specialties in business transformation planning and systems integration. With only two procurements, the state does not have significantly more overhead in contract management, and gains by being able to leverage their business advisor to assist with the procurement and oversight of the system integrator. This gain would come at the cost of additional time required for sequential procurements that will somewhat delay technical design and integration. Even some degree of separation of duties will reduce vendor lock in, and two experienced partners will have experience working effectively with other vendors.

Because of the diversity of skills required, it is still likely that the two main vendors will require subcontractors to meet all the requirements. In both these options as well as the previous one, the state does not have the flexibility to choose individual skillsets but can only select amongst the consortia of partnerships as submitted. With two procurements instead of one the state will either lose time if they are sequential or will need additional resources to run them at the same time.

Option C – Best of Breed Vendors

By selecting vendors individually, or in strategic grouping, 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 or strategically grouped 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 more complicated 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.

Procurement Recommendations

KPMG recommends that the State pursue Procurement Option C: On balance, this option facilitates procurement of preferred technical solutions and affords the flexibility that will be needed to recalibrate as priorities shift over time.

KPMG recommends against procurement Option A, as the risks and challenges more than outweigh the benefits in the long run. We feel that it is possible for the state to pursue a best of breed strategy associated with Option C while still having the option to consolidate their selection without adding significant time. If the state were to create two main procurements, one for business support and one for technical integration, and allow vendors to submit bids for all or part of the scope presented, the state could have the option to select individual partners for particular services, and consolidate other aspects together as they see fit. This would be a complicated procurement development but could provide the maximum amount of flexibility without adding significant time to the overall roadmap. The more partners that are selected to support the integration of workforce partners, the increased importance there will be on transformation capabilities such as establishing shared program management and governance.

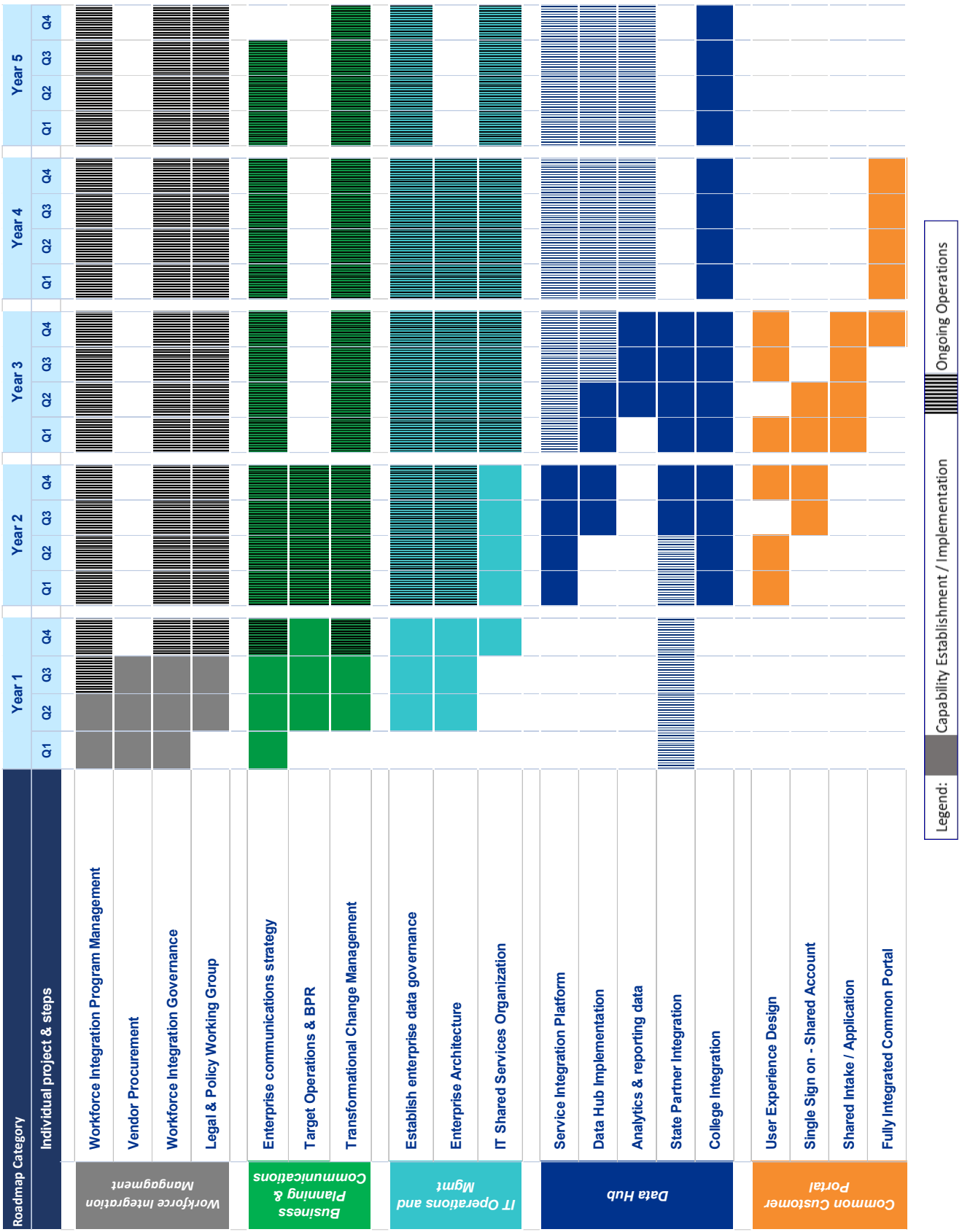
For the procurement of technologies, we feel that it is difficult to assert whether these should be purchased independently and directly by the state until a target architecture is created in the early phases of the transformation. The selection and procurement of software or cloud services could also benefit from the selections and experiences made by each department as part of their individual and ongoing modernization effort, as these choices could influence the state's decision to assert or require certain technologies as being part of the solution or remaining agnostic.

The balance of this roadmap will incorporate the timing associated with this strategy as an assumption for planning purposes.

5.2 Project Roadmap

This section identifies and outlines the individual projects required to establish a business framework required to manage the required 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 which will exist between individual projects documented through a complete roadmap for all individual projects and the milestones that they 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.

The project roadmap has been developed across calendar quarters to illustrate the sequencing and expected duration of these projects for both the project implementation period and ongoing operations. As an illustrative example, should this project move forward on April 1, 2022 and progress without delay or interruption, the following estimated timeline could occur:

- By September 30, 2022, the Workforce Integration Program Management function would be established.
- By December 31, 2022, the vendor procurement processes could be completed and the workforce integration governance processes and the Legal & Policy Working Group could be established.
- By March 30, 2023, the communications strategy could be established, the target operations and business process reengineering process could be completed and transformational change management processes developed.

With the completion of these foundational processes then the larger projects could be completed along the following estimated timeline:

- By March 30, 2024, the informational shares services organization could be established with enterprise data governance and enterprise architecture processes already established.
- By March 30, 2024, the service integration platform could be established so that the data hub could be implemented by September 30, 2024. Analytics, reporting and State Partner integration could be completed by March 30, 2025.
- By March 30, 2025, the initial individual projects for the Common Customer Portal could be completed with the fully integrated common portal to follow by March 30, 2026.

5.2.1 Workforce Integration Management

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, negotiations and mobilization (and will make recommendations on better practices as necessary).
- Standard procedures across agencies will be established to streamline processes and align priorities.
- Vendor shall adhere/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.
- State will provide fully dedicated resources to support overall transformational program management in connection with vendor(s) and/or contractors.
- 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.
- Workforce Integration Management office should have the authority to make program management-based decisions based on standards defined in the program charter.

- State shall assign key leadership resources to provide input into the workforce integration management governance standards.
- State shall identify participants for the executive steering committee.
- State shall identify participants for the architecture review board.
- Vendor shall incorporate existing governance structures, SOPs, and processes into the development of the transformational governance model.
- In multi-vendor environment, vendors providing Systems Integrator (SI) services will be responsible for adhering to the standards set forth by workforce integration management.

The first two project categories in the roadmap (Workforce Integration Management and Business Planning and Communications) are primarily composed of nontechnical 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 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 the Workforce Partner Systems Integration (WPSI) Project, 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 (WPSI) projects in order to support this cross-departmental 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.

5.2.1.1 Workforce Integration Program Management

Introduction

Program Management Team
The Program Management Team should be comprised of 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 for the entire Workforce Partner Systems Transformation initiative and should be accountable for ensuring the initiative adheres to the vision and meets the related objectives of HB 1507.

The Program Management Team should be responsible for oversight of all efforts associated with achieving the related goals and objectives of HB 1507, 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.

Enterprise Project Management Office (PMO)
The PMO will serve a significant role throughout the entirety of the WPSI roadmap by upholding established project management standards and overseeing the ongoing progress of WPSI 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 executive leadership of project statuses, risks, and issues to enable informed decision-making.

Additionally, the PMO should have the following responsibilities:

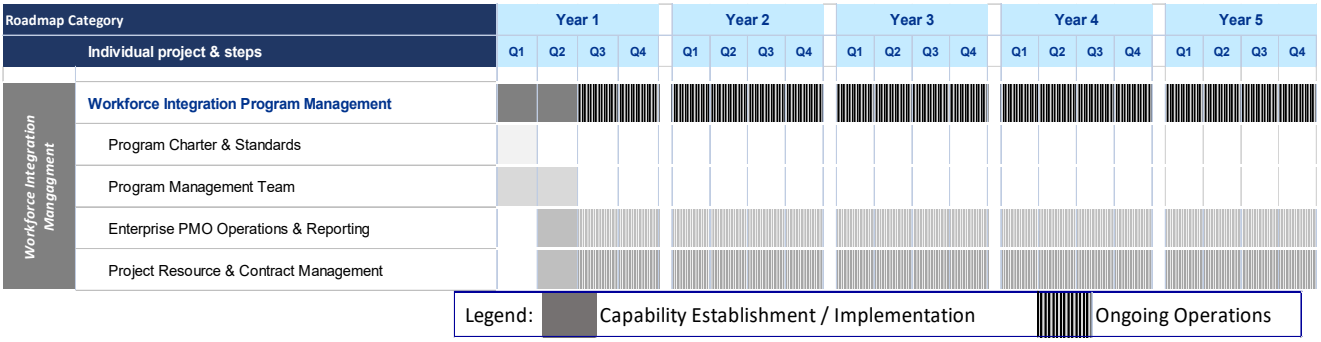
- Defines and maintains standards for WPSI project management.
- Manages the portfolio of projects by ensuring projects align with the Workforce Partners' strategy and objectives.
- Monitors and reports on the progress of active projects and tracks performance against metrics defined by Workforce Partner leadership.
- Provides status updates to executive leadership.
- Manages project risks and issues.

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 WPSI roadmap projects will result in multiple procurements, whether they are through renegotiating existing contracts at the WPSI level 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. The PMO will coordinate with the Procurement and Contract Management teams of each Workforce Partner agency to manage the contracts, service level agreements, and performance of vendors.

Roadmap Phasing and Timing



Key Steps	Dependencies
1. Program Charter & Standards — Identify goals and expectations, accountabilities, structure, roles & responsibilities, etc.	Identification of Program Management Team members
2. Program Management Team — Accountable for ensuring the initiative adheres to the vision and meets the related objectives of HB 1507 — Establish and manage communication strategies for key stakeholders — Establish and oversee the PMO	Program Charter ratification

Key Steps	Dependencies
3. Enterprise PMO Operations & Reporting — 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 department and FLDS — Regular communication of project progress, risks, issues, etc.	Establishment and staffing of PMO
4. Project Resource & Contract Management — 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	

Anticipated Business & Process Impact:
Establishing a cross-departmental PMO will be necessary due to the impact of the WPSI 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 development of numerous native systems, these individual endeavors will need to be centrally managed and coordinated to ensure that – ultimately - all the "dots" connect to form a new and relatively seamless whole. Ultimately, the executive-governance structures that are 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:
In order to enable the PMO and its associated processes to develop appropriately, the Workforce Partners should assess the available tools and produce those that will best enable the management of shared resources and the tracking of project statuses, 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 statuses, 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. Additionally, plans should be established for future integration of Florida College System (FCS) and Career & Technical Education (CTE) institutions into the WPSI purview, including representation in the Program Management Team.

Potential Challenges:
Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program; however, 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 the WPSI Project 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.

5.2.1.2 Vendor Procurement

Introduction
As noted previously and discussed in detail in section **4.1 Vendor Procurement Strategy Analysis**, KPMG recommends that the State adopt Procurement Option C: the "best-of-breed" approach that facilitates procurement of preferred technical solutions and affords the flexibility to adapt to future need. That approach potentially involves multiple procurements. 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.

KPMG's 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

This 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 WPSI program. The Business Support and Technical Advisory Vendor(s) should provide the consulting expertise needed to develop a strategic plan for the WPSI 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.

Systems Integrator

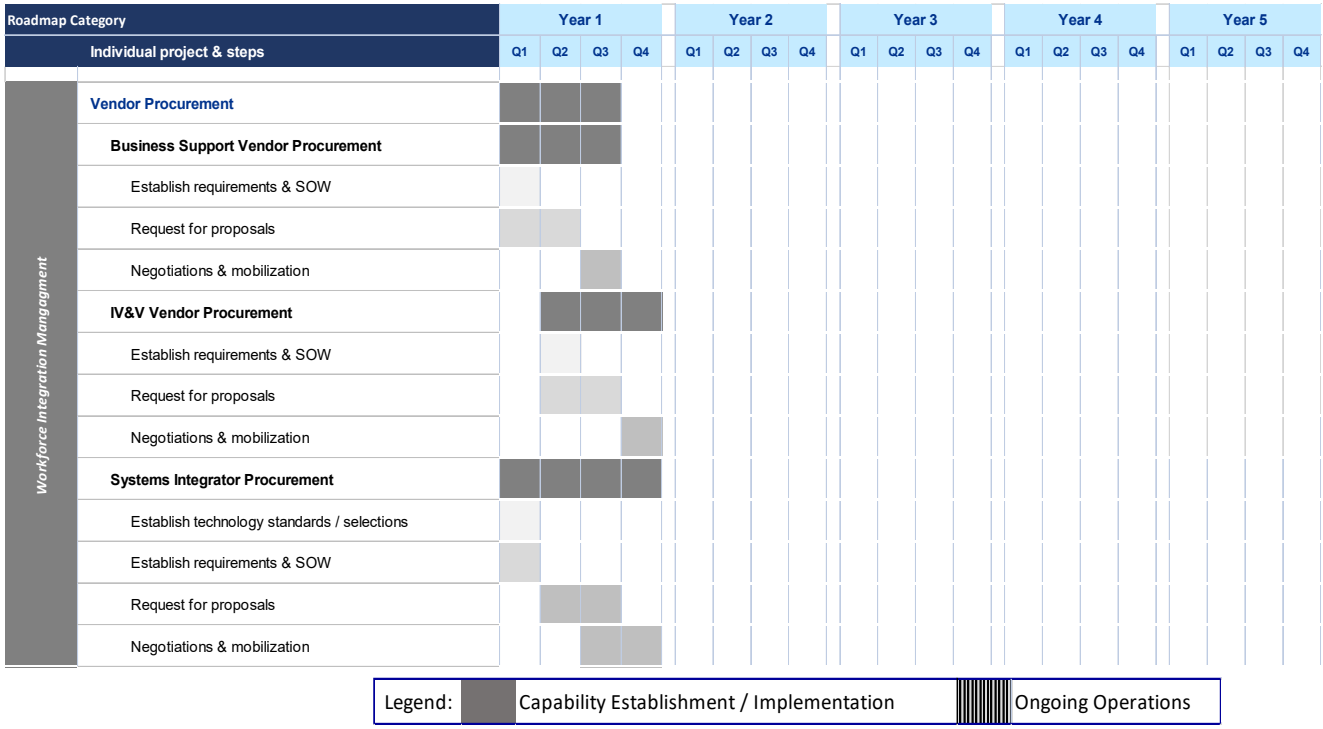
The Systems Integrator Vendor(s) should oversee the design, development, and implementation of the technology solution(s), including the integration of all software and hardware components required by the solutions. They should also coordinate with executive leadership, the Executive Steering Committee, and the Architecture Review Board to select specific technology that will align with the target architecture, satisfy business requirements, and achieve the goals of the WPSI. The Executive Steering Committee and Architecture Review Board are described in greater detail below in Section 5.2.1.3 Workforce Integration Governance.

Independent Verification and Validation (IV&V)

The IV&V Vendor should provide an objective, neutral, and independent assessment of deliverables produced throughout the WPSI 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).

Roadmap Phasing and Timing:



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 departments 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. 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.

5.2.1.3 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.

Executive Steering Committee

The Executive Steering Committee will be responsible for establishing the Governance Charter and standards to which the initiative will adhere. The Governance Charter and standards provide the foundation for the initiative's governance framework. Once the governance framework is established, it will provide a forum for setting priorities and addressing conflicts which may arise throughout the WPSI roadmap, such as conflicting priorities or risks and issues arising from individual projects. The formal processes for resolving these conflicts should be developed collaboratively by the Workforce Partners based on shared, agreed-upon WPSI 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

Architecture Review Board (ARB)

The ARB 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 ARB will:

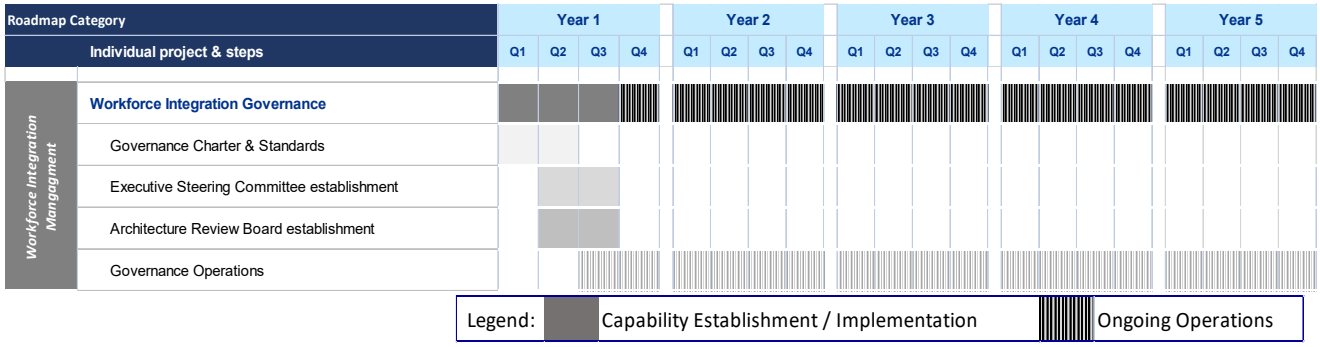
- Define the technical architecture design standards, policies, and principles
- Establish architecture roadmaps that are consistent with the overall roadmap for the initiative
- Oversee all technical aspects of the solution
- Ensure that the solution design aligns with industry best practices
- Provide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

— Oversee the system development lifecycle (SDLC) and all program initiatives

ARB Membership: Business and system owners of in-scope programs, applications, and systems.

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

Roadmap Phasing and Timing:



Key Steps	Dependencies
1. Governance Charter & Standards — Identify goals and expectations, accountabilities, structure, roles and responsibilities, processes, meeting cadence, etc.	Senior leadership approval from all agencies
2. Executive Steering Committee establishment — Identify Departmental / Program leadership to serve on Committee — Schedule initial review and ratification of the Charter	Initial Charter
3. Architecture Review Board establishment — Identify business and system owners to serve as members of ARB — Establish technical architecture standards	Initial Charter
4. Governance Operations — 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 WPSI program as a whole and the nature of it spanning across three separate Departments. 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 WPSI 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 WPSI governance bodies and their associated increased dependency/interoperability between departments 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 WPSI 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 institutions into the WPSI 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; however, maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three departments 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 department on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

5.2.1.4 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.

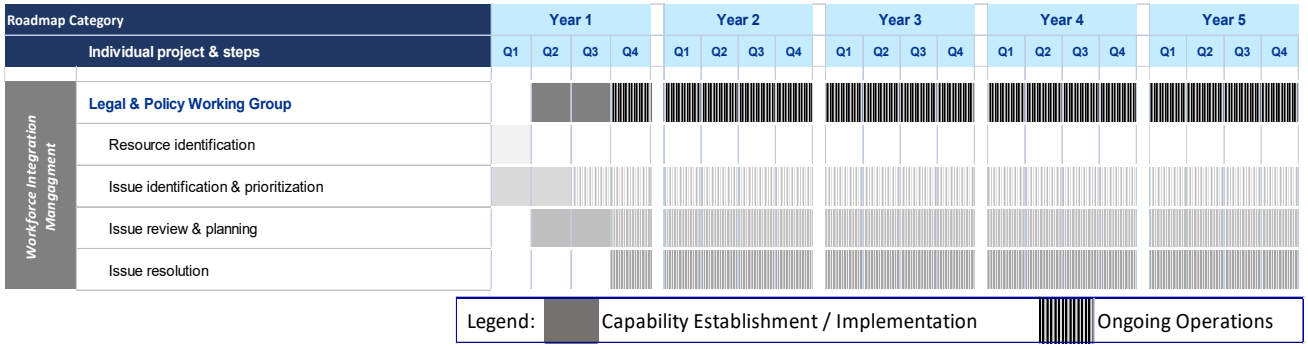
The LPWG must be prepared for intensive activity prior to the initiation of system implementation and throughout the design phase of the program. During this time, the LPWG will research all existing authority relating to the initiative. The LPWG will:

- 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.

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:



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 WPSI 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.

5.2.2 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 vison 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 vison 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.

5.2.2.1 Enterprise Communications Strategy

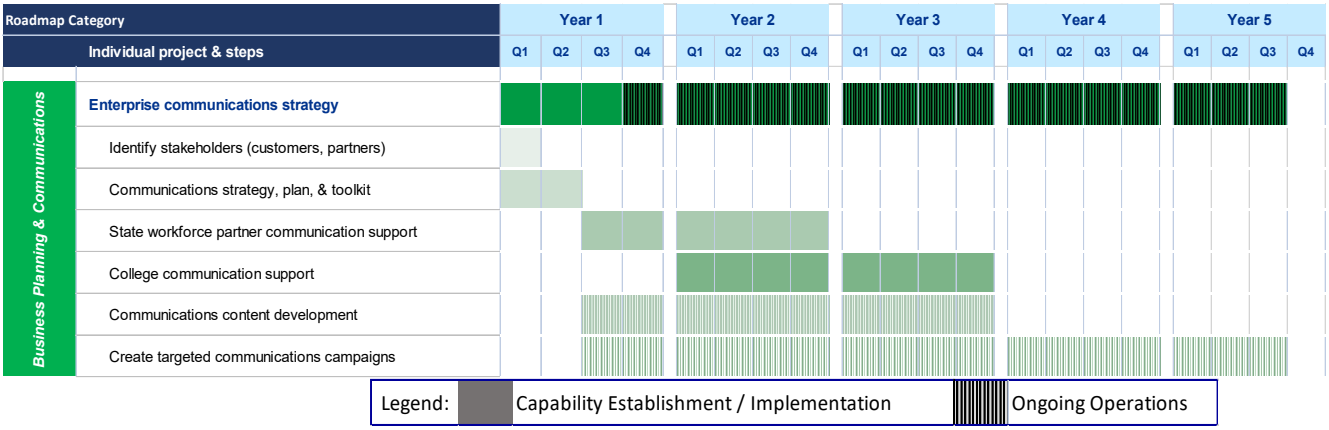
Introduction

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



Key Steps	Dependencies
1. Identify stakeholders — Identify key stakeholder groups that will need some level of communications	PMO establishment
2. Communications strategy, plan, & toolkit — 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 — Develop content for target stakeholders based on plan – State Workforce Partner communication support – College communication support • Determine relevant topics • Collaborate on objectives — Determine key messages — Align with change management plan	Communications strategy
4. Create target communications campaigns — Deliver communications — Gather feedback — Update as needed	Communications strategy

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 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 equity (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.

5.2.2.2 Target Operations and BPR

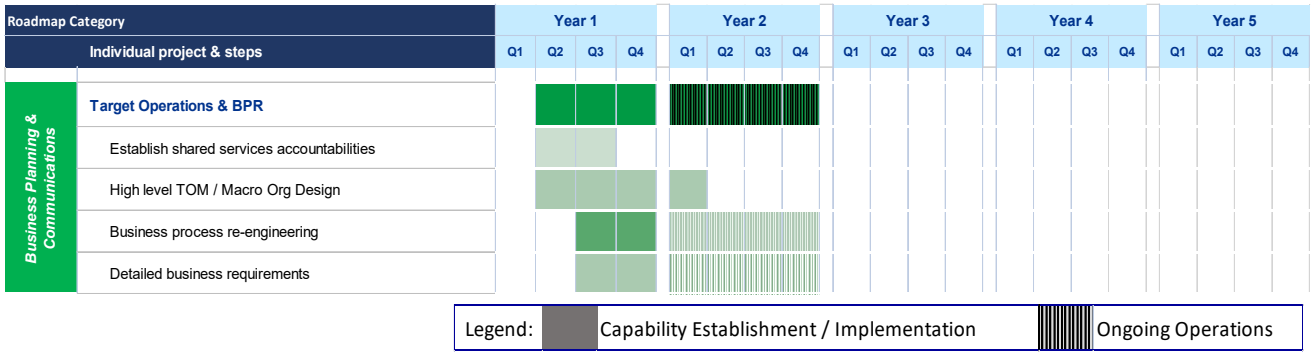
Introduction

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.

Whether it's part of the PMO or a new shared services workgroup, agency and workforce partners should collaborate on developing the TOM as well as assigning roles and responsibilities to determine accountability and improve decision-making processes

Roadmap Phasing and Timing



Key Steps	Dependencies
1. Establish shared services accountabilities — Determine operational decision-making — Create a shared services workgroup	Executive Steering Committee approval
2. High level TOM / Macro Org Design — Establish a shared business vision — Determine overall transformation strategy — Identify people, processes, and technology — Create plan & organizational framework	Executive Steering Committee approval

Key Steps	Dependencies
3. Business Process Reengineering — Create design principles — Map staff & client journeys — Define capabilities — Conduct BPR sessions	TOM
4. Detailed Business Requirements — Conduct joint application requirements (JAR) sessions — Create a business requirements document (BRD) — Create a requirements traceability matrix (RTM)	TOM

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, it would be recommended to 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 like referrals. For example, program leadership may decide that mobile devices should be standardized across the workforce-development partnership. While this might be an excellent decision for many programs, some might feel that it runs counter to their own strategies for delivering this service. 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 BPR 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 occurring within each agency or colleges that may take priority over this project in the short-term due to previously obligated funding. For example, DOE is implementing Snowflake. This is an ongoing project and may impact the timeline.

Potential Challenges

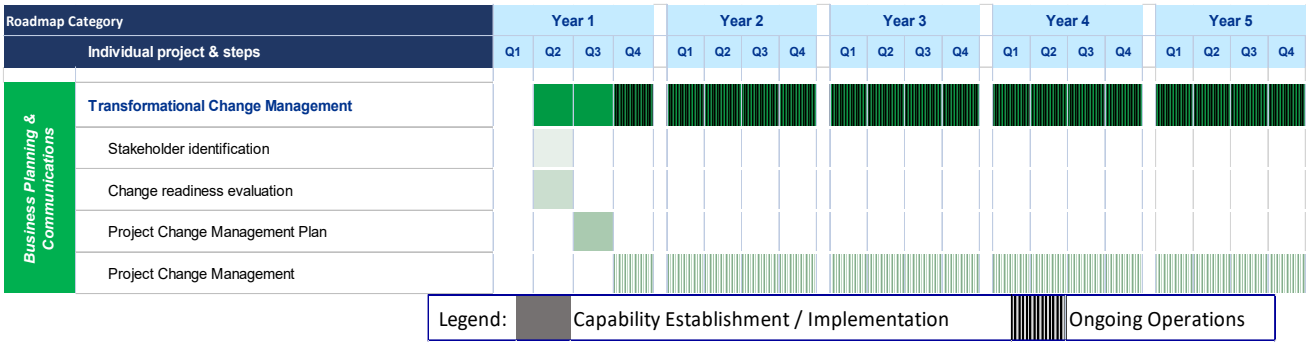
Flaws in the TOM can adversely impact desired business outcomes over the project long-term. If the TOM is not correctly aligned to specific business processes, agencies may continue to function in silos which creates inefficiencies and limits access to Floridians. Also, it can be difficult getting all 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.

5.2.2.3 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



Key Steps	Dependencies
1. Stakeholder identification — Identify key stakeholder groups that will be impacted by changes	PMO establishment
2. Change readiness evaluation — Determine impact of change on various stakeholder groups — Survey and evaluate stakeholders' readiness — Assess potential risks and resistance	Governance approval
3. Project change management plan — Establish a change management plan — Engage with committed leadership — Create measurable goals — Determine stakeholder training needs	Governance approval
4. Project change management — Deliver targeted and effective communications aligned with the enterprise communications strategy — Implement stakeholder training — Gather feedback and analyze performance — Update as needed	Change management strategy

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.

5.2.3 IT Operations & Management

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. The Primary Data Contact must coordinate with the 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

An Architecture Review Board is established in time to review and approve Target Shared Application and Information Architecture

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.

5.2.3.1 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.

The following roles will support the governance of the data within the WPSI:

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 WPSI.

Data Governance Committee

Senior information-technology leaders representing the data interests of the in-scope stakeholders.

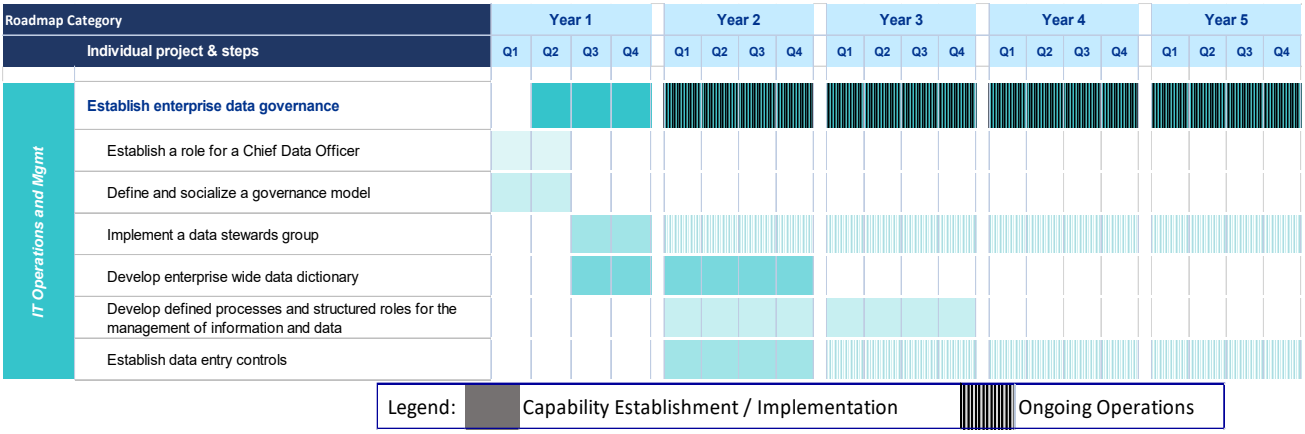
Role: Develop the standards and procedures needed to define, collect, store, manage, integrate, analyze, protect, and ensure the quality of the data that will be used within the system.

Data Stewards Group

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



Key Steps	Dependencies
1. Establish Role for Chief Data Officer — Develop an information strategy — Assemble a data-leadership team from across the Workforce Partnership	— Senior leadership approval from all agencies
2. Define and socialize a governance model: — Establish a governance structure that supports timely and definitive decisions regarding the standards, policies, and practices that will guide development of the WPSI — 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	— Initial charter — Establishment of Data-Governance Committee structure — Stakeholder conceptual buy-in — Mature enterprise architecture, mapping data-to-business functions

Key Steps	Dependencies
3. Implement a Data Stewards Group — 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: – 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	— Mature information strategy — Overarching organization and coordinating leadership — Participation of representative subject-matter experts — Clearly defined data standards, practices, and policies
4. Develop Enterprise-Wide Data Dictionary — 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	— Comprehensive articulation of integration strategy — Cooperation of, and participation 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
5. Develop Defined Processes and Structured Roles for the Management of Information and Data — Define detailed roles and responsibilities	— Well-developed information strategy — Mature information architecture — Detailed understanding of source

Key Steps	Dependencies
for: — Chief Data Officer — Data-Governance Committee Members — Data Owners — Data Stewards — Develop methodologies for: — 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 within the WPSI	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
6. Establish Data-Entry Controls — Develop standards and methods to ensure that data entered into the system is complete, adequate, and reliable	— Well-developed data dictionary, establishing content and format requirements for each element

Anticipated Business and Process Impact

In-scope entities must allocate staff resources for the design, development, and governance of the WPSI. 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

The 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.

5.2.3.2 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.

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 TOM help to ensure that procurement requests generate responsive proposals and support the selection of the most capable vendors.

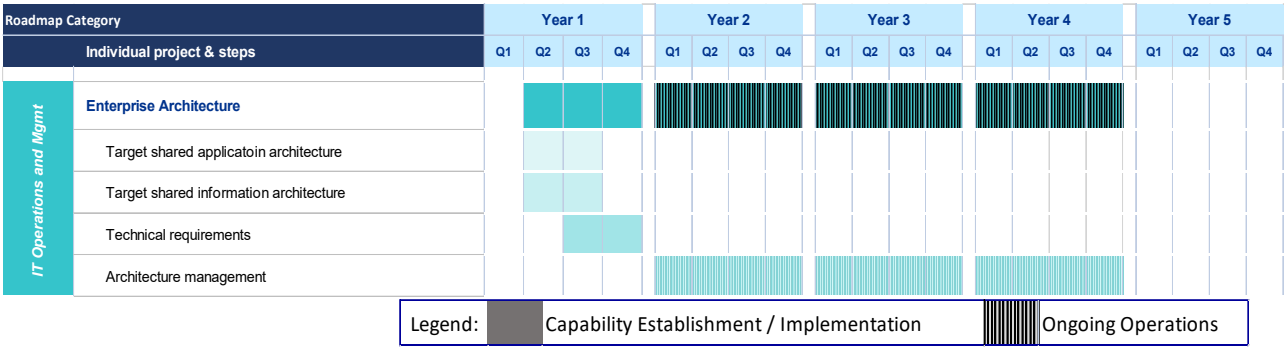
Enterprise Architects

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 WPSI implementation remains in line with those efforts and schedules.

Roadmap Phasing and Timing



Key Steps	Dependencies
1. Target Shared Application Architecture — 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 — Illustrate the organization's business processes, including inputs, outputs, and internal and external interactions	— 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
2. Target Shared Information Architecture — 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	— 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 committee and data professionals operating under its supervision
3. Technical Requirements — 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	— 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

Key Steps	Dependencies
— Continuously monitor and ensure that technology decisions remain in line with the program timeline, budget, and business need — Unblock impediments and standardize the delivery	
4. Architecture Management — Define technology roadmap — Help keep organization in line with architecture framework — Evolve framework over time to adapt to emerging needs or technologies	— Fully developed set of architectural models and designs — Ongoing participation of Architectural Review Board

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

5.2.3.3 IT Shared Services Organization

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 ARB that spans across all agencies will assist in this effort, it is also imperative that a structured workgroup comprised of key technical resources is 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.

Administration, Funding & Approvals

The Shared Services IT Workgroup can be established utilizing either of the following methods:

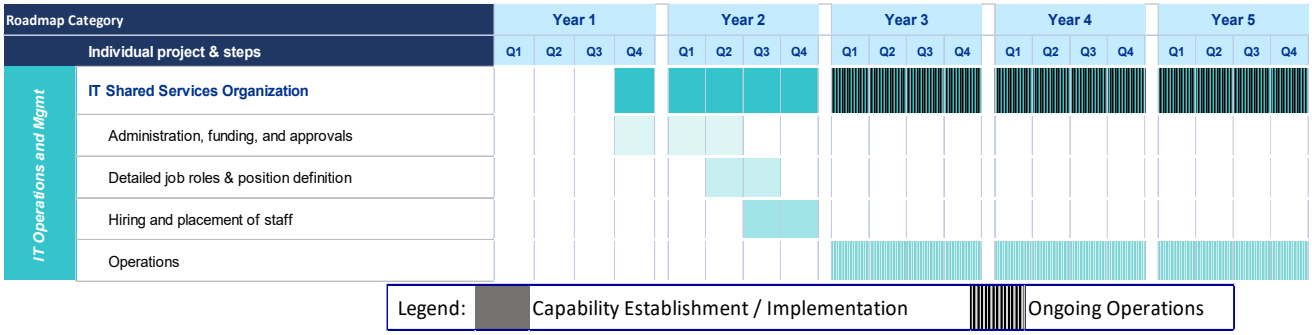
Identified key technical resources from impacted agencies can be dedicated to a cross-departmental team or workgroup. These resources would ideally be fully dedicated to this initiative and would provide expertise for their agency's impacted systems, standard operating environments, and modernization strategies. Each resource would still be employed, managed, and funded by their respective agency and the Workgroup would be led by a designated individual that is supported by all participating agencies

A new, independent technology organization is funded and created to focus solely on the WPSI. This new organization, or Workgroup, would be comprised of technology experts that work closely with the ARB and the IT departments at each of the agencies. Executive leadership at each agency should have ultimate authority and direction over this organization unless an agency or office is designated for the role

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



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

Improves decision-making processes for the ARB and PMO due to the existing system expertise possessed by workgroup resources

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 departments 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 department 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.

5.2.4 Common Data Hub

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 hub as part of the central system. A data hub can be described as 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.

The key assumptions used to develop the detail for the Common Data Hub project included:

- Solution implementation will be contracted to one service integrator (SI) who understands 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.
  - Firewall, IAM, tooling & monitoring, fault tolerance, logging, compliances (FedRAMP, GDPR, NIST 800.53, encryption)
  - Data solution: Data hub, Enterprise Service Layer (ESL), ingestion, conversion, integration, 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.

5.2.4.1 Service Integration Platform

Introduction

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

Cloud Subscriptions

Before implementing a SI 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, (IAM), and monitoring.

API Management

A critical element to enable SI 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 SI 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.

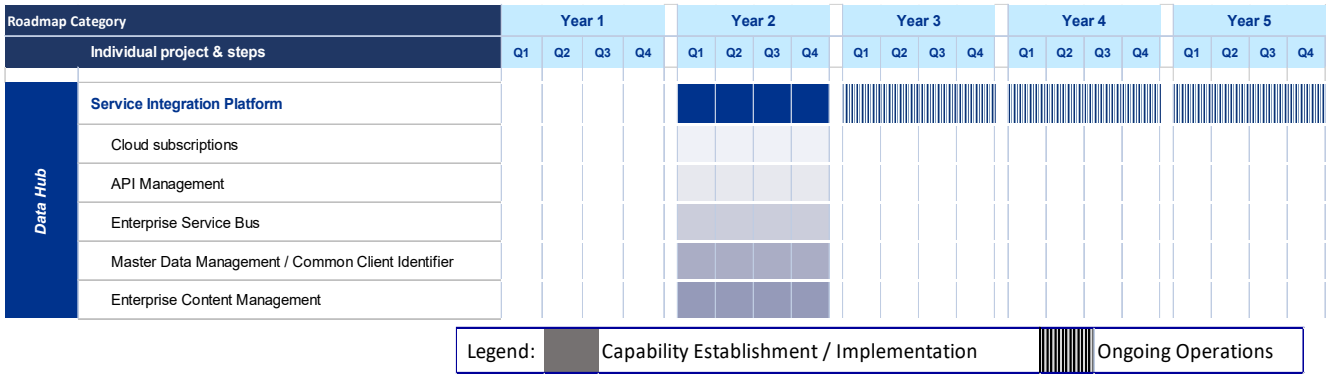
Master Data Management (MDM)

Master Data Management (MDM) provides a structure to identify and link common data elements across multiple systems. This will allow the SI 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



Key Steps	Dependencies
1. Cloud Subscription — Procure a cloud subscription to host the implementation of but not limited to enterprise service layer, data hub, analytics and reporting, IAM, Firewall, portals.	— Architecture team establishment — Technology selection shortlisted

Key Steps	Dependencies
— 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 SLG — The software procurement and the cloud subscription must be compatible with each other	
2. API Management — Create a list of interfaces ESL will interact with — Technology of the interfaces	— Cloud subscription finalized
3. Enterprise Service Bus — 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	— Cloud subscription finalized — Technology software procurement
4. Master Data Management / Common Client Identifier — 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	— Cloud subscription finalized — Technology software procurement
3. Enterprise Content Management — Capture the type of contents — Capture the policy around the content management — Implement ECM	— Cloud subscription finalized — Technology software procurement

Anticipated Business & Process Impact

Establishing and utilizing a SI 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 SI 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 SI 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 SI 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.

— This solution is technology-agnostic and allows for future integration with best of breed solutions.

— The introduction or adoption of new data types will be simpler.

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.

5.2.4.2 Data Hub 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 SI

platform, it is recommended that the data hub and the SI 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.

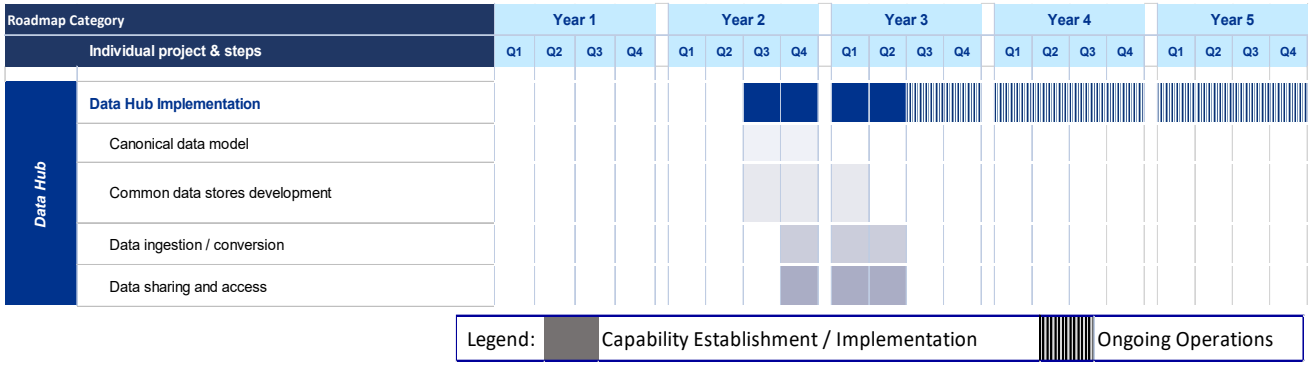
Data Ingestion/Conversion

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



Key Steps	Dependencies
1. Canonical data model — 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 Determine different data type — Extracting and loading data into data stores	Data hub software procurement
3. Data ingestion / conversion — Identify all the sources of data that	Data hub software procurement

Key Steps	Dependencies
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	
4. Data sharing and access — Determine all the types of data — Identify the data with confidentiality and privacy — Document data policy and governance — Develop data masking procedures	— Data hub software procurement — Data Migrated

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 the data hub will have impacts across existing technology and many of the associated business processes. In order to fully achieve bidirectional integration with the data hub, 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 hub is healthy and performing as designed. The data hub 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 ensuring validity of the data are listed below.

As it will likely require multiple iterations to ensure the data hub 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.

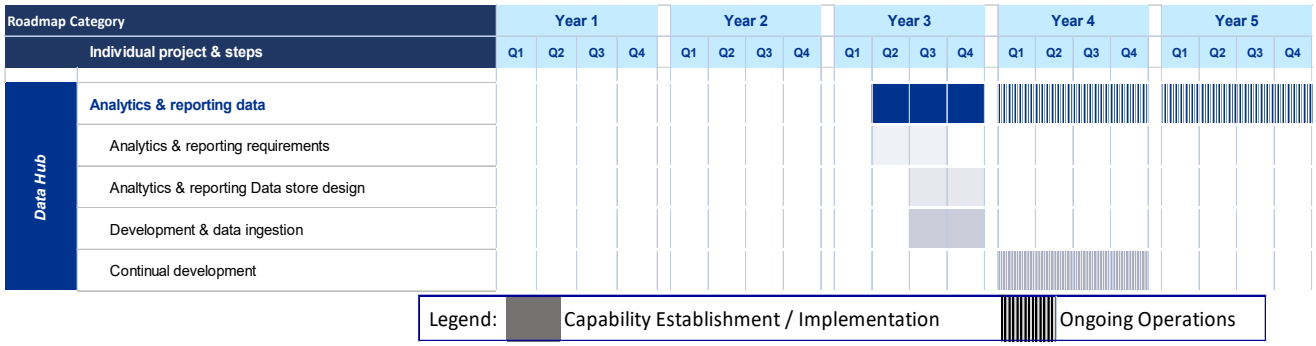
Data should be scanned during migration to identify potentially outdated data. Processes for the migration of non-active (backup/archived) data should be developed in advance.

5.2.4.3 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 hub 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



Key Steps	Dependencies
1. Analytics and reporting requirements — Identify key stakeholder groups and understand the analytical requirement — Document the requirements	PMO establishment
2. Analytics and reporting data store design — 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 hub and ESL implemented
3. Development and data ingestion — Develop data mart or a data fiber or API layer for each category of analytics	Analytical design completion
4. Continual development — Create a customization layer for consumers	Analytical design completion

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 hub has been established, each agency will have to configure their tools to connect to the new data hub 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.
- Agency 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 hub and ESL must be established prior to the introduction of new data analytics capabilities and clear business requirements that articulate the data analytics needs that 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.

5.2.4.4 State Partner Integration

Introduction

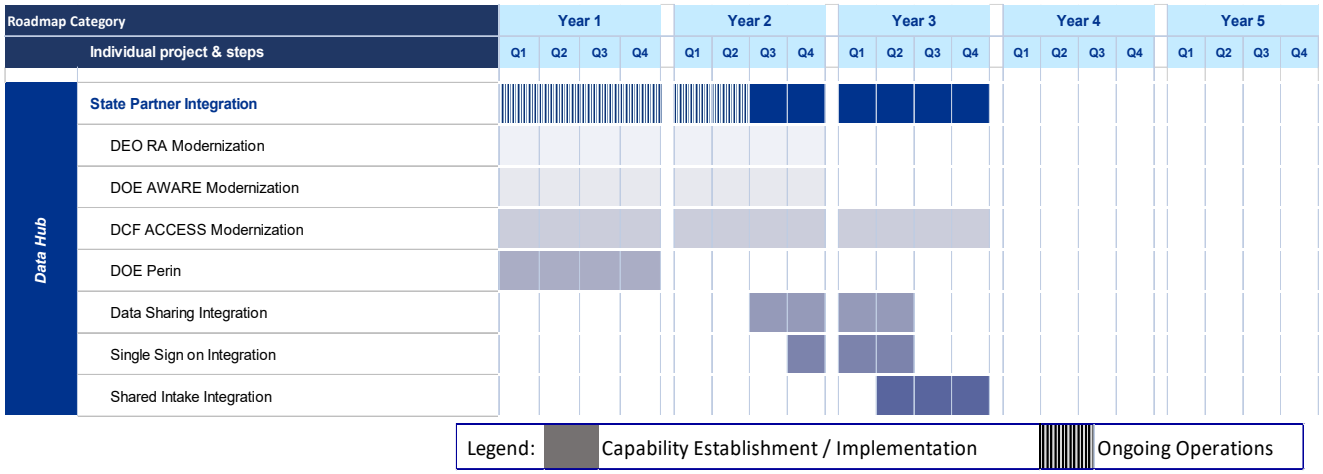
Data Sharing Integration
Once the data is migrated and the ESL is established, the next step is to integrate Workforce Partner systems and enable real-time data synchronization. Before this can be achieved, the various systems must be analyzed and modified, as necessary, to ensure compatibility with the data hub and enable the exchange of data. The EA 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 hub. Based upon discussion with agency staff, the systems currently identified to be modernized are **CONNECT (DEO), AWARE (DOE), and ACCESS (DCF)**. The current **PAIRIN project (DOE)** is an additional integration.

Single Sign on Integration
While the modernization efforts for current systems are underway and the data hub 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.

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



Key Steps	Dependencies
1. DEO RA Modernization — 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	— PMO establishment — Architecture team establishment
2. DOE AWARE Modernization — 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	— PMO establishment — Architecture team establishment
3. DCF ACCESS Modernization — 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	— PMO establishment — Architecture team establishment
4. DOE Pairin — Document the outcome of Pairin project — Create a mapping of requirements that are needed for the integration with data hub via ESL — Create a roadmap for integration	— PMO establishment — Architecture team establishment

Key Steps	Dependencies
5. Data Sharing Integration — 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 time	— Modernization completion of each of the organization
6. Single Sign on Integration — Establish a central IAM solution — Migrate the credentials in the centralized solution	— Data hub and service integration platform implemented — Modernization efforts are complete — Data sharing integration
7. Shared Intake Integration — 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

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 hub.

— 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 HB 1507 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 hub 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.
- An additional sign-on and getting comfortable with the newly developed system may create headwind for adoption.
- Cybersecurity policies and standards could vary across Workforce Partners, which could present a challenge to selecting a common IAM solution.
- Resource availability.

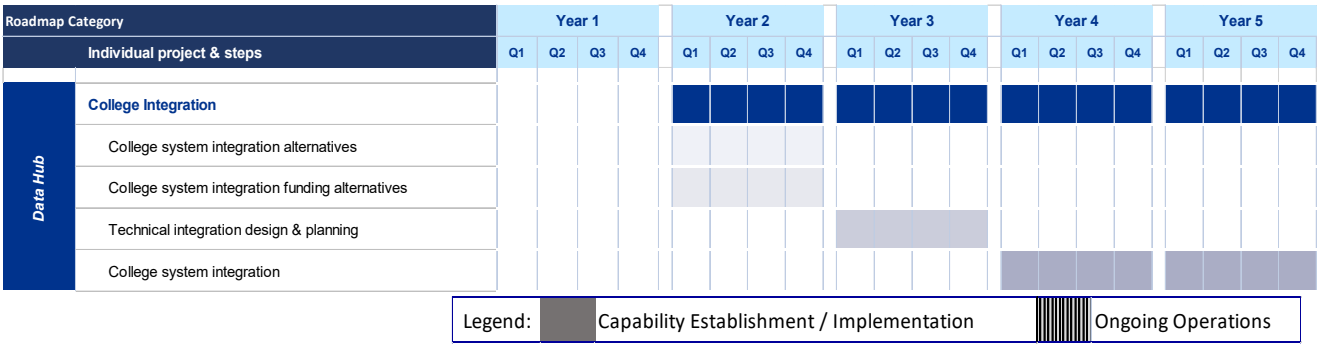
5.2.4.5 College Integration

Introduction
The college 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 colleges across the state. To have an integrated environment, like State Partner Integration, it is necessary that all the systems expected to integrate are compatible with the technology solution that is being implemented. Some modification will have to be done to the various systems to enable exchange of data. Based on some

high-level analysis of the survey submitted to the Division of Career and Adult Education and Florida College System participants, respondents were split on their desire and need to integrate their current systems to have the capability of exchanging data. For those respondents who were willing to integrate their current systems, having streamlined access to a student's credentials, referrals, and additional workforce services data were items listed as desired capabilities in a future state system.

Given this information regarding possible integration, the first step recommended for integrating the colleges within the data hub is to conduct an in-depth inventory and analysis of the existing systems being utilized by the various colleges across the state. Part of the analysis will need to focus on which current systems have the capacity and functionality to be integrated. It should be noted that an in-depth analysis may require significantly more resources than may be available for smaller colleges across the state. As for the somewhat limited desire by some within the colleges (and Division of Career and Adult Education) to integrate their current systems, the elements and activities defined within the enterprise communication strategy and the transformational change management project categories can be utilized to increase stakeholder "buy-in" for the hybrid integration project.

Roadmap Phasing & Timing



Key Steps	Dependencies
1. College system integration alternatives — Inventory of existing systems — Availability to integrate existing systems	— Data hub Design — Communication Plan
2. College system integration funding alternatives — Review State funding allocations opportunities — Review Federal funding allocations opportunities	
3. Technical integration design and planning — Data-sharing requirements & design — Planning of integration scope for existing systems	— Data hub Design
4. College system integration — Development — Testing — Implementation	— Data hub Established

Anticipated Business and Process Impact

A shared services approach will require Workforce Partners, such as the colleges, to support functionality that delivers higher quality and better value services to Floridians statewide, but may involve changes to some specific business processes being completed by the various colleges across the state. Also, while the goal is to increase efficiencies and broaden access, changes to the user experience should focus on a human-centered approach when integrating technology designed for business needs.

Anticipated Technology Impact

Legacy and outdated systems lack the compatibility, performance, and security required in today's technology landscape. Further, these systems can be expensive to maintain over time. The integration of systems through cloud-based architectures will deliver secure, scalable, and reliable exchanges of data among all Workforce Partner groups that would be difficult to support outside a shared services framework.

Benefits

— Integration with the new data hub should reduce service duplication efforts and streamline functionality across the colleges

— As the colleges become integrated within the data hub, consistency and standardization of service delivery should also be optimized.

Project Dependencies
The key dependencies for this project are as follows:

- Data-sharing agreements will be foundational to the integration of the systems utilized by the various colleges. As was noted in the Enterprise Communications Strategy project category, developing targeted communications to support the colleges while highlighting the advantages of integration should be part of the Communications Plan.
- Planning for integration by the college system may involve managing a high number of interdependencies. Effective dependency management should help to reduce process variability and increase predictability.
- Integration will not be able to occur until the data hub has been fully designed and implemented.

Potential Challenges
With the amount of siloed and potentially outdated systems that the colleges currently maintain, new systems may have to be purchased before integration occurs. Once completed, the in-depth analysis of the existing systems being utilized by the various colleges across the state may highlight significant costs for replacing outdated systems or modifying current systems for integration. This could create a funding and timeline issue for some of the colleges. Also, smaller colleges may find it difficult to staff the effort without an infusion of additional human resources. Some of these pressures might possibly be offset with funds provided under the American Rescue Plan Act (ARPA). Finally, planning for integration by the college system may involve managing a high number of interdependencies.

5.2.5 Common Customer Portal

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 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.

5.2.5.1 User Experience Design

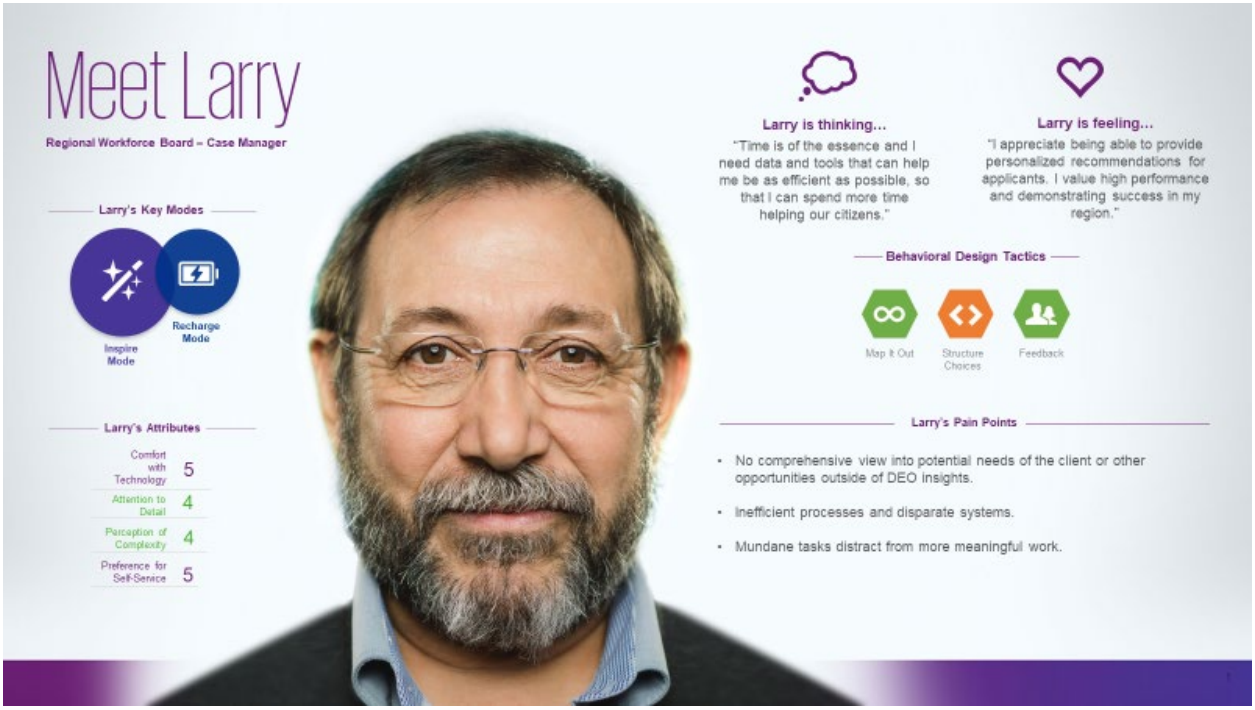
Introduction

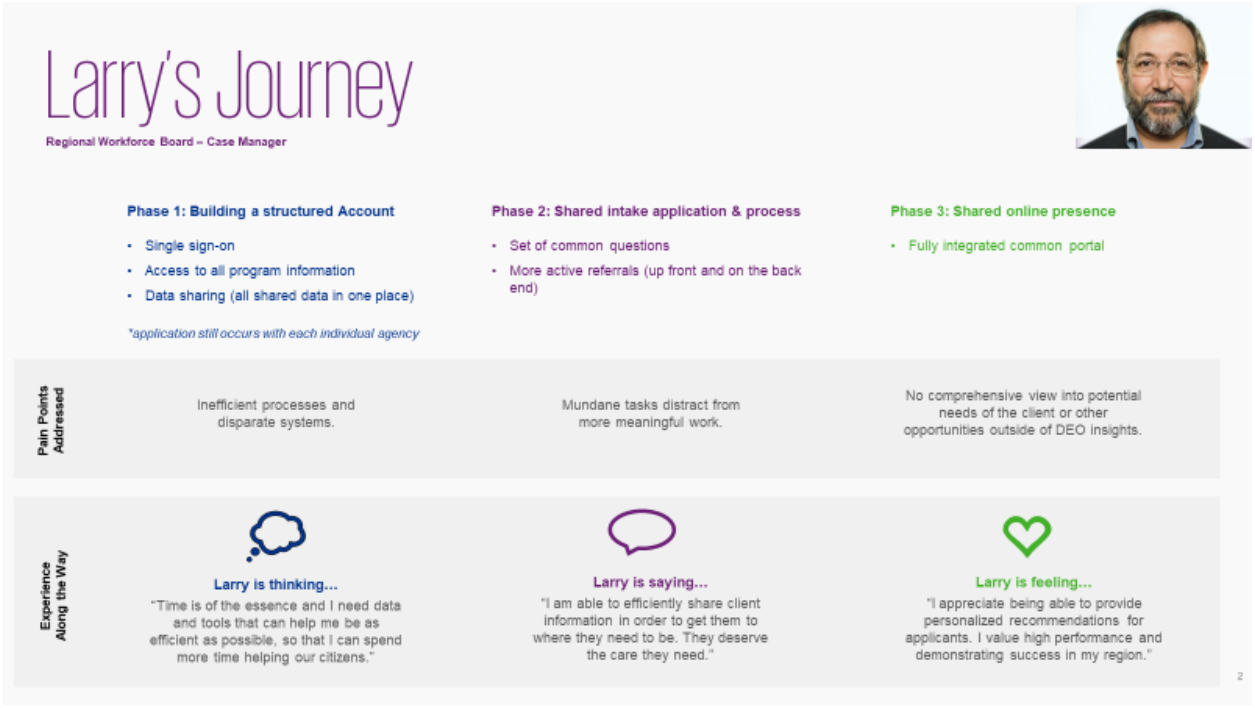
The creation of the public-facing components of a website or software (product) needs to involve user experience. User experience (UX) design focuses on the overall experience the user has when they interact with the product. It determines such things as content organization and feature sets. The result of the effort determines the user's overall journey: Was the experience useful? Was the product easy to use? Was the interaction pleasing?

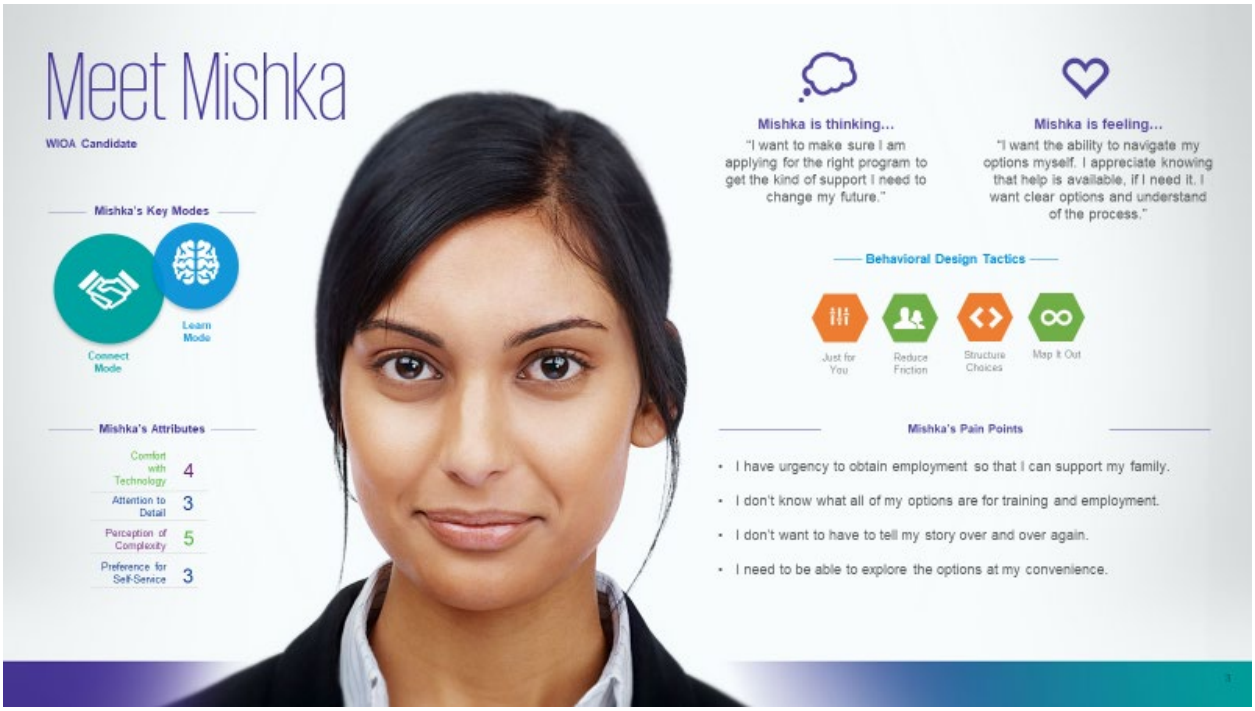
In the sample personas and journey maps below, there are a few concepts it is important to understand:

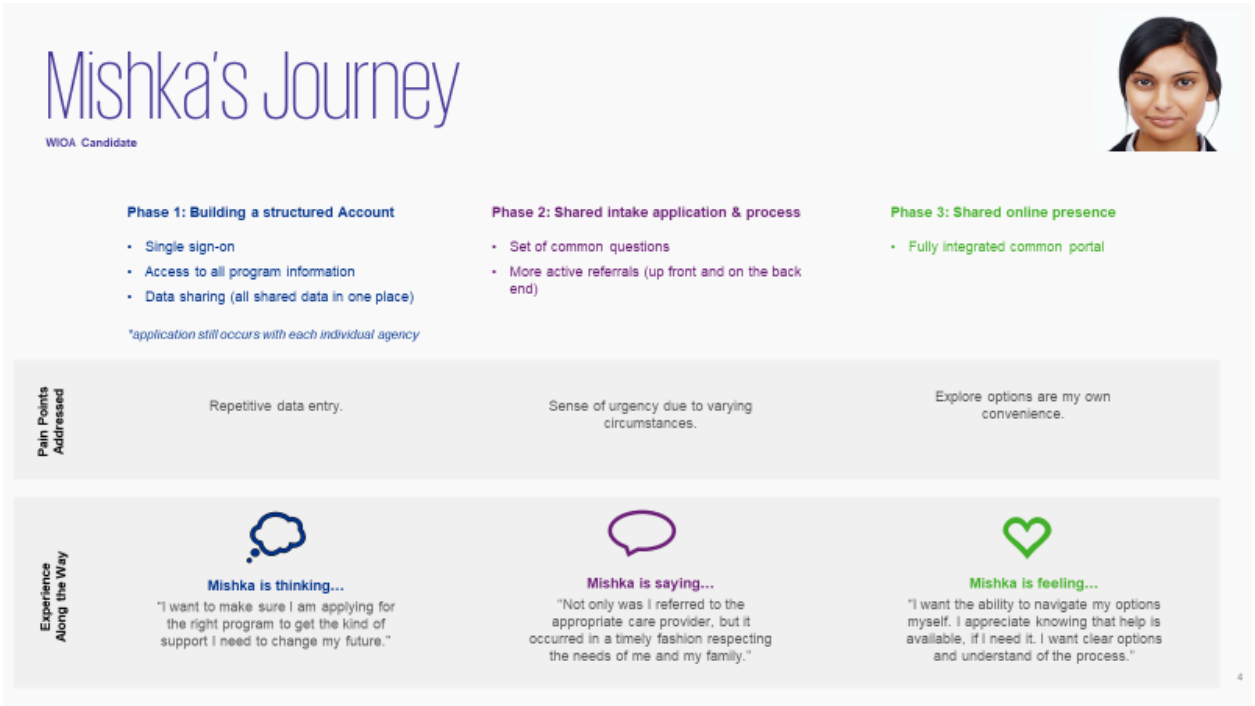
- **Personas** offers a holistic view of key stakeholder groups, including empathetic insight into the state-of-mind for the types of users that currently occupy this persona.
- **Attributes** highlight both key characteristics of interacting with the current and future systems and processes, and their 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, in reality 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 representative samples of the kinds of personas and journey maps that would support UX design:






Meet Mishka
WIOA Candidate
Mishka's Key Modes
Connect Mode
Learn Mode
Mishka's Attributes
Comfort with Technology 4
Attention to Detail 3
Perception of Complexity 5
Preference for Self-Service 3
Mishka is thinking...
"I want to make sure I am applying for the right program to get the kind of support I need to change my future."
Mishka is feeling...
"I want the ability to navigate my options myself. I appreciate knowing that help is available, if I need it. I want clear options and understand of the process."
Behavioral Design Tactics
Just for You
Reduce Friction
Structure Choices
Map It Out
Mishka's Pain Points
I have urgency to obtain employment so that I can support my family.
I don't know what all of my options are for training and employment.
I don't want to have to tell my story over and over again.
I need to be able to explore the options at my convenience.


Mishka's Journey
WIOA Candidate
Phase 1: Building a structured Account
Single sign-on
Access to all program information
Data sharing (all shared data in one place)
*application still occurs with each individual agency
Phase 2: Shared intake application & process
Set of common questions
More active referrals (up front and on the back end)
Phase 3: Shared online presence
Fully integrated common portal
Pain Points Addressed
Repetitive data entry.
Sense of urgency due to varying circumstances.
Explore options are my own convenience.
Experience Along the Way
Mishka is thinking...
"I want to make sure I am applying for the right program to get the kind of support I need to change my future."
Mishka is saying...
"Not only was I referred to the appropriate care provider, but it occurred in a timely fashion respecting the needs of me and my family."
Mishka is feeling...
"I want the ability to navigate my options myself. I appreciate knowing that help is available, if I need it. I want clear options and understand of the process."

Meet Jaxson

DCF Care Coordinator

Jaxson is thinking...

"I enjoy helping citizens that have opted into the Care Coordination Program – and need easy access to information and data that allows me to make the right referrals."

Jaxson is feeling...

"I wish I could do more to help people explore all possible paths to self-sufficiency."

Jaxson's Key Modes

Behavioral Design Tactics

Reduce Friction | Structure Choices | Feedback

Jaxson's Attributes

Comfort with Technology	5
Attention to Detail	5
Perception of Complexity	3
Preference for Self-Service	5

Jaxson's Pain Points

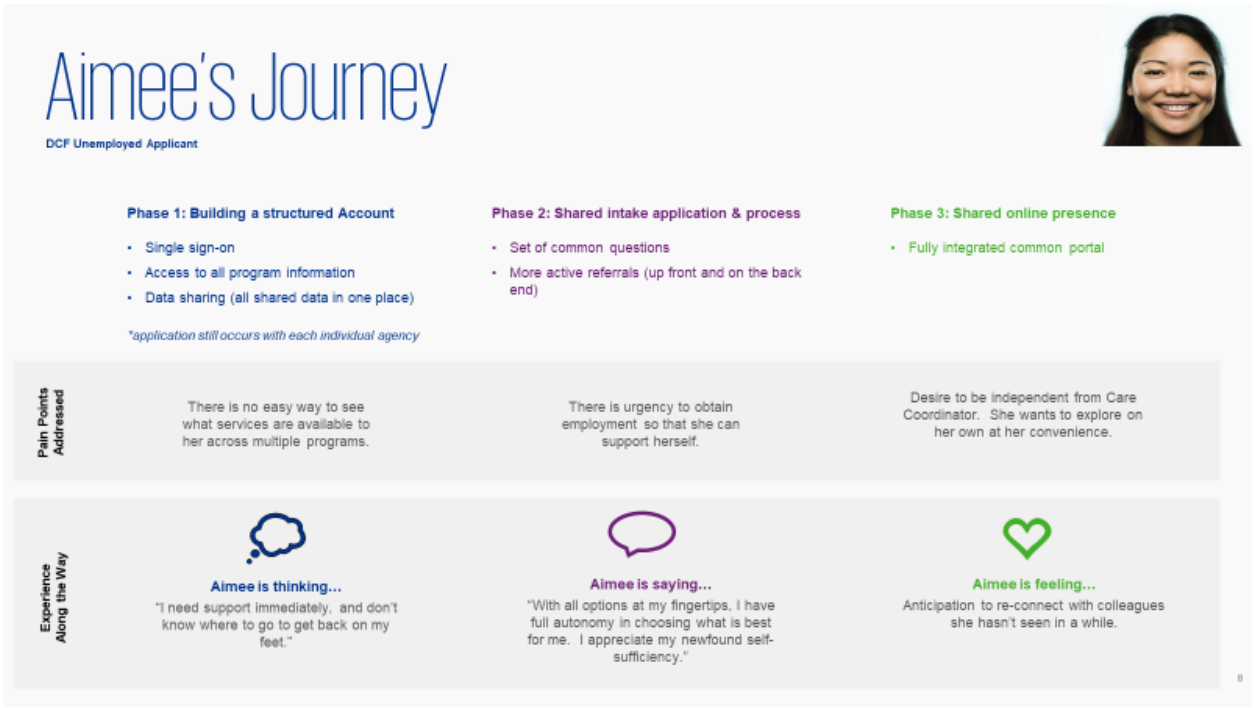
- There is no comprehensive view into potential needs or opportunities across agencies that could result in efficiency and improved client experience.
- Sometimes supporting the needs of our clients fully results in a heavy workload.
- The ability to reach and serve the most people in our community is challenging.

Jaxson's Journey

DCF Care Coordinator

	Phase 1: Building a structured Account	Phase 2: Shared intake application & process	Phase 3: Shared online presence
	• Single sign-on • Access to all program information • Data sharing (all shared data in one place) **application still occurs with each individual agency*	• Set of common questions • More active referrals (up front and on the back end)	• Fully integrated common portal
Pain Points Addressed	The ability to reach and serve the most people in our community is challenging.	No comprehensive view into potential needs or opportunities across agencies.	Sometimes supporting the needs of our clients fully results in a heavy workload.
Experience Along the Way	**Jaxson is thinking...** "I enjoy helping citizens that have opted into the Care Coordination Program – and need easy access to information and data that allows me to make the right referrals."	**Jaxson is saying...** "The Care program is a great initiative, however it is not for everyone. It is everyone's right to know all their options. I am now able to provide this to my clients."	**Jaxson is feeling...** "I wish I could do more to help people explore all possible paths to self-sufficiency."

6



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 portal's interface design:

UX Designers

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

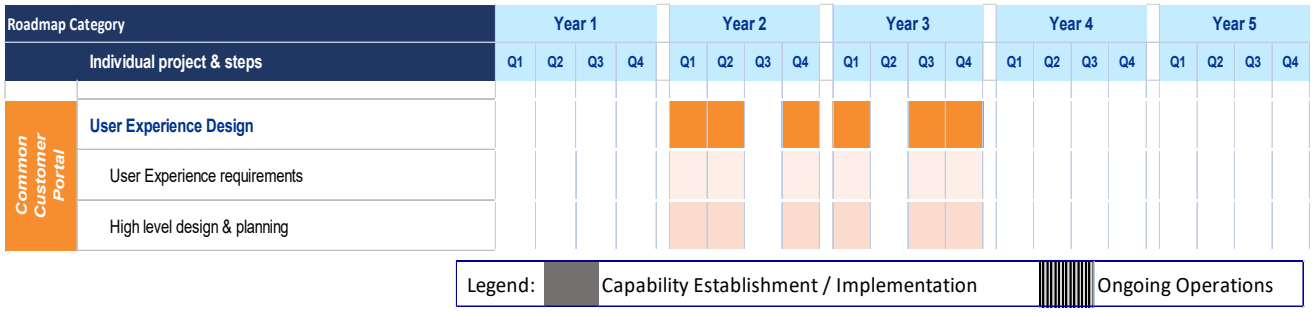
Role: UX designers identify various user groups and developing an understanding of their various needs. Communicates product design through journey maps, wire frames, storyboards, and site maps.

UI Designers

UI designers design the user interface to manifest the portal's user-experience design.

Role: UI designers collaborate with UX designers and system developers and designing the portal's appearance and functionality.

Roadmap Phasing and Timing



Key Steps	Dependencies
1. UX Design — 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.	— In-scope programs and entities must be identified. — Scope of portal functionality must be determined: – 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.)

Key Steps	Dependencies
2. UI Design — 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	— 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 equity, 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 expert from each agency will be needed, these 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.

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 initially, 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.

5.2.5.2 Single Sign-On – Shared Account

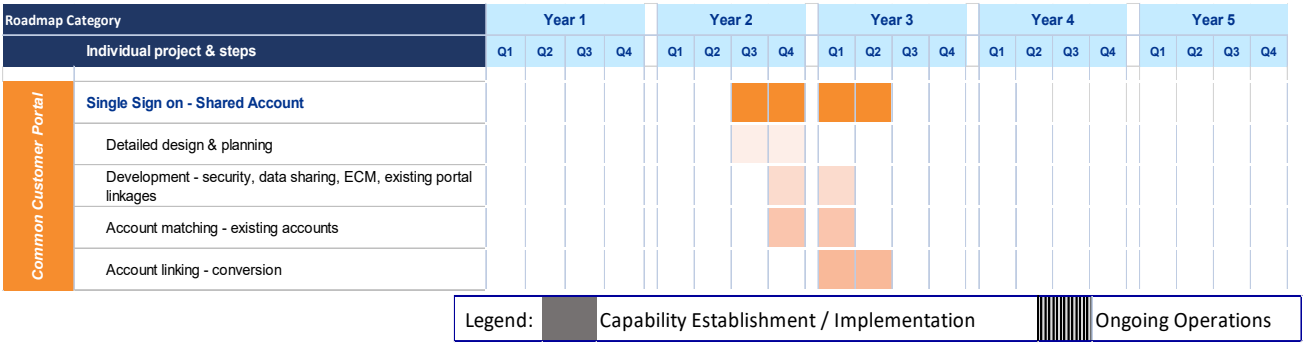
Introduction
Initially, the common public portal will connect the existing workforce-development portals into a federated solution: Floridians will be able to initiate their online transactions from the common public portal. However, much of the online functionality will continue to be handled within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

Roadmap Phasing and Timing



Key Steps	Dependencies
1. Detailed Design and Planning — Identify an IAM solution to be implemented — Document all requirements, policies, and compliances — Design a IAM solution	— Architecture team establishment — Cloud subscription finalized — Tools/solutions identified
2. Development — 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	— Implement monitoring, tooling, and auditing needs — IAM tool finalized
3. Account Matching — 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	— Dependent on detailed design and planning

Key Steps	Dependencies
4. Account Integration — 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	— 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.

5.2.5.3 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 don't 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 programs offered under DEO, DOE, and DCF. Information in blue columns is collected by two or more Departments. Information in the green columns is collected by single Departments.

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 doesn’t 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	
— Name — Address	— Program/Service Selection — Contact Information — Parent's Information — Authorized-Representative Information	— Agency/Vendor/School Information
	Personal Information	
— Unique Identifier (SSN/FLEID) — Date of Birth — Gender — Race — Ethnicity — Marital Status — Language	— Citizenship — Voting — Military — Parenting	— Place of Birth
	Special Needs	
— Disability — Service Need	— Accommodation Needs	— Conditions Preventing In-Person Interview
	Service Information	
	— Disability Services	— Financial Services — Customized Employment Services — Indian Health Services
	Household Information	
	— Household Size — Financial Circumstances — Employment — Minor Child — Military	— 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 groups[1] 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	

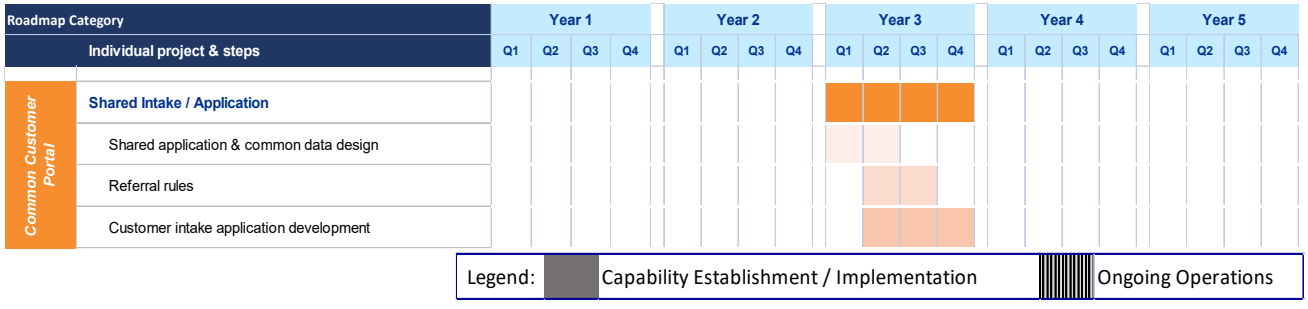
Common Application: Information that is needed for all programs that the person is interested in is collected by a feature on the common portal. The feature "knows" what each program needs and asks the person to give only the information needed by those programs. The "right" information is sent to each 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



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.
6. Design and develop an electronic form. — 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 programs	In-scope partners must agree on what data is to be shared and on any new data definitions and formats needed to enable sharing. Existing systems must be configurable to receive this information and autopopulate fields and forms. In-scope programs must be able to agree on the methods to be applied in soliciting shared information.
4. Design and develop integration for referring each 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 don't have to enter information if applicants or clients have already put it into the system. They won't 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 equity 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 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.

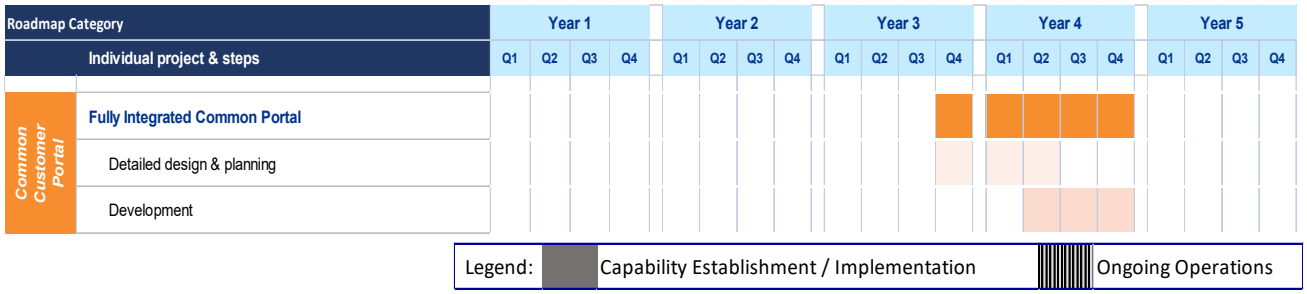
5.2.5.4 Fully Integrated Common Portal

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



Key Steps	Dependencies
1. Assess the framework of existing portals for potential reuse opportunities.	Implementation of data hub 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.	

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 hub 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, equity, 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.

Appendix A – Detailed scoring model results

Detailed Category Rating – Strategic Alignment

Strategic Alignment: Identifies the relative contribution to guiding principles, benchmarks, and standards which the Alternative contributes to promote greater customer access and alignment between workforce partner programs.		Rating (1-10)			
		Alternative 1 Centralized System	**Alternative 2 Integrated Systems**	**Alternative 3 Hybrid Integration**	**Rationale**
Enhanced Workforce Customer Outcomes	Increase access, equity, and self-sufficiency to enhance career readiness and successful, long-term employment in high-demand, high-earning occupations	9	3	9	Alternatives 1 and 3 present the most accessible and self-sufficient solutions to promote long term customer success. Alternative 2 more so represents the current capabilities of the system.
Enhanced Data Sharing & Referrals	Establish a 360-degree view of clients through more integrated data across programs	10	6	10	All three solutions improve on today's practices and procedures. However, Alternatives 1 and 3 consist of shared portals which increases data sharing abilities.
Ease of Customer Access	Reduce the burden on the customer by providing more consistent self-service options	10	1	10	Alternatives 1 and 3 promote self-service with client facing shared portals. Alternative 2 doesn't consist of a "single door" approach and creates room for possibly redundant and inconsistent customer journeys.
Engaged and Supported Case Managers	Enhanced worker training, knowledge, and awareness of support programs and services	9	4	7	Alternative 1 is the most cohesive of the solutions, indicating the most shared knowledge amongst its administrators. Alternatives 3 and 2 follow respectively.
Increased Agency Interoperability	Improved transparency, communication, and reporting across agencies to track cross-program participation, client progress, and performance management	10	3	8	Shared portals and increased data sharing improve system interoperability. Each Alternative with a heavier emphasis on the "one door" ideology present higher levels of interoperability.
Modern Technology Integration (Analytics, Program Quality)	Implement modern technologies which enable business priorities and process alignment across Departments	10	4	10	Heavier emphasis on data sharing, the "no wrong door" approach, and common portals to support cross-agency communication will ease modern technology integrations. Alternatives 1 and 3 support these initiatives the most, with Alternative 2 slightly behind.
Accountability	Increase transparency of the appropriateness and effectiveness of programs across Departments	9	3	8	Accountability stems down to cross-agency communication and shared/common goals. Alternative 2 presents a segmented approach, while Alternatives 1 and 3 depict a more unified front.
Avg		**9.6**	**3.4**	**8.9**	
Total		**67**	**24**	**62**	

Detailed Category Rating – Complexity

Complexity Assessment of how difficult the Alternative would be to implement.		Rating (1-10)			
		Alternative 1 Centralized System	**Alternative 2 Integrated Systems**	**Alternative 3 Hybrid Integration**	**Rationale**
Operational Performance	Number of inter-related and connected system components needed to achieve desired outcomes	2	7	6	Alternative 1 would establish a single, centralized system in which all components are interconnected, which would involve a higher level of complexity than integrating only some components of each system to achieve alternatives 2 or 3.
User Privileges	The more information and users included within scope, the more complex to secure the information against improper disclosure.	3	6	5	The higher the number of roles and data points the system encompasses, the higher the complexity. Therefore, a centralized system would have the highest complexity involved in system design, although all three alternatives must consider user privileges.
Applications (tables & records, screens & reports, batch vs API processes)	Availability or need to integrate custom solutions for data validation, types of productivity programs available to users	7	4	4	Alternative 1 would be built and implemented utilizing modern technologies and methodologies designed to easily integrate with other solutions, if needed. Due to the varying technology and integration mechanisms, alternatives 2 and 3 would present more complexity to integrate the multiple current systems, as well as integration with any additional custom solutions.
Business Process Changes	Amount of changes required to existing workflows and processes for completing tasks.	2	7	6	While establishing data integrations to share information and facilitate a common intake process could require some changes to business processes in alternatives 2 and 3, establishment of a centralized system would require significant transformation of business processes across all agencies.
Data Governance & Alignment	Establishing a framework of agreed-upon protocols about how, by whom, and for what purposes data will be linked and used	2	7	6	A data governance framework will be necessary for all three alternatives; however, in a single system with all data collected and stored centrally, more elaborate protocols would be required to specify how and why data is linked and used, as well as when it should not be.
IT Infrastructure Sustainability	Sustainability of system components and technical architecture, including ongoing maintenance and operations.	9	4	7	Alternative 1 would implement a central system utilizing modernized technology and a technical architecture designed to ensure the system is prepared for future advances in technology, whereas alternatives 2 and 3 will rely largely on the current systems' various technical platforms and components currently in place, some of which are less modern and could present challenges to future sustainability.
Project Governance	Establishing a framework that provides direction and defines decision-making procedures and metrics for validating impacts to the project.	2	8	6	While project governance would still be necessary with alternatives 2 and 3, all three agencies would still retain their current systems, whereas the implementation of one central system in alternative 1

Complexity Assessment of how difficult the Alternative would be to implement.	Rating (1-10)			Rationale
	Alternative 1 Centralized System	Alternative 2 Integrated Systems	Alternative 3 Hybrid Integration	
				would require significantly more time and involvement from all agencies, as well as more mature processes to govern decision-making for a single, shared system.
Avg	**3.9**	**6.1**	**5.7**	
Total	**27**	**43**	**40**	

Detailed Category Rating – Timeline

Timeline Factors which contribute to the duration or level of effort required to implement the Alternative.		Rating (1-10) Alternative 1 Centralized System	Alternative 2 Integrated Systems	Alternative 3 Hybrid Integration	Rationale
Requirements and Design	Set of functional, data, and technical requirements needed for a system and the transformation of these requirements into complete, detailed system design specifications	2	7	6	While establishing requirements for data integration between the current systems and a common data hub would be the least time-consuming, implementing a common client portal and potential worker portal for alternative 2 would require a higher investment of time, and implementing an entirely new centralized system would require the most time to establish requirements and design specifications.
Development (Configurations or Customizations to Meet Program Needs)	Programming and coding (customize) of software and/or configuring out-of-the-box functionality to meet each agency's needs.	2	8	7	If a COTS solution were not available, development of a centralized system in alternative 1 would require significant effort over the course of several years. While less than development of a new system, alternative 3 could still require a high investment of time to develop both a shared customer portal and the associated modifications required in the current systems. This development for alternative 3 would be in addition to the configurations and/or customizations required to achieve data integration with a common data hub (alternative 2).
Testing	Comprehensive assessment of software components to report, resolve, and retest functionality until each reaches defined quality standards	2	8	6	The amount of, and time required to conduct, testing increases with the amount of new functionality or changes in a system. As alternatives 1 and 3 would include more system components and functionality, it would take longer to test than in alternative 2.
Decommissioning of Legacy Systems per Agency Needs	Identifying inventory of systems, archiving needs, licensing expirations, reporting cycles, and reviewing data retention policies	2	8	8	Alternative 1 would replace existing systems and require the most time for decommissioning of those systems. Alternatives 2 & 3 would retain most existing systems and would possibly only replace some data/infrastructure components.
Policy Alignment and Data Sharing	Establishing a framework for data sharing, understanding of federal and state laws per agency, and promoting the value of shared data	5	8	6	The workforce partners will need to establish agreed-upon rules and requirements for appropriately sharing data in all three alternatives. Alternatives 1 and 3 would require more time to determine how data-sharing should be facilitated in association with new functionality central to all agencies.
Data Conversion Activities	Analysis of source and target systems, set data standards, determine extract, transform, and load (ETL) processes, and consult with data users who will be directly impacted by the upcoming changes	2	5	6	While alternatives 2 and 3 will require time to ensure alignment and interoperability of data from all existing systems, alternative 1 would require significantly more time to transition and convert all data from existing systems into one central system.
Avg		**2.5**	**7.3**	**6.5**	
Total		**15**	**44**	**39**	

Detailed Category Rating – Benefit

Benefit Benefits of implementing the Alternative.		Rating (1-10)			Rationale
		Alternative 1 Centralized System	Alternative 2 Integrated Systems	Alternative 3 Hybrid Integration	
Level of Technology Modernization	Increased innovation, modularity functionality, expanded capabilities, and speed of services	9	3	8	Utilizing commercial-off-the-shelf (COTS) products or modernizing legacy systems, can provide significant opportunities for efficiencies during system development, increase functionalities, and allow opportunities for automation. Alternatives 1 & 3 would provide the most benefit because of design opportunities.
Consistency in Citizen Experience	Availability of standardized, responsive, and efficient services	8	2	8	Newer technologies, such as portals, allow agencies to provide greater access to digital services that are supported by automation tools. These technologies can accelerate response time across digital channels and provide a consistent experience. These would be available in Alternatives 1 & 3.
Access and Self-Service	Availability for citizens to get online support, find information, complete applications, or make changes	10	2	10	Newer technologies can be developed with a focus on human-centered design that allows for a greater focus on citizen engagement through self-service options available across digital channels. Alternatives 1 & 3 would provide this benefit.
Reduce Duplicative Data Entry	Common administrative activities are only performed once.	9	6	8	All alternatives will provide an enhanced level of data-sharing capabilities which can minimize duplicative data entry, but there would be greater instances of duplicative work with Alternative 2.
Reporting and Analytics	Availability of consistent, common, and real-time information across programs for tracking outcomes, trend analysis, and reporting needs.	8	5	6	All alternatives will provide an enhanced level of reporting and analytics capabilities because data will be extracted, transformed, validated, and integrated into some form of a centralized database. Alternative 1 would provide a greater level of analytics and reporting by design.
Data Quality	Ensure integrity and quality of collected data is accurate, complete, and consistent	9	5	8	All alternatives will increase the availability of relevant data, but Alternatives 2 & 3 will have higher instances of siloed or restricted data.
Facilitates Collaboration/Referrals	Increased communication and enhanced knowledge of program offerings	8	4	7	Alternative 1 would have the highest value for facilitating collaboration because it could be dynamically designed to optimize referral processes and include intuitive dashboards that show vital data.
Case Worker Efficiency	Streamlined processes and procedures for required tasks	8	2	7	Enhanced functionalities can provide automation to certain business processes. These enhancements allow case workers to focus on more pertinent business processes and less on current duplicative business processes. Alternatives 1 & 3 would provide this benefit.
Avg		**8.6**	**3.6**	**7.8**	
Total		**69**	**29**	**62**	

Detailed Category Rating – Risk

Risk Risks of implementing the Alternative.		Rating (1-10)			Rationale
		Alternative 1 Centralized System	Alternative 2 Integrated Systems	Alternative 3 Hybrid Integration	
Change Management (stakeholder buy-in, worker competency, cultural inertia)	Amount of change management required	2	7	6	The internal and external processes used to support stakeholders as they adapt to both technical and organizational changes is correlated to the number of changes being implemented. A centralized system would have the greatest change impact on stakeholders.
Confidentiality Rules	Minimize the amount of personal data processed	3	6	6	Ensuring the confidentiality and appropriate use of exchanged information within any system can be challenging. If all users are accessing a centralized system, the risk of violations is slightly greater.
Security & Privacy	Establishing a framework of rules to control access and implementing technology to protect against intrusions and unauthorized disclosure of information to internal or external parties.	4	8	8	The protective measures required to protect digital assets and information from unauthorized access, use, disclosure, modification or destruction can be more vulnerable in a centralized system.
Options for Integration of Existing Systems	Ability to connect different systems into a larger system	9	6	6	Legacy system integration will only impact Alternatives 2 & 3 as a centralized system would be standalone. The options for modernizing and/or enhancing functionality impacts both alternatives.
Monolithic System Design Limits Agency Specific Needs	If any program component must be updated, the whole application has to be updated	2	9	6	Common design language and the need for specific agency components/functions can create inconsistencies or problems which make the system less efficient.
Service Outages	Impact on users during maintenance, a system failure, or network outage	2	8	5	Although IT systems outages can be both planned and unplanned, service outages can have tremendous impacts on users. When all transactions and services occur within a centralized system, all agencies will be impacted the same. If agencies are using separate systems with less integration, hardware or application failures can be more isolated with less impacts to all users.
Budget	Availability of state and federal funding in future years	2	8	6	The longer the timeframe for implementation, the more difficult it will be to accurately forecast financial funding in future years.
Project Resource Sustainability	The ability to retain human capital with specialized expertise to maintain overall business performance.	3	8	7	As timelines and complexity of a project increase, changes to resource utilization and allocations will likely increase. This turnover can negatively impact project goals. A centralized system is the most complex and involves the longest duration for implementation.
Phased Implementation	Phasing means reducing parallel activities, so implementation duration extends which may create project fatigue.	2	7	6	A centralized system is the most complex and involves the longest duration for implementation.
Avg		**3.2**	**7.4**	**6.2**	
Total		**29**	**67**	**56**	

Detailed Category Rating – Implementation Cost

Implementation Cost Financial costs which contribute to the return on investment (ROI) for the Alternative.	**Alternative 1 Centralized System**		**Alternative 2 Integrated Systems**		**Alternative 3 Hybrid Integration**		**Notes**
	Low	**High**	**Low**	**High**	**Low**	**High**	
Case and benefits management system design and implementation	200	300	0	0	0	0	
System and data integration platform design and implementation	75	120	75	120	75	120	
Customer portal design and implementation	20	30	0	0	20	30	
Integration of existing systems	25	50	49	90	65	130	
Business redesign and change management	10	20	1	5	5	10	
Data conversion	20	30	0	0	0	0	
System decommissioning			0	0	0	0	
One Time Cost Range	**350**	**550**	**125**	**215**	**165**	**290**	
Internal resource requirements	10	15	3	5	5	10	
Maintenance and operations	90	150	30	50	38	65	
Existing maintenance and operations (TBD)							
Ongoing Cost Range	**100**	**165**	**33**	**55**	**43**	**75**	
Total							

Appendix B – Deliverable effort

Key Meetings Conducted

Meeting	Date	Agenda/Objectives
Finalization of Scoring Model / Framework – DEO, DCF, DOE	10/12	Finalization of Scoring Model, inclusion of sustainability category
Prioritized System Requirement Workshops 1 – DEO, DCF, DOE	10/18	Staged approach discussions
Prioritized System Requirement Workshops 2 – DEO, DCF, DOE	10/20	Update to timeline based on vendor strategies
Prioritized System Requirement Workshops 3 – DEO, DCF, DOE	10/21	Shared intake, defining common data elements
Prioritized System Requirement Workshops 1 – DEO, DCF, DOE	10/25	System integration and architecture, business advisor role
Feasibility Study - IT/RA - DEO	10/26	Cloud roadmap, data management and application enhancement
Feasibility Study – DCF, DOE	10/29	Data sharing, storing and utilization
Feasibility Study – DOE, DEO	11/1	Data migration plan and management
Prioritized System Requirement Workshops 2 – DEO, DCF, DOE	11/9	Vendor procurement strategies, data hub implementation
Feasibility Study - Prioritized System Requirement Workshops 3 – DEO, DCF, DOE	11/10	Timeline of procurement, building components, integration and data hub
Feasibility Study – DEO	11/12	Vendor strategies: single or best of breed

Contact us

Chad Poppell

Engagement Managing Director

+1 904-535-4788

ppoppell@kpmg.com

www.kpmg.com

kpmg.com/socialmedia