

**Planning
ADVANCE PLANNING DOCUMENT
For
Florida Medicaid Management Information System/
Decision Support System/
Fiscal Agent Operations**

For

**Planning and Research Related to Procurement of a New Fiscal Agent
and Enhancements to or Development of a MMIS/DSS**



**State of Florida
Agency for Health Care Administration
Division of Medicaid**

December 8, 2014 v.2.1

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EXECUTIVE SUMMARY

The purpose of this document is to provide to the Centers for Medicare and Medicaid Services an update to the Florida Medicaid Planning Advanced Planning Document (PAPD). The request is for enhanced Federal Financial Participation related to the procurement of a new fiscal agent contract and a Medicaid Management Information System (MMIS) and Decision Support System (DSS) by June 2018.

HP Enterprise Services (HPES) is the Florida Medicaid fiscal agent for the current contract period, July 2008 through June 2018. The planning, preparation and eventual transition of a fiscal agent contract is a costly and time intensive project that historically has spanned several years. Due to the complexity of the current health care industry landscape and Florida Medicaid's many initiatives, especially statewide managed care, research and evaluation of national innovative models, as well as Florida Medicaid's needs, is essential to determine the extent and type of the MMIS procurement.

1. STATEMENT OF NEED AND OBJECTIVES

1.1 Statement of purpose, including vision 'the roadmap', needs, objectives and anticipated benefits.

Although it is unknown at this time if Florida will pursue a replacement MMIS or a take-over of the current system, several factors will determine the final decision. One factor is the age of the system at the time of the implementation of the next fiscal agent contract. In 2018, our current system will have operated in Florida for ten years. Another factor will be the composition of service delivery in Florida as we transition to statewide managed care for recipients. The need for data analytics features of a system may overtake the need for traditional claims processing aspects. The Medicaid expansion provisions in the Affordable Care Act (ACA) of children to 133% of the federal poverty level may also be a factor in determining the path of the next procurement. Florida's Medicaid population is over three million. Significant growth in recipient enrollment impacts data storage and system processing times.

Florida must determine whether to keep the existing MMIS/DSS, enhance the existing MMIS/DSS, obtain a new MMIS/Decision Support System (DSS), or some variation:

- Turnover the existing MMIS to a new fiscal agent without modifications
- Turnover the MMIS but replace the DSS and decide whether to have a separate DSS contractor
- Turnover the MMIS to a new fiscal agent and then add enhanced components on a planned schedule
- Replace some parts of the MMIS and DSS such as Recipient, Provider, or Payments (a modular procurement)
- Partner with another state to share MMIS and DSS systems and operations
- Replace the entire MMIS and DSS (a traditional procurement)

The objective of the project will be to determine the most cost effective and efficient path for Florida Medicaid.

1.2 Describe the business need for system(s) development and/or modifications.

The current Medicaid fiscal agent contract with HPES ends on June 30, 2018; Florida Medicaid must, at a minimum, procure a new fiscal agent contract. Historically, procurement of a new fiscal agent has signaled either enhancement of the existing MMIS during the turnover to the new fiscal agent or a full design and implementation of a new MMIS.

Moreover, Florida has recently installed significant changes that will have an impact on the operation of Florida Medicaid and its MMIS.

- Florida's transition to full state-wide managed care: The Agency has completed the implementation of the long term care managed care program and the managed medical assistance program in August 2014.
- Conversion to Diagnosis-Related Groups (DRG) inpatient hospital reimbursement methodology on July 1, 2013. The Agency continues post-implementation analysis of the impacts associated with this critical methodology change as well as ongoing installation of updated DRG editions.
- Florida's planned partnership with Puerto Rico for MMIS/DSS operations.

In addition to state projects, there are several very critical federal initiatives that impact Florida and must be considered. Some of the more high-profile initiatives that Florida will be working on during the next several years include:

- Installation of ACA-mandated operating rules necessary for the electronic exchange of information, which are meant to realize administrative simplification of HIPAA standard transactions
- Enhancements needed to implement Transformed-Medicaid Statistical Information System (T-MSIS) which will provide CMS with expanded enrollment, utilization and expenditure data for Medicaid and CHIP programs
- New requirements for Medicaid as a result of the Affordable Care Act, including the concept of the health insurance exchange and increased provider enrollment and screening capability
- Transition to the mandated ICD-10 codes by October 2015

Also, there are several issues to be considered regarding the Decision Support System (DSS). Many States are looking to their data warehouses to provide users with a greater range of analytical possibilities beyond canned reporting of aggregated data. To achieve that goal, States are integrating external data sources (e.g., immunization and public health records) into their Medicaid data warehouses and supplying more advanced analytical tools to detect fraud and abuse and measure health outcomes. States are looking for comprehensive databases that allow users to perform link analysis, predictive modeling, and anomaly detection across many disparate data sources on an ad hoc basis. Ideally, those comprehensive databases are securely hosted online (without the need for proxy access or multiple platforms), are structured and hosted with enough hardware to support several hundred users, and are designed to accommodate ad hoc querying, large volume data extraction, as well as canned state and federal reporting.

1.3 Indicate which system(s) the state is seeking to modify.

With approval of this PAPD update, the Agency will determine through needs assessment, requirements analysis, and thorough research the systems it will modify. Potentially, the Agency will modify or replace components of its MMIS, share functionality with another state's systems, and replace or enhance its DSS to meet the current and changing business needs.

2. REQUIREMENTS AND ALTERNATIVES ANALYSIS

2.1 Summary of the requirements analysis, feasibility study, and alternatives analysis.

In August 2014 Florida Medicaid hired a research and planning consultant, CSG Government Services, to assist the Agency in business needs analysis through a MITA SS-A update and alternatives research as well as requirements analysis for the preparation of a procurement document for the next fiscal agent contract. Important tasks for the consultant are as follows:

- Research available technologies that will address the impacts from the factors outlined above, including national innovative models and collaborative options with other states
- Research DSS and data analytics products and services
- Conduct an assessment of the current MMIS and DSS functionality and operations
- Plan and conduct business requirements gathering sessions organized by the federal Medicaid Information Technology Architecture (MITA) 3.0 structure and used to update to the current Florida MITA State Self-Assessment (SS-A)
- Develop a gap analysis of the current MMIS/DSS environment/MITA maturity level and the updated "To Be" maturity level
- Plan and conduct technical and operations requirements gathering sessions for the anticipated Fiscal Agent-MMIS/DSS solicitation

In collaboration with identified stakeholders, Florida Medicaid staff will lead and participate in necessary requirements analysis sessions to understand the current and projected state and national environments and to select the MMIS/DSS options that best meet the Agency's business needs and support the Florida MITA SS-A.

For functions and capabilities that do not currently exist in the MMIS or DSS, the capability will be designed, developed and implemented through a standard System Life Cycle Development methodology during the implementation phase of the project. All potential solutions will be analyzed to determine the most effective and efficient implementation of the required functions.

2.2 Cost/Benefit Analysis

Cost benefit is the primary consideration of this project. Using the resources outlined in this updated PAPD, the Agency will identify, through thorough research and analysis, the most effective and efficient solutions to meet its business needs that will also reduce the annual operational costs for fiscal agent services and operation of the MMIS/DSS systems. Moreover, the Agency must procure a new fiscal agent contract prior to the expiration of the current contract in June 2018.

3. PROJECT MANAGEMENT PLAN

3.1 Description of the nature and scope of the activities to be under taken and the methods to accomplish the project.

The Agency proposes to contract with consultants that will assist with project management and with research and options development, resulting in a competitive solicitation for procurement of MMIS contractor/s to provide fiscal agent services as well as operation of the MMIS/DSS; and with implementation and testing management activities. This section has been updated to reflect the Agency's mature project management plan.

3.1.1 Research and Options Development

The Agency has executed a contract with CSG Government Solutions for research and planning activities to update the MITA State Self-Assessment through analysis of the enterprise-wide business needs, and conduct comprehensive research to identify available alternatives that will meet the Agency's needs and advance its MITA Maturity Levels. Following thorough consideration of alternatives and cost/benefit analysis, the Agency will determine the most beneficial and cost-effective solutions which will be used as the basis for the development of competitive solicitation from contractor(s) to implement system modifications or replace the system, operate the MMIS/DSS, and perform fiscal agent operations. Activities will include:

- Perform research of MMIS, other technologies, and other states' operations;
- Perform research of DSS and other data analysis products and services;
- Perform technical/operational requirements gathering activities within Florida Medicaid;
- Determine and document alternative solutions for meeting business requirements that advance the state's MITA Maturity Level;
- Prepare written documents including an updated MITA State Self-Assessment, a gap analysis, and technical/operational requirement definitions for the Agency's review and approval;
- Assist with the development of the MMIS/DSS solicitation document and oversight of the technical evaluation of the bids

Each of these activities will be a deliverable of the research and planning consultant contract to be reviewed and approved by the Agency.

3.1.2 Project Management and Design, Development and Implementation (DDI) Support

The Agency has completed competitive solicitation for a consultant to provide professional project management office (PMO) services and DDI support and is proceeding with contract preparation and execution. The PMO consultant, The North Highland Company, is expected to begin work by December 2014 and will provide comprehensive project management services during the planning phase of the project and continue through implementation of the selected MMIS/DSS solution and turnover of fiscal agent operations. This contractor will also provide DDI support for MMIS/DSS/Fiscal Agent project activities. Project management and DDI support activities of the PMO consultant will include:

- Create an integrated project work plan;
- Provide project management services for oversight for the planning and execution of a multi-phased project;

- Develop a make or buy analysis and the Implementation Advance Planning Document (IAPD);
- Develop the non-technical components of the MMIS/DSS/Fiscal Agent solicitation;
- Oversee design and development phases of the FMMIS procurement project;
- Monitor turnover and post implementation

3.1.3 Implementation and Testing

These activities are now addressed in the PMO/DDI Support phase and in the IV&V phase.

3.1.4 Independent Verification and Validation (IV&V)

Based on industry best practice, that introducing Independent Verification and Validation (IV&V) early in the process and integrating it closely with the PMO functions tends to mitigate project risk, the Agency proposes to begin the separate IV&V contract at the start of the solicitation development. During the implementation phase of the project, the Agency will contract with an IV&V consultant to develop an IV and V management plan, verify the contractor/s' systems development and testing, provide user acceptance testing and organizational change management, and verify operational readiness and implementation planning activities, including:

- Provide independent verification and validation of the MMIS/DSS contractor(s) practices in developing, implementing, and testing the system;
- Oversee the user acceptance testing (UAT) and operational readiness prior to implementation;
- Monitor and report on MMIS/DSS vendor testing; and
- Develop and execute the project's organizational change management (OCM) strategy.

3.2 The project organization including personnel resources (in house and/or contractor) and responsibilities statement

The personnel resources identified for this project will include Agency leadership, Agency staff and consultants.

3.2.1 In House Roles and Responsibilities

MES (Medicaid Enterprise System) Governance Committee: The Agency's executive governance will provide overall governance, including accountability for the project and supervision of executive activities. It will form and approve strategies and make policy decisions as required by events and activities of the project. It has the authority to cancel or delay the project if deemed appropriate.

MES Steering Committee: The Agency's executive steering committee will provide guidance and leadership for the project by ensuring that the project is aligned with Agency goals and objectives; approve and prioritize requested changes or adjustments to the requirements of the project; and ensure open communication between stakeholders to promote collaborative planning and execution.

Executive Sponsor: The Executive Sponsor will provide leadership and guidance on the overall strategic direction of the project and has overall programmatic responsibility for successful development and implementation of the project. The Executive Sponsor is ultimately responsible for securing spending authority and resources for the project.

Project Sponsor: The Project Sponsor has project ownership and provides guidance on the project activities throughout the duration of the project. The Project Sponsor keeps abreast of major project activities, and is a decision-maker for the project. The Project Sponsor will also resolve major issues, problems, and policy questions, and approve scope changes and major deliverables.

MMIS/DSS State Management Team: The Agency has identified eleven state staff for the state project management team to work with the consultants throughout the term of the project and will coordinate, as needed, with other Agency staff, state agencies and legislature, and federal Medicaid administrators. Responsibilities include: provide day-to-day leadership of the project; ensure coordination between the FA Vendor, the PMO Vendor, the IV&V Vendor, and Subject Matter Experts impacted by the business areas of the project; ensure open communication throughout all phases of the project; review deliverables; and contribute to reporting activities as required. The chart below presents an estimate of the state team resource need.

*Florida Medicaid Management Information System, Decision Support System, and Fiscal Agent Operations
 Planning Advanced Planning Document Update: Fiscal Agent 2018 Procurement, v.1*

State Management Team Florida MMIS/DSS/Fiscal Agent	Planning Procurement Oct-13 thru Mar-14	Prepare Consultant Solicitations Mar-14 thru Nov-14	Input to MITA SS-A Sep-14 thru Oct-14	Determine Chosen Solution Sep-14 thru Dec-14	Require. Dev. Jan-15 thru May-15	Orig Change Manage Plan Jan-15 thru Mar-15	OCM Scheduled Activities Apr-15 thru May-18	Prepare Answers to Vendor RFP Quest. Sep-15	Evaluation Oversight Oct-15 thru Dec-15	Design Sessions Jul-16 thru Jun-17	Doc. Review Jul-17 thru May-18	Test Review Jul-17 thru Jun-18	UAT Jan-18 thru May-18	Post Imp Resolution Jul-18 thru June-19
Project Director														
Deputy Project Director														
Project-Wide Manager														
Mod I Business Process Mgt; Performance Mgt														
Mod II E&E; Provider Mgt.														
Mod III Financial Mgt; Operations Mgt														
Mod IV Care Mgt; Plan Mgt.														
Mod V Information Architecture														
Mod VI Technical Architecture														
Mod VII Organization Change Mgt														
Mod VIII Vendor Testing; UAT														
Legend:	100%	50%	25%	As Needed										

In addition, the Agency will assign other state staff as needed to perform departmental planning, management, and coordination with regard to this project.

3.2.2 Contractor Roles and Responsibilities

Project Management Office (PMO) and DDI Support Team

The Agency will establish a PMO using PMO consultant staff in conjunction with state staff on the project team. The tasks handled by the PMO include:

- Communications management including an electronic repository;
- Contract management support;
- Scope/change management;
- Time/schedule management;
- Cost/resource management, and
- Risk/issues/decisions management
- Schedule and conduct Risks, Actions, Issues, and Deliverable status meetings;
- Schedule and conduct Project Governance meetings with the Agency and Stakeholders
- Design, develop and implement a non-proprietary electronic document repository to house deliverables and artifacts for the project
- Obtain and secure office space for the Agency staff, the PMO consultant's staff, and other consultant staff
- Document Project Lessons Learned;
- Create Project Closeout Report

This consultant will also support the Project Team during the design, development and implementation of the system solutions and turnover of the fiscal agent operations. DDI Support tasks include:

- Draft the Implementation Advanced Planning Document (IAPD) for submission to CMS including the Cost Benefit Analysis;
- Develop the Make or Buy Analysis;
- Document non-technical requirements to support the MMIS/DSS/Fiscal Agent solicitation(s)
- Provide MMIS/DSS/Fiscal Agent Vendor(s) conference support and vendor question research
- Review and make recommendations to the Agency for the MMIS/DSS/Fiscal Agent Vendor(s) deliverables;
- Monitor and participate in the MMIS/DSS/Fiscal Agent Vendor(s) Joint Application Development (JAD) Sessions;
- Develop operations system performance standards (currently referred to as Report Cards);
- Document compliance with the certification criteria as part of the IV&V review criteria using the CMS Medicaid Enterprise Certification Toolkit checklists

Each of these activities will be a deliverable of the PMO consultant contract to be reviewed and approved by the Agency.

Research and Planning Consultant Team

The research consultant team will be responsible for conducting the research and providing technical writing and solicitation support. Their tasks consist of the following:

- Assessment of the Agency's business needs and update of the MITA State Self-Assessment (SS-A)
- Assessment of the current MMIS and DSS functionality and operations
- Gap analysis of the current MMIS/DSS environment/MITA maturity level and the updated SS-A "To Be" maturity level
- Research of MMIS and DSS technologies and operations throughout the nation;
- Research and documentation of alternative solutions for meeting business requirements;
- Development of the technical/operational requirements for the solicitation specifications;
- Oversight of the evaluation of the solicitation responses' technical components including development of evaluation criteria, tools and Evaluator Manual and
- Provide MMIS/DSS/Fiscal Agent Vendor(s) conference support and vendor question research.

Each of these activities will be a deliverable of the research and planning consultant contract to be reviewed and approved by the Agency.

Independent Validation and Verification (IV&V) Consultant Team

The Agency, in accordance with 45 CFR Part 95.626 and dependent on the size and scope of the resulting project, will contract with an IV&V consultant whose team will be responsible for the overall evaluation of the project's efficacy in fulfilling the targeted business needs and will provide periodic project assessments to the Executive Steering Committee and CMS. IV&V consultant tasks include:

- Create an IV&V management plan, including project performance metrics to track project completion against milestones set by the state;
- Assess Project Management and Stakeholder Involvement, project risk and project change management;
- Assess the MMIS/DSS/Fiscal Agent Business/Technical Solution(s) selected by the Agency;
- Analyze MMIS/DSS/Fiscal Agent Vendors solicitation Responses for the Technical Solutions' Support of Business Needs
- Provide project performance reporting and recommendations for improvement
- Review all MMIS/DSS/Fiscal Agent Vendor(s) deliverables and monitor the MMIS/DSS/Fiscal Agent Vendor(s) tasks and evaluate compliance with the state's requirements;
- Monitor and participate in the MMIS/DSS/Fiscal Agent Vendor(s) Joint Application Development (JAD) Sessions;
- Review and validate MMIS/DSS/Fiscal Agent Vendor(s) all system test results
- Develop and manage user acceptance testing (UAT)
- Develop and execute the project's organizational change management (OCM) strategy
- Assess implementation planning and operational readiness
- Provide Lessons Learned and Project Closeout Reports

Each of these activities will be a deliverable of the IV&V consultant contract to be reviewed and approved by the Agency.

Subject Matter Expert (SME) Leads

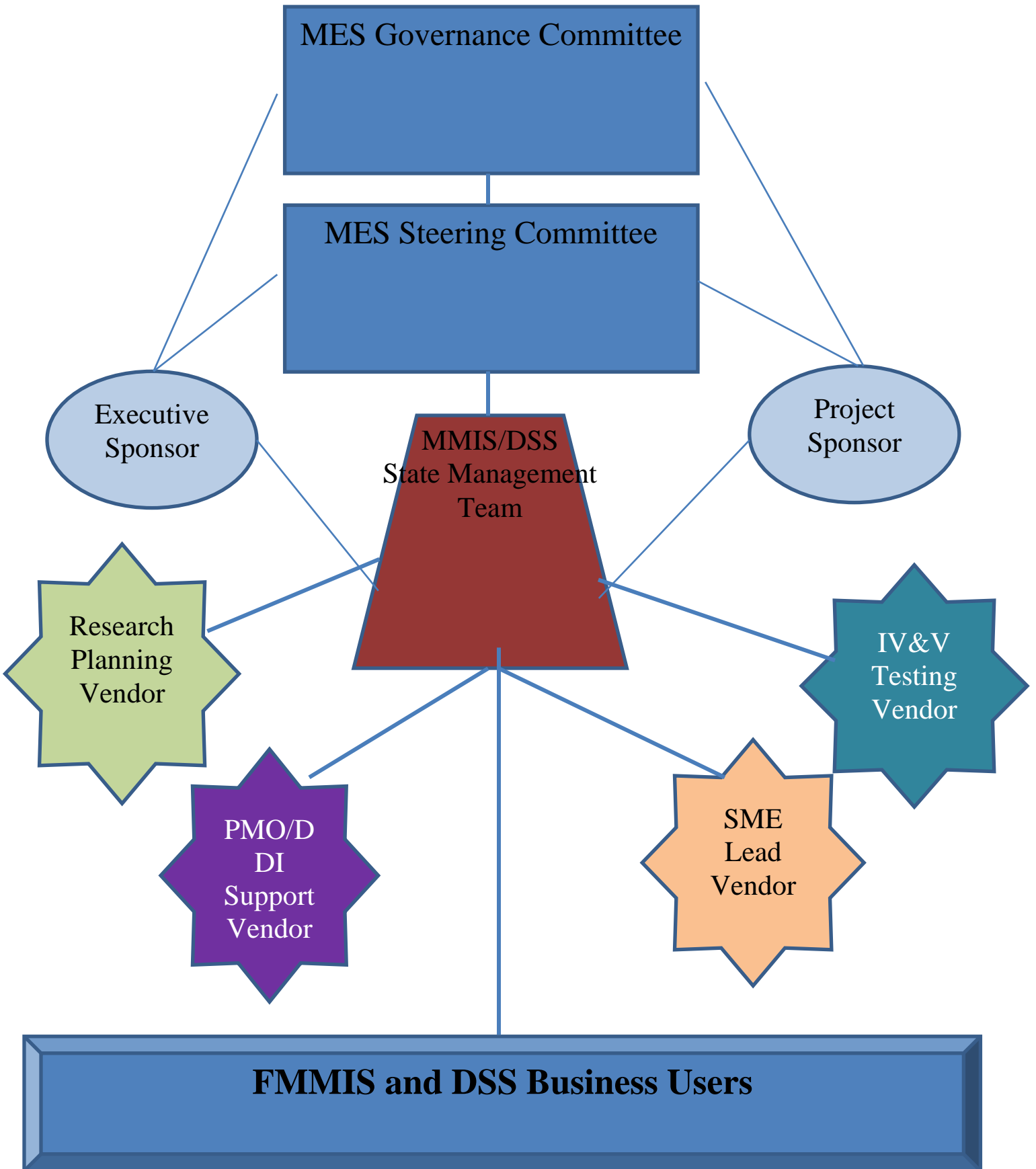
The project will establish cross-departmental work groups consisting of business, technical, and subject matter experts to discuss and provide resolution to strategic business issues affecting implementation. A vendor will be hired to perform “as if a state worker” and will be embedded in specified AHCA organizational units to organize unit input to project activities, track down information from Agency SMEs, organize business unit review of deliverables, and consolidate business unit responses to Vendor deliverables. The SME Leads will shadow Agency SMEs in major Procurement/DDI meetings and represent Agency SMEs in follow-up meetings. The SME Leads will also work with Agency staff to produce business area process maps, performance measures, and ongoing documentation of MITA roadmap activities.

The Vendor will assign and dedicate no less than eight (8) Subject Matter Leads (SME Leads) to fulfill tasks and deliverables of the resulting Contract. All SME Leads are subject to State approval. The Vendor’s SME Leads will be a full-time employee dedicated solely to the Florida project for no less than forty (40) hours per week, excluding weekends and state of Florida-observed holidays.

Each of the SME Leads will have no less than two (2) years experience with Florida Medicaid, either as an employee of the Agency for Health Care Administration (AHCA) or a major Vendor currently or previously under contract with AHCA, i.e., Fiscal Agent Vendor, DSS Vendor or Pharmacy Benefit Management Vendor.

Organizational Chart

The following organizational chart represents the Agency and consultant resources planned for the Florida MMIS/DSS Fiscal Agent procurement project.

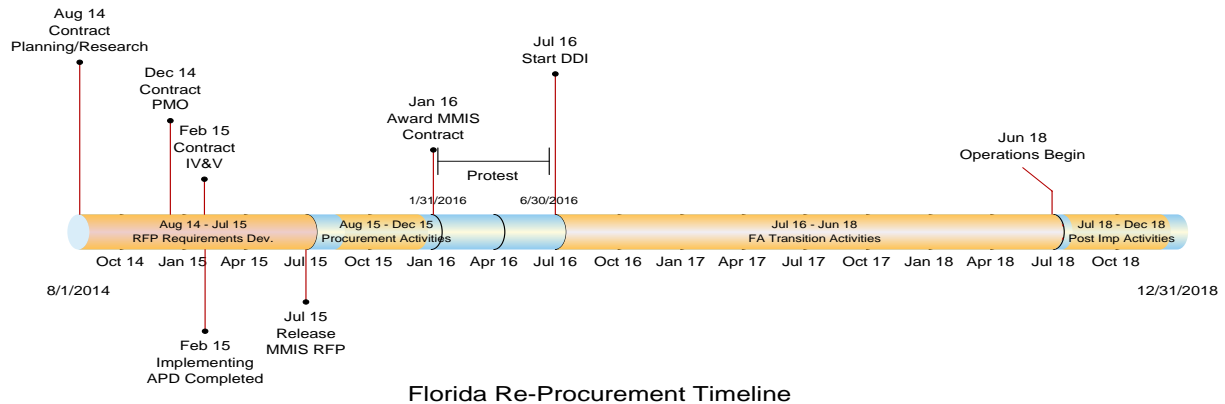


3.3 Project Schedule including major milestones, deliverables and key dates.

This is a complex project which will be accomplished through the efforts of several consultants along with a dedicated state Project Team. The state Project Team will oversee all phases and consultants associated with the project. The I V and V contractor will report directly to the Centers for Medicare and Medicaid Services on I V and V activities.

The project is divided into three phases: (1) research and planning; (2) procurement and (3) design, development, implementation and testing. A tentative timeline is provided below.

Re-procurement Timeline



3.3.1 Project Management Office (PMO)

A Project Management Office will oversee and support all project phases through a post-implementation period of six months to one year. Due to its complexity, the overall project must be well organized, carefully planned and structured to ensure the goals and objectives are attained on time and on budget. For the management of the overall project, the Agency has selected The North Highland Company to provide professional project management services including establishment of a Project Management Office and provision of DDI support that must include the following deliverables:

Table 1: Project Management Deliverables

Deliverable	Contents
Project Charter	<ul style="list-style-type: none"> • Title of Project • Name of the Project Manager • Authority of the Project Manager • Result/Product of the Project • Constraints • Assumptions • Executing Authority • Date Approved
Stakeholder Analysis	<ul style="list-style-type: none"> • Identification of stakeholders • Stakeholder role/ interests/expectations • Stakeholder contact information
Communications Management Plan	<ul style="list-style-type: none"> • Feedback loops • Method and frequency of reports for each stakeholder • Project contact list • Frequency of meetings and Status Reports • Meeting facilitation and minutes production • Project electronic repository/Sharepoint site
Work Breakdown Structure (WBS)	<ul style="list-style-type: none"> • Identify all tasks, deliverables and milestones. • Start date, end date, and work effort for all tasks. • Task dependencies • Resource allocation by task and role
Risk Management Plan	<ul style="list-style-type: none"> • Identification of risks • Process for tracking and monitoring risks • Assignment of risk management responsibility
Change Management Plan	<ul style="list-style-type: none"> • Change control process • Assessment and tracking tools
Project Schedule	<ul style="list-style-type: none"> • Task duration estimates • Task sequence
Project Status Reporting: Weekly Monthly Quarterly	<ul style="list-style-type: none"> • General status report • Completed activities • Planned activities • Project issues and decisions • Risk status • Cost variance report • Schedule variance report

Table 2: DDI Support Deliverables

Deliverable	Contents
Develop a Make or Buy Analysis Report	Create a written make-or-buy analysis report, according to state requirements, based on the Agency's capability and cost effectiveness of performing each of the major functions being procured in the planned MMIS/DSS/Fiscal Agent solicitation(s) documents.
Develop the Implementation Advanced Planning Document (IAPD)	<ul style="list-style-type: none"> • Develop all components of the MMIS/DSS Implementation Advanced Planning Document, according to CMS federal requirements and including the requirements for the seven (7) conditions and standards • Create a written cost benefit analysis according to state and federal requirements. • Finalize the approved IAPD for submission to the CMS regional office.

Deliverable	Contents
Develop criteria for non-technical components of the MMIS/DSS/Fiscal Agent solicitation	<ul style="list-style-type: none"> • Develop non-technical MMIS/DSS/Fiscal Agent solicitation requirements and ensure that industry standard language and best practices are used. The Agency will review the draft solicitation components and provide direction regarding any modifications necessary to finalize the solicitation components. The Agency will provide required Agency model solicitation standard language for the PMO Vendor to reference, as needed. • Advise the Agency on the establishment of quality measures and standards as well as equitable liquidated damages that may be associated with the requirements. • Work with the Agency to obtain approval from CMS for the solicitation, prior to its release.
MMIS/DSS/Fiscal Agent Vendor(s) conference support and Vendor question research	<ul style="list-style-type: none"> • Attend and participate as needed in the MMIS/DSS/Fiscal Agent solicitation vendor's conference and prepare written responses to non-technical questions submitted by potential bidders, as directed by the Agency. • Prepare all required amendments to the non-technical components of the MMIS/DSS/Fiscal Agent solicitation, as directed by the Agency. The Agency will review, approve, and provide direction on finalizing responses and amendments to the solicitation.
Review All MMIS/DSS/Fiscal Agent Vendor(s) Deliverables.	<ul style="list-style-type: none"> • Review and recommend changes or approval for the MMIS/DSS/Fiscal Agent vendor(s) deliverables, as part of the Agency's review and approval process, to ensure that the Agency receives high quality deliverables while achieving the critical project goals and deadlines. • Develop MMIS/DSS/Fiscal Agent vendor(s) deliverable acceptance criteria to be used in the review and approval process.
MMIS/DSS/Fiscal Agent Joint Application Development (JAD) Sessions During the DDI Phases	<ul style="list-style-type: none"> • Develop MMIS/DSS/Fiscal Agent vendor(s) deliverable acceptance criteria to be used in the review and approval process. • Actively participate in the JAD meetings and contribute Florida Medicaid and industry expertise to all phases of the procurement project. • Provide support, training and expert advice to the stakeholders and subject matter experts to ensure that the Agency is represented in JAD sessions and that the affected staff understands the intended outcomes of the requirements. • Create and deliver reports documenting the performance results of the MMIS/DSS/Fiscal Agent vendor(s) JAD sessions to the project team.
Develop Operational System and Operations Performance Standards(currently referred to as Report Cards)	<p>Develop MMIS/DSS and Fiscal Agent system performance standards with appropriate measures that will be used by Agency staff to monitor the ongoing operational performance for the systems and operations after implementation. The Agency will review and approve the recommended measures and standards</p>
CMS Certification/State Oversight	<ul style="list-style-type: none"> • Develop the requirements for any reports needed by the MMIS/DSS/Fiscal Agent Vendor(s) to ensure a successful CMS Certification review or any review process imposed on the Agency by CMS or state oversight committees during the project • Prepare reports as required by CMS or state oversight committees to provide project progress and compliance with state and federal

Deliverable	Contents
	<p>expectations and requirements, including Power Point presentations, Agendas and minutes.</p> <ul style="list-style-type: none"> Schedule, plan, organize and execute the review sessions of CMS or state oversight committees as needed during the term of the resulting Contract. Create a report to summarize the CMS Certification/State Oversight Activities.
Monitor Turnover and Post Implementation	<ul style="list-style-type: none"> Monitor and document the turnover activities of the FL MMIS and DSS systems that will transition on July 1, 2018 to the new MMIS/DSS/Fiscal Agent vendor. Provide reports of the technical and operational aspects of the cutover activities by the MMIS and DSS contractor(s). Monitor and report post-implementation activities of the MMIS/DSS/Fiscal Agent Vendor(s) to identify, track and resolve issues; maintain delivery of services to Medicaid recipients and provide regular reports to Agency management.
Lessons Learned and Project Closeout Report	<ul style="list-style-type: none"> Schedule, conduct meeting, and document lessons learned and observations made during the project that could be used to improve performance on future projects. Develop MMIS/DSS/Fiscal Agent procurement and DDI project closeout report.

Table 3: Project Management Office and DDI Support Schedule

Team	Milestone/Deliverable	Anticipated Date	Actual/Revised Date	Completion Status
Project Management Office (PMO)/DDI Support Consultant Team	Contract Start Up	July 1, 2014	December, 2014	Contracting in progress
	1- Establish PMO	Combined PMO startup tasks	December, 2014	Not Started
	2- Provide Office Space and Electronic Repository And Training	Sept. 1, 2014	December, 2014	Not Started
	3- Final Make or Buy Analysis Report	Transferred from Implem/Testing	Mid-January 2015	Not Started
	4- Develop federally required components of the Implementing Advanced Planning Document(IAPD)	New	End of January 2015	Not Started
	5- Finalize non-technical requirements and liquidated damages of the MMIS/DSS/Fiscal Agent solicitation(s)	Partial transfer from Research	End of April 2015	Not Started
	6- MMIS/DSS/Fiscal Agent Vendor conference support, Vendor non-technical solicitation requirement question research and prepare amendments written report.	Partial transfer from Research	Mid-September, 2015	n/a
	7- Comprehensive Monthly Report	Combined ongoing PMO tasks	January 2015 through November 2018	n/a
	8- Coordinate System and	From	Early June 2018	n/a

	Operations Performance Standards	Implementation and Testing		
	9- Turnover and Post Implementation reporting		July 1, 2017 through Dec. 15, 2018	n/a
	10- Report to Summarize All CMS Certification/State Oversight Activities	From IV&V	November 2018	n/a
	11- Lessons Learned Report	Sept. 30, 2018	Sept. 30, 2018	n/a
	12- Project Closeout Report	Sept. 30, 2018	Dec. 15, 2018	n/a
	Transferred or Revised Milestone		Transferred	Revised
	Integrate Work Plans			Now in 7- Comprehensive Monthly Report
	Project Schedule			
	Project Reporting			
	Project Charter			Now in 1- Establish PMO
	Stakeholder Analysis			
	Communications Management Plan			
	Develop Work Breakdown Structures (WBS)			
	Risk Management Plan			
Change Management Plan				

3.3.2 Research and Planning Phase

During this phase, the Agency will work with the research and planning consultant, CSG Government Solutions, to define the business needs, conduct requirements gathering sessions, research appropriate system solutions, develop the procurement document, and oversee the evaluation of a MMIS/DSS systems and fiscal agent operations contractor.

Table 4: Research and Planning Phase Schedule

Team	Milestone/Deliverable	Anticipated Date	Actual/Revised Date	Completion Status
Planning Research Consultant Team	Contract Start Up	July 1, 2014	Aug. 28, 2014	100%
	1- Develop Draft Work Plan	July 30, 2014	Sept. 17, 2014	100%
	2- Comprehensive Review Of The Current MITA SS-A	July 18, 2014	Sept. 29, 2014	100%
	3- Updated MITA SS-A and Roadmap	New	Nov. 26, 2014	Early submission Nov. 21
	4- Conduct Needs Assessment And Complete Gap Analysis Based On SS-A	Oct. 31, 2014	Nov. 26, 2014	Early submission Nov. 18
	5- Research of MMIS and DSS technologies and operations throughout the nation	Dec. 31, 2014	Nov. 26, 2014	95% Early submission Nov. 21
	6- Recommend Solutions For Enhancement, Replacement, Or Modifications To FMMIS And DSS Based On Gap Analysis	Dec. 31, 2014	Dec. 12, 2014	50%-on target for Dec.12
	7- Develop Draft FMMIS, Fiscal Agent And DSS solicitation Technical Requirements	Mar. 31, 2015	Apr. 3, 2015	10%- in progress

8- Develop Evaluation Criteria, Tools and Evaluator Manual for MMIS/DSS Solicitation	June 30, 2015	Apr. 15 to Aug. 31, 2015	Not Started
9- Evaluator Training Plan	Was in #8	May 22, 2015	Not Started
10- Evaluator Training Summary Report	Was in #8	Aug. 31, 2015	Not Started
11- Vendor Conference Support for Technical Requirements and Addenda Report	Sept. 1, 2015	Sept. 15, 2015	Not Started
12- Final Evaluation Summary And Recommendation Report	Nov. 30, 2015	Nov. 30, 2015	Not Started
13- Lessons Learned and Research Phase Close Out	Dec. 15, 2015	Jan. 21, 2016	Not Started
TBD – Protest Support Services Report	TBD –tentative June 2016, Not in current contract		
Transferred or Revised Milestone		Transferred	Revised
Draft FMMIS, Fiscal Agent And DSS solicitation requirements and related vendor conference, addenda tasks		Partial – non technical requirements to PMO/DDI Support	
Develop Make-Or-Buy Analysis		To PMO/DDI Support	
Develop Cost/Benefit Analysis		To PMO-part of IAPD milestone	

3.3.3 Independent Verification and Validation (IV&V) Services

The Agency will procure a consultant to provide an independent evaluation of the project, verify the project is meeting the needs of the users and stake holders and develop tools to monitor the risk and project schedule. The consultant will independently report the project’s status to the Executive Steering Committee and CMS on a periodic basis throughout the project.

Table 5: I V and V Consultant Schedule

Team	Milestone/Deliverable	Initial Anticipated Date	Actual/Revised Date	Completion Status
I V and V Consultant Team	Contract Start Up	Jan. 6, 2015	March 2015	Solicitation pending PAPD Update approval
	1- Develop IV&V Management Plan	Feb. 2, 2015	Mid April 2015	
	2- Comprehensive Monthly Reporting	Mar. 1, 2015	May 2015 and ongoing	
	3- Analysis of solicitation Responses – Technical Solutions Ability to Support Business Needs	Dec. 1, 2015	October 16, 2015	
	4- RFP Compliance and Traceability Monitoring Methodology	New	May 2016	
	5- Organizational Change Management Plan and Execution	New	April 2017- March 2018	
	6- System Testing Validation		January 2018	
	7- Develop and Execute User Acceptance Test Plan	Moved from Implementation/Testing Vendor	Dec. 2017-May 2018	
	8- Implementation Planning Assessment		Nov. 2017	
9- Assess Operational Readiness	May 2018			

	10- Lessons Learned Report	New	Sept. 30, 2018	
	11- Project Closeout Report	New	Oct. 30, 2018	
	Transferred or Revised Milestone		Transferred	Revised
	Review And Make Recommendations On Management Of The Project.			Now in 1- IV&V Management Plan and 2- Comprehensive Monthly Reporting
	Review Draft RFP And Make Recommendations On The Technical Solutions' Ability to Support Business Needs			Now in 1- IV&V Management Plan
	Consult With And Assess Stakeholders And User Involvement And Buy-In To Recommended Solutions			
	Analysis of RFP Responses – Technical Solutions Ability to Support Business Needs			Now 3- Analysis of Responses
	Develop Performance Metrics and Track Project Completion Against Milestones Set By The State.			Now in 1- IV&V Management Plan
	Conduct An Analysis Of Past Project Performance Make Recommendations For Improvement			Now in 1- IV&V Management Plan and 2- Comprehensive Monthly Reporting
	Provide Risk Management Assessment And Capacity Planning Services			
	Document Compliance With The Certification Criteria Use The CMS Medicaid Enterprise Certification Toolkit Checklists		To PMO/DDI Support	
	Report To The Executive Steering And Committee And CMS On The Efficacy Of The Project			Now in 2- Comprehensive Monthly Reporting

3.4 Procurement and solicitation activities.

The Agency's dedicated Project Team will oversee all aspects of the solicitation activities. There are at least five separate solicitations that will occur during the project. Three of the solicitations will seek consultants to support the Agency's efforts to: identify the best solution to meet its business needs, develop a solicitation for system enhancements and fiscal agent operations, govern the project using standard life cycle development strategies, provide state staff supplemental resources, and provide project management. The Agency will also solicit an IV&V consultant to independently monitor and validate the project. Consultants that bid on the IV&V solicitation may not bid on any other solicitation related to this project.

The final solicitation(s) will seek a contractor or contractors to develop and implement the system's solutions and takeover of the operation of the State's MMIS/DSS systems and fiscal agent operations. The State's solicitation activities will occur as follows:

Table 6: Agency Solicitation Schedule

Team	Milestone	Anticipated Date	Actual/Revised Date
Agency Project Team	Submit PAPD to CMS	Nov. 22, 2013	Nov. 22, 2013
	Develop SOW for Consultant Contracts	February 28, 2014	February 28, 2014
	Issue Research Solicitation	March 21, 2014	May 23, 2014
	Award Research Contract	June 2, 2014	July 10, 2014

	Issue PMO Solicitation	March 21, 2014	July 22, 2014
	Research Contract Start Up	July 1, 2014	Aug. 27, 2014
	Award PMO Contract	June 2, 2014	Oct. 10, 2014
	PMO Contract Start Up	July 1, 2014	Dec. 4, 2014
	Submit PAPD Update to CMS	New	Nov. 21, 2014
	Issue IV&V Solicitation	March 21, 2014	Nov. 24, 2014
	Award IV&V Contract	June 2, 2014	March 2015
	I V and V Contractor Start Up	January 5, 2015	March 2015
	Submit IAPD to CMS	February 28, 2015	February 2015
	Develop SOW For The MMIS/DSS/ FA Operations solicitation & Submit For Internal Review	April 1, 2015	Feb-March 2015
	Submit Solicitation for CMS review	New	April 2015
	CMS Approval of Solicitation	June 1, 2015	June 1, 2015
	Issue Solicitation	July, 2015	July, 2015
	Receive Responses	Sept 1, 2015	Sept 1, 2015
	Evaluate Responses	Nov. 16, 2015	Nov. 16, 2015
	Award Contract	Jan. 4, 2016	January 2016
	DDI Startup	Feb 15, 2016	Feb 15, 2016
	Oversee Project	Ongoing throughout life of the project	Ongoing throughout life of the project
	Implementation	July 1, 2018	July 1, 2018
	Lessons Learned	September 30, 2018	Sept. 30, 2018
Shut Down Project	September 30, 2018	Sept. 30, 2018	

4. PROPOSED PROJECT BUDGET AND COST DISTRIBUTION

4.1 State Agency Staff Costs Detail

Florida is already claiming 50% administrative match FFP for the existing State positions assigned to this project. This PAPD requests a shift of 40% of the current 50% state match to FFP which brings the total FFP up to 90% for these positions for this project. The chart below reflects this shift.

Table 7: State Agency Staff Increased FFP

State Agency Staff Costs						FFP Per Quarter			STATE Match per Quarter			Total Project State Staff Cost				
POSITION (currently established Medicaid staff)	No. FTE	Average State Salary/Per FTE Per Month	Time Allocation to Project	Cost per month	Total Cost Per 3 months/quarter	Current 50% FFP per quarter	40% additional match	FFP Total 90%	Current 50% FFP per quarter	40% Shifted to FFP	Remaining 10% State Match	Total Project State Staff Cost (51 months)	Current 50% FFP Total Project	FFP Calculated 40% additional match	FFP Total 90%	State Match 10%
Project Sponsor	1	\$6,723.70	25%	\$1,680.93	\$5,042.78	\$2,521.39	\$2,017.11	\$4,538.50	\$2,521.39	\$ (2,017.11)	\$504.28	\$85,727.18	\$42,863.59	\$34,290.87	\$77,154.46	\$8,572.72
Project Director	1	\$6,537.30	100%	\$6,537.30	\$19,611.90	\$9,805.95	\$7,844.76	\$17,650.71	\$9,805.95	\$ (7,844.76)	\$1,961.19	\$333,402.30	\$166,701.15	\$133,360.92	\$300,062.07	\$33,340.23
Deputy Project Director	1	\$6,537.30	100%	\$6,537.30	\$19,611.90	\$9,805.95	\$7,844.76	\$17,650.71	\$9,805.95	\$ (7,844.76)	\$1,961.19	\$333,402.30	\$166,701.15	\$133,360.92	\$300,062.07	\$33,340.23
Senior Management Analyst	1	\$5,943.00	100%	\$5,943.00	\$17,829.00	\$8,914.50	\$7,131.60	\$16,046.10	\$8,914.50	\$ (7,131.60)	\$1,782.90	\$303,093.00	\$151,546.50	\$121,237.20	\$272,783.70	\$30,309.30
Management Analyst	1	\$3,495.68	50%	\$1,747.84	\$5,243.52	\$2,621.76	\$2,097.41	\$4,719.17	\$2,621.76	\$ (7,131.60)	\$ (4,509.84)	\$89,139.84	\$44,569.92	\$35,655.94	\$80,225.86	\$8,913.98
Subtotals				\$22,446.37	\$67,339.10	\$31,047.79	\$26,935.64	\$60,605.19	\$33,669.55	\$ (31,969.83)	\$1,699.72	\$1,144,764.62	\$572,382.31	\$457,905.85	\$1,030,288.15	\$114,476.46
Work Groups																
Information and Technical Support	4	\$4,719.34	30%	\$1,415.80	\$4,247.41	\$2,123.70	\$1,698.96	\$3,822.67	\$2,123.70	\$ (7,131.60)	\$ (5,007.90)	\$72,205.90	\$36,102.95	\$28,882.36	\$64,985.31	\$7,220.59
Claims Processing	4	\$4,719.34	30%	\$1,415.80	\$4,247.41	\$2,123.70	\$1,698.96	\$3,822.67	\$2,123.70	\$ (7,130.60)	\$ (5,006.90)	\$72,205.90	\$36,102.95	\$28,882.36	\$64,985.31	\$7,220.59
Provider Services	4	\$4,719.34	30%	\$1,415.80	\$4,247.41	\$2,123.70	\$1,698.96	\$3,822.67	\$2,123.70	\$ (7,129.60)	\$ (5,005.90)	\$72,205.90	\$36,102.95	\$28,882.36	\$64,985.31	\$7,220.59
Member Services	4	\$4,719.34	30%	\$1,415.80	\$4,247.41	\$2,123.70	\$1,698.96	\$3,822.67	\$2,123.70	\$ (7,128.60)	\$ (5,004.90)	\$72,205.90	\$36,102.95	\$28,882.36	\$64,985.31	\$7,220.59
Quality Assurance	4	\$4,719.34	30%	\$1,415.80	\$4,247.41	\$2,123.70	\$1,698.96	\$3,822.67	\$2,123.70	\$ (7,127.60)	\$ (5,003.90)	\$72,205.90	\$36,102.95	\$28,882.36	\$64,985.31	\$7,220.59
TPL	3	\$4,719.34	30%	\$1,415.80	\$4,247.41	\$2,123.70	\$1,698.96	\$3,822.67	\$2,123.70	\$ (7,126.60)	\$ (5,002.90)	\$72,205.90	\$36,102.95	\$28,882.36	\$64,985.31	\$7,220.59
DSS/Mgmt Reporting	4	\$4,719.34	20%	\$943.87	\$2,831.60	\$1,415.80	\$1,132.64	\$2,548.44	\$1,415.80	\$ (7,125.60)	\$ (5,709.80)	\$48,137.27	\$24,068.63	\$19,254.91	\$43,323.54	\$4,813.73
Financial Accounting	3	\$4,719.34	20%	\$943.87	\$2,831.60	\$1,415.80	\$1,132.64	\$2,548.44	\$1,415.80	\$ (7,124.60)	\$ (5,708.80)	\$48,137.27	\$24,068.63	\$19,254.91	\$43,323.54	\$4,813.73
Encounter Processing	3	\$4,719.34	30%	\$1,415.80	\$4,247.41	\$2,123.70	\$1,698.96	\$3,822.67	\$2,123.70	\$ (7,123.60)	\$ (4,999.90)	\$72,205.90	\$36,102.95	\$28,882.36	\$64,985.31	\$7,220.59
Totals				\$34,244.72	\$102,734.15	\$48,745.31	\$41,093.66	\$92,460.73	\$51,367.07	-\$96,118.23	-\$44,751.16	\$1,746,480.47	\$873,240.23	\$698,592.19	\$1,571,832.42	\$174,648.05

4.2 Proposed Budget

Table 8: Summary – Florida MMIS/DSS Procurement Revised Budget

FFP REQUESTED BY FISCAL YEAR						
FEDERAL FISCAL YEAR	INITIAL REQUEST		NEW FUNDING		TOTAL REQUEST	
	FFP 90%	FFP 50%	FFP 90%	FFP 50%	FFP 90%	FFP 50%
2013-14	930,905	11,136	-807,624	0	123,281	0
2014-15	3,163,277	44,544	2,930,308	96,865	6,093,585	141,409
2015-16	3,428,472	33,408	2,080,875	53,801	5,509,347	87,209
2016-17	3,674,948	0	2,416,971	0	6,091,919	0
2017-18	3,829,073	0	2,942,530	0	6,771,603	0
2018-19	0	0	721,405	0	721,405	0
TOTAL	\$15,026,675	\$89,088	\$10,284,465	\$150,666	\$25,311,140	\$228,618
TOTAL REQUEST ALL FFP RATES					\$25,539,758	

Table 9: Detail by Deliverable - Florida MMIS/DSS Procurement Revised Budget

*Florida Medicaid Management Information System, Decision Support System, and Fiscal Agent Operations
Planning Advanced Planning Document Update: Fiscal Agent 2018 Procurement, v.1*

TASKS	FLORIDA FISCAL AGENT PROCUREMENT PLANNING TASKS BY FEDERAL FISCAL YEAR												TOTAL COST
	FFY 13-14		FFY 14-15		FFY 15-16		FFY 16-17		FFY 17-18		FFY 18-19		
	FFP 90%	STATE 10%	FFP 90%	STATE 10%	FFP 90%	STATE 10%	FFP 90%	STATE 10%	FFP 90%	STATE 10%	FFP 90%	STATE 10%	
State Agency Staff Costs													
Additional federal 40% match for time on the project	123,280.97		164,374.63		164,374.63		164,374.63		164,374.63			41,093.66	821,873.16
Contracted Staff Support: Jan 2015- June 2015			1,814,334.23	201,592.69	2,419,112.30	268,790.26	2,419,112.30	268,790.26	1,814,334.23	201,592.69			9,407,658.96
RESEARCH VENDOR - Contract start Aug. 18, 2014 - End Jan 30, 2016													
Develop Draft Work Plan			23,119.20	2,568.80									
Report on Florida MMIS/DSS Functions/Operations Assessment and Review Of The Current MITA SS-A			113,968.80	12,663.20									
Requirements sessions to update MITA SS-A and Roadmap			224,128.80	24,903.20									
Complete Gap Analysis Based On Updated SS-A and MMIS/DSS functionality and operations assessment			79,120.80	8,791.20									
Report on Research Task			130,831.20	14,536.80									
Report of Recommended Solutions For Enhancement, Replacement, Modification To MMIS Based On Gap Analysis			223,920.00	24,880.00									
Draft MMIS, Fiscal Agent And DSS Technical/Operations Requirements for RFP			571,399.20	63,488.80									
Evaluation Criteria And Tools and Evaluator Manual for MMIS/DSS and Fiscal Agent solicitation			72,864.00	8,096.00									
Evaluator Training Plan			25,380.00	2,820.00									
Evaluator Training Summary Report (includes training sessions)			31,824.00	3,536.00									
RFP Vendor conference support; vendor question research			163,908.00	18,212.00									
Final Evaluation Summary and Recommendation Report					88,668.00	9,852.00							
Protest Support Services Report					160,364.92	17,818.32							
Lessons Learned and Research Phase Closeout					50,076.00	5,564.00							
RESEARCH VENDOR CONTRACT TOTAL			1,660,464.00	184,496.00	299,108.92	33,234.32							2,177,303.24
PMO-DDI SUPPORT VENDOR -- Estimated Contract start Dec. 1, 2014 - End Dec. 31, 2018													
Office Logistics Tasks - 50% FFP													
Office space for consultant staff. 50% FFP			85,479.15	85,479.15	56,156.34	56,156.34	0.00	0.00	0.00	0.00	0.00	0.00	283,270.98
State Communication Costs - 50% FFP													
Start up/Installation (See Commun. Detail below)			34,843.00	34,843.00									
Ongoing monthly costs			21,087.00	21,087.00	31,053.00	31,053.00							
STATE COMMUNICATION COSTS TOTAL			55,930.00	55,930.00	31,053.00	31,053.00	0.00	0.00	0.00	0.00	0.00	0.00	173,966.00
TOTAL 50% FFP ITEMS													457,236.98
Establish PMO : Charter, Communication Plan, Stakeholder Analysis, WBS, Risk Mgmt Plan, Change Mgmt Plan			60,789.60	6,754.40									67,544.00
Provide Non-Proprietary Electronic Repository and training			38,684.70	4,298.30	41,461.20	4,606.80	41,461.20	4,606.80	41,461.20	4,606.80	10,365.30	1,151.70	192,704.00
Develop Make-Or-Buy Analysis			81,775.80	9,086.20									90,862.00
Develop and draft all components of the implementing Advanced Planning Document (IAPD)			91,518.30	10,168.70									101,687.00
Develop criteria for non-technical components and liquidated damages of the MMIS/DSS RFP solicitation			92,112.30	10,234.70									102,347.00
DDI vendors conference support and vendor question research and prepare amendments written report			627,795.00	69,755.00									697,550.00
Comprehensive Monthly Report			976,630.50	108,514.50	1,650,436.43	183,381.83	2,301,922.37	255,769.15	2,373,517.54	263,724.17	278,274.24	30,919.36	8,423,090.08
Coordinate System and Operations Performance Standards									163,127.70	18,125.30			181,253.00
Monitor Turnover and Post Implementation							136,441.80	15,160.20	535,933.80	59,548.20	126,608.40	14,067.60	887,760.00
CMS Certification/State Oversight											202,953.60	22,550.40	225,504.00
Lessons Learned									22,901.40	2,544.60			25,446.00
Project Closeout Report											23,289.30	2,587.70	25,877.00
PMO-DDI SUPPORT VENDOR CONTRACT TOTAL			2,110,715.35	360,220.95	1,779,106.97	275,197.97	2,479,825.37	275,536.15	3,136,941.64	348,549.07	641,490.84	71,276.76	11,478,861.06
IV&V VENDOR													
Develop IV&V Management Plan			191,252.33	21,250.25									212,502.58
Report on MMIS/DSS/Fiscal Agent Vendors RFP Proposed Technical Solutions					67,940.41	7,548.93							75,489.34
Comprehensive Monthly Report --- FA Deliverable Review; Testing oversight; JADs; Projec Performance Analysis			293,853.78	32,650.42	815,284.89	90,587.21	815,284.89	90,587.21	747,344.48	83,038.28			2,968,631.16
Organizational Change Management (OCM) Plan							43,679.16	4,853.24					48,532.40
OCM Delivery Schedule and Materials Report							33,762.21	3,751.36					37,513.56
OCM monthly reports: OCM Sessions and Assessment of OCM Effectiveness							135,880.82	15,097.87	407,642.45	45,293.61			603,914.74
RFP Compliance and Traceability Monitoring Methodology					51,627.58	5,736.40							57,363.98
System Test Validation Report									22,508.14	2,500.90			25,009.04
UAT Plan									45,016.28	5,001.81			50,018.09
UAT Protocols and Training Manual									45,016.28	5,001.81			50,018.09
UAT Results Final Report									220,535.19	24,503.91			245,039.10
Implementation Planning Assessment									25,813.79	2,868.20			28,681.99
Operational Readiness Recommendation									103,255.16	11,472.80			114,727.95
Lessons Learned									38,820.97	4,313.44			43,134.41
IV&V Closeout Report											38,820.97	4,313.44	43,134.41
IV&V VENDOR CONTRACT TOTAL			485,106.11	53,900.67	934,852.88	103,872.54	1,028,607.08	114,289.68	1,655,952.73	183,994.75	38,820.97	4,313.44	4,603,710.83
TOTAL PAPD BUDGET -- REVISED	123,280.97	0.00	6,234,994.32	800,210.31	5,596,555.70	681,095.09	6,091,919.38	658,616.08	6,771,603.22	734,136.51	721,405.47	75,590.20	28,489,407.25
TOTAL PAPD BUDGET -- INITIAL													16,781,529.74
BUDGET INCREASE/DECREASE													11,707,877.51

4.3 Budget Request Variance

The revised budget reflects these changes:

- a new contracted staffing approach to support limited state resources (\$9.4 million)
- significantly expanded scope for the PMO/DDI Support contractor and for the IV&V contractor to include robust user acceptance testing, organizational change management, fiscal agent/system integrator compliance and traceability monitoring, and IAPD development
- improved estimates for office space rental and communication lines costs
- a shift of Research deliverables from FY 2013-14 to FY 2014-15

Table 10: Comparison of Initial and Revised Budget

RESOURCE	REQUESTED BUDGET - ALL FED. FISCAL YEARS		VARIANCE
	INITIAL PAPD	UPDATED PAPD	
Research and Planning	\$2,815,573	\$2,177,303	-\$638,270
PMO/DDI Support	\$3,325,155	\$11,478,861	\$8,153,706
IV&V	\$3,954,351	\$4,603,711	\$649,360
Implementation/Testing	\$5,849,888	\$0	-\$5,849,888
Contracted SME Leads	\$0	\$9,407,659	\$9,407,659
State staff increased FFP	\$836,564	\$821,873	-\$14,691
TOTAL	\$16,781,530	\$28,489,407	\$11,707,877

4.4 Cost Allocation Plan and/or Methodology

Distribution of FFP as described in this PAPD is in accordance with Part 11 of the State Medicaid Manual and federal regulations at 45 CFR 95.612.

5. COST BENEFIT ANALYSIS

There is financial benefit in making the most appropriate decisions in the modernization of Medicaid's systems and operation of fiscal agent services. It is the intent of this PAPD that the Agency, with the aide of consultants, identifies ways to reduce cost through project management, minimizing manual processes, enhancing data analytics to prevent fraud, improving appropriate programmatic decision making by utilizing advanced statistical analytics, incorporating the use of modular system components, and sharing systems with other states.

With thorough research, independent assessment, and appropriate project management the state will issue a procurement document soliciting contractors that can develop and implement solutions that provide the most modern and effective system and operations with the highest cost savings.

6. STATEMENT OF SECURITY/INTERFACE AND DISASTER RECOVERY REQUIREMENTS

This PAPD is providing evidence of declaration, indicated by the checked boxes below, that the Florida Medicaid will meet these requirements.

- The State Agency will implement and/or maintain an existing comprehensive ADP security and interface program for ADP systems and installations involved in the administration of the Medicaid program.
- The State Agency will have disaster recovery plans and procedures available.

7. CMS REQUIRED ASSURANCES

The State of Florida assures that it will adhere to the provisions identified from federal regulations in the table below, as marked.

Assurances to CMS

✓ Procurement Standards	45 CFR Part 95.613	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
	45 CFR Part 92.36	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
	SMM Section 11267	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
	SMD Letter of Dec. 4, 1995	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
✓ Access to Records	45 CFR Part 95.615	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
	SMM Section 11267	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
✓ Software Ownership	The State shall own any software, procedures or publications that are designed, developed, installed or improved with 90 percent FFP. The State shall retain the right to sign, extend, and cancel any licenses for software used in operation of FMMIS.		
✓ Federal Licenses	The U.S. Department of Health and Human Services has a royalty-free, non-exclusive and irrevocable license to reproduce, publish, or otherwise use and authorize others to use software, modifications to software, and documentation that is designed, developed, installed, or improved with 90 percent FFP.		
✓ Information Safeguarding	42 CFR Part 433.112(b)(5) – (9)	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
✓ Progress Reports	SMM Section 11267	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
✓ IV&V	45 CFR Part 95.626	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

8. ADDRESSED OR NOT ADDRESSED

1. No **Modularity Condition.** Use of a modular, flexible approach to systems development, including the use of open interfaces and exposed application programming interfaces; the separation of business rules from core programming; and the availability of business rules in both human and machine readable formats.

APD section(s): 1, 3

2. No **MITA Condition.** Align to and advance increasingly in MITA maturity for business, architecture, and data.

APD section(s): 1, 2, 3

3. No **Industry Standards Condition.** Ensure alignment with, and incorporation of, industry standards: the Health Insurance Portability and Accountability Act of 1996 security, privacy and transaction standards; accessibility standards established under section 508 of the Rehabilitation Act, or standards that provide greater accessibility for individuals with disabilities, and compliance with Federal civil rights laws; standards adopted by the Secretary under section 1104 of the Affordable Care Act; and standards and protocols adopted by the Secretary under section 1561 of the Affordable Care Act.

APD section(s): 1, 3

4. No **Leverage Condition.** Promote sharing, leverage, and reuse of Medicaid technologies and systems within and among States.

APD section(s): 3

5. No **Business Results Condition.** Support accurate and timely processing of claims (including claims of eligibility), adjudications, and effective communications with providers, beneficiaries, and the public.

APD section(s): 1, 2, 3

6. No **Reporting Condition.** Produce transaction data, reports, and performance information that would contribute to program evaluation, continuous improvement in business operations, and transparency and accountability.

APD section(s): 3

7. No **Interoperability Condition.** Ensure seamless coordination and integration with the Exchange (whether run by the state or federal government), and allow interoperability with health information exchanges, public health agencies, human services programs, and community organizations providing outreach and enrollment assistance services.

APD section(s): 1, 2, 3

Appendix A: MMIS Detailed Budget Table

Florida MMIS/DSS/Fiscal Agent Procurement

Covers Federal Fiscal Year(s) 2015 – 2019 (ending September 30, 2019)

Approved through DDI APD	MMIS CMS Share (90% FFP)	State Share (10%)	MMIS CMS Share (75% FFP)	State Share (25%)	MMIS CMS Share (50% FFP)	State Share (50%)	MMIS FUNDING FFP Total 2A	State Share Total
	2A†	--	2A†	--	2A†	--		
FFY 2014	\$123,281						\$123,281	\$0
FFY 2015	\$164,375				\$141,409	\$141,409	\$305,784	\$141,409
FFY 2016	\$164,375				\$87,209	\$87,209	\$251,584	\$87,209
FFY 2017	\$164,375						\$164,375	\$0
FFY 2018	\$164,375						\$164,375	\$0
FFY 2019	\$41,094						\$41,094	\$0
TOTAL for FFY 2015-2019	\$821,873				\$228,618	\$228,618	\$1,050,492	\$228,618

Approved through DDI APD	MMIS CMS Share (90% FFP)	State Share (10%)	MMIS CMS Share (75% FFP)	State Share (25%)	MMIS CMS Share (50% FFP)	State Share (50%)	MMIS FUNDING FFP Total 2B	State Share Total
	2B†	--	2B†	--	2B†	--		
FFY 2014	\$0	\$0					\$0	\$0
FFY 2015	\$5,929,211	\$658,801					\$5,929,211	\$658,801
FFY 2016	\$5,344,972	\$593,886					\$5,344,972	\$593,886
FFY 2017	\$5,927,545	\$658,616					\$5,927,545	\$658,616
FFY 2018	\$6,607,229	\$734,137					\$6,607,229	\$734,137
FFY 2019	\$680,312	\$75,590					\$680,312	\$75,590
TOTAL for FFY 2015-2019	\$24,489,267	\$2,721,030	\$0	\$0			\$24,489,267	\$2,721,030

*Florida Medicaid Management Information System, Decision Support System, and Fiscal Agent Operations
 Planning Advanced Planning Document Update: Fiscal Agent 2018 Procurement, v.1*

M&O	MMIS CMS Share (75% FFP)	State Share (25%)	MMIS CMS Share (75% FFP)	State Share (25%)	MMIS ENHANCED FUNDING 75% FFP Total	State Share Total
	4A†	--	4B†	--		
FFY 2014						
FFY 2015						
FFY 2016						
FFY 2017						
FFY 2018						
FFY 2019						
TOTAL for FFY 2015-2019	0	0	0	0	0	0

M&O	MMIS CMS Share (50% FFP)	State Share (50%)	MMIS CMS Share (50% FFP)	State Share (50%)	MMIS CMS Share (50% FFP)	State Share (50%)	MMIS ENHANCED FUNDING 50% FFP Total	State Share Total
	5A†	--	5B†	--	5C†	--		
FFY 2014								
FFY 2015								
FFY 2016								
FFY 2017								
FFY 2018								
FFY 2019								
TOTAL for FFY 2015-2019	0	0	0	0	0	0	0	0

*Florida Medicaid Management Information System, Decision Support System, and Fiscal Agent Operations
 Planning Advanced Planning Document Update: Fiscal Agent 2018 Procurement, v.1*

	MMIS CMS Share	State Share	MMIS CMS Share	State Share	MMIS CMS Share	State Share	TOTAL FFP	STATE SHARE TOTAL	APD TOTAL (TOTAL COMPUTABLE)
	2A&B†	--	4A&B†	--	5A,B&C†	--			
FFY 2014	\$123,281	\$0					\$123,281	\$0	\$123,281
FFY 2015	\$6,234,994	\$800,210					\$6,234,994	\$800,210	\$7,035,205
FFY 2016	\$5,596,556	\$681,095					\$5,596,556	\$681,095	\$6,277,651
FFY 2017	\$6,091,919	\$658,616					\$6,091,919	\$658,616	\$6,750,535
FFY 2018	\$6,771,603	\$734,137					\$6,771,603	\$734,137	\$7,505,740
FFY 2019	\$721,405	\$75,590					\$721,405	\$75,590	\$796,996
TOTAL for FFY 2015-2019	\$25,539,759	\$2,949,648					\$25,539,759	\$2,949,648	\$28,489,407

Appendix B: Expenditures Report

Covers Federal Fiscal Year(s) 2014 – 2019 (ending September 30, 2019)

FLORIDA MMIS/DSS/FA PROCUREMENT 2018: EXPENDITURES REPORT																	
FFY BY QUARTER	Sec 2B-MMIS- Design, Development or Installation of MMIS: Cost of Private Contractors										Sec 2A-InHouse				GRAND TOTAL FFY - ALL RATES		
	Contractor-Research		Contractor-PMO		Contractor-IV&V		Contractor-State SMEs		Total 90%		Total 10%		State Staff			Office Space-Communication	
	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%	90%	10%		50%	50%
13/14 - Q 1							0	0		0			0				
13/14 - Q 2							0	0		0							
13/14 - Q 3							0	0		0							
13/14 - Q 4							0	0		0							
TOTAL	0	0	0	0	0	0	0	0	0	0	0					0	
14/15 - Q 1	137,088	15,232															
14/15 - Q 2																	
14/15 - Q 3																	
14/15 - Q 4																	
TOTAL	137,088	15,232	0	0	0	0	0	0	137,088	15,232	0	0	0	0		152,320	
15/16 - Q1																	
15/16 - Q2																	
15/16 - Q3																	
15/16 - Q4																	
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
16/17 - Q 1																	
16/17 - Q 2																	
16/17 - Q 3																	
16/17 - Q 4																	
TOTAL			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
17/18 - Q 1																	
17/18 - Q 2																	
17/18 - Q 3																	
17/18 - Q 4																	
TOTAL			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
18/19 - Q 1																	
18/19 - Q 2																	
18/19 - Q 3																	
18/19 - Q 4																	
TOTAL			0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL PROJECT	137,088	15,232	0	0	0	0	0	0	137,088	15,232	0	0	0	0	0	152,320	