CALIFORNIA DEPARTMENT OF Mental Health

STATE OF CALIFORNIA
DEPARTMENT OF MENTAL HEALTH
ELECTRONIC HEALTH RECORD (CA BH-EHR)
REQUEST FOR INFORMATION
Opening December 5, 2008 – 5:00 P.M.

Libera, Inc.®

Prepared by: Albert Cecchini and
Eric Wicklund

December 4, 2008

business partner hp invent · Microsoft CERTIFIED Partner · TREND MICRO · Ai Squared

Dear Sir or Madam:

Libera, Inc. would like to thank you for extending us the opportunity to respond to your Request for Information representing the need for the California Behavioral Health Electronic Health Record (CA BH-EHR). The following response elucidates our extremely adaptable Configurable/Customizable Off-The-Shelf (COTS) solution. We have elected to provide a general overview discussion of our solution. This discussion embodies how we think about the project based on the perspective of our technology. As you read, please keep in mind how our approach can meet the goals of the individual California counties in implementing their individualized Electronic Health Record Systems. We understand that this is just the first step in a longer process of relationship wherein, we can be in a position to help.

Throughout this response we will show that our System 7 Framework™ .Net-based solution represents the "best-of-the-breed" approach that is extremely cost effective and easy to maintain and use. In addition, the flexibility of our solution and its ability to integrate with legacy systems during system transitions provides a high level of customization with a very low risk to the California Department of Mental Health and the individual County Mental Health Programs underneath it. It is a true framework approach in that it can provide an unlimited number of XML based form-sets and business rules all driven on one technology. In this way, each agency can have its own way of doing business while the technological platform is the same across programs and agencies. It is truly an intra and inter-agency wide solution. Libera is confident that we can provide DMH and each of the county agencies with creative ways to achieve benefits while allowing for an open and scalable environment for the organization. Our proposal embodies this creativity and flexibility in a number of ways.

Please note that we have the ability to fulfill the needs of DMH in their entirety, or partner with our partner firms such as EMC^2, Solutions West, Alexan, and others, each of which have extensive experience delivering IT solutions to the State of California. We also offer the possibility to partner with DMH and the county agencies and your/their own in-house IT staff to support an internal development project using our System 7 Framework™, for which we will provide our development environment, technical expertise and knowledge.

The ways our System 7 Framework™ Technology Reduces Risk and Meets Needs:

We appreciate that systems of your size cannot realistically adopt the "Big Bang theory" of implementing a new system; our solution can be implemented by form, module, program, region, or any combination thereof. The technology offers an evolutionary approach wherein the existing system continues to operate while pieces of it are systematically replaced by the new system. Both the current and new systems can be commissioned and decommissioned accordingly because our solution will look at existing databases and cohabitate with them. This provides an implementation approach that will tremendously reduce risk to DMH, show results faster, familiarize staff with the application early in the process, and resultantly increase the probability of success for the project.

Libera's System 7 Framework™ has a 4 screen user interface that integrates and consolidates the data from many sources (or a central source) in real time, and is appropriately and immediately presented to the user based on their role. By starting with a simple single form application like case notes, the entire county can be trained in a user interface that will be used for everything else.

Because our approach is forms based with an unlimited number of supported user roles, your EHR System would be based on a single WEB based technology that could provide each county with its own forms based identity the way that they are accustomed to looking at the data. In other words, we can provide a number of different XML-based form sets that are specific to each County, Office, division, etc., but still reside within the same technological platform. System 7™ allows sharing of the same data. This gives DMH the ability to assess staff change management strategies and better position the project for success and in turn better service to the clients you serve.

Our System 7 Framework™ running forms with self-contained business rules reduces agency risk and provides the following implementation benefits:

1. The System 7 Framework™ can be installed in approximately an hour on a single application server running IIS or scaled to an n-tier architecture consisting of a load balanced IIS tier, Load balanced Application Server tier, and a database server farm (including mainframe based databases).
2. The System 7 Framework™ can use your existing database tables, thereby greatly lowering the need for a data conversion.
3. A stable framework approach with only a log-in screen, a desktop that resembles an e-mail application, an Internet Explorer word processing screen, and a pop-up pick list screen provides a very high user acceptance and very low training time.
4. The electronic case folder and electronic file drawer approach models the existing agency work flow. This reduces staff issues with accepting change.
5. Using the same forms electronically that staff are accustomed to using on paper reduces training time and staff issues with accepting change.
6. Libera's approach eliminates the need for dual data entry: first on paper and then transcribed into the computer.
7. Placing data aware agency forms into Libera's word processing approach prints and/or e-mails what the user and client see.
8. Once users become accustomed to the word processing screen, they are familiar with an infinite number of forms that can be loaded into that screen.
9. The existing XML word processing like forms and business rules do not require .Net programming and are interpreted by Libera's stable .Net based System 7™ application. These XML forms are self-contained word processing-like documents with fields that talk directly to many different database sources. Since the business rules associated with the form are contained within the form, something that changes in that form does not affect the function of any other form in the system or the underlying System 7 Framework™ which interprets the form. Does MS Word break if a word processing document doesn't contain the information it should? Does

another word processing document break if another document doesn't contain the information it should?

10. Our forms approach allows each form to be treated as its own project with discovery, development, testing, user acceptance, and deployment across the web. This allows us to manage a project with less risk because each component can be managed independently and in parallel with each other. This greatly reduces project risk because results can be seen quickly. For example, we can deliver for review as soon as one form is complete. Users able to see the system early in the project reduces anxiety and produces proof of concept and feedback early in the project. This results in more time to make changes.
11. Because each form can be developed independently and in parallel with other forms, chronological development time can be reduced, and as a result: cost. The limit in how fast a project can be built is not based on technology, but in the logistics associated with discovery, training, interfaces to other systems, User Acceptance Testing (UAT), and data conversion. Development is now based on how many persons are building the forms. For example, theoretically a 100-form system could be built in 2 days with 100 people.
12. Libera's *Cause & Effect*™ approach provides the ability for the software to help the user get through processes, which follow policies and procedures. For example, forms also contain the business rules associated with the form.

The Libera team believes that its sixteen years of business in providing web-based COTS solutions make us a good partner in efforts to implement solutions across social services. Our combined experience on projects includes Case Management, project management, records management, system integration, training, system data migration, staff change management, and consulting. We perform all of the work with Libera staff directly employed in the United States. We expect DMH would be extremely pleased with the experience of partnering and our support of Agency projects.

We believe that DMH is looking for a partner that is accountable – one company you can hold responsible for your success; Libera is that company. We have the breadth, the depth, and the ability to deliver on the service commitments we make on behalf of Libera. We can do this while driving a higher return on IT and building a more open and adaptive infrastructure to the benefit of CDSS, its staff, and the consumers' served.

Again thank you for the opportunity to submit our solution. We look forward to further discussions with DMH. Please feel free to e-mail or call me with any questions or clarifications.

Sincerely:

Albert B.P. Cecchini, Ph.D.
President

Copyright Page

Table of Contents

D. Company Background

RR-D-01

CORPORATE INFORMATION	
Company Name	Libera, Inc.
Company Type (C-Corp, S-Corp, LLC, LLP, Sole Proprietorship, Etc.)	C-Corporation
Location Of Corporate Headquarters	1509 Buffalo Street Ext. Jamestown, NY 14701
Location Of Field Support Offices	1509 Buffalo Street Ext. Jamestown, NY 14701
Location Of Programming/Technical Support Personnel	1509 Buffalo Street Ext. Jamestown, NY 14701
PRIMARY CONTACT INFORMATION FOR THIS RFI	
Name	Albert Cecchini
Title	President
Office/Location Address	1509 Buffalo Street Ext. Jamestown, NY 14701
Phone Number	(716) 665-2800, ext. 111
E-Mail Address	abpc@libera.com
Internet Home Page	www.libera.com

RR-D-02

The Libera team believes its 16 years of business in the web-based COTS solution field make it a good partner in efforts to implement solutions in both public and private sectors. With existing customer references in multiple states and across multiple applications including New York Office of Children and Family Services (OCFS), Connecticut Blind (BESB), Oregon Blind (OCB), Michigan Blind (MCB), Maine, RSA/DTI, and the like, the Libera team knows the issues of middle-tier technology solutions and the agencies that need them. Libera has simplified the processes associated with the proposed solution to reduce agency risk and total solution cost. Our combined experience on projects includes Case Management, records management, RMS systems, project management, system integration, and system migration. We expect DMH would be extremely pleased with the experience of partnering and our support of web-based applications.

Since we have built many different types of enterprise-wide applications using our System 7 Framework™, we have already proven that it is flexible, works in an n-tier architecture, is load balanced across and within many hardware tiers, is scalable, is light on application server resources, simple to maintain and update, robust, can handle a great deal of transactions, and doesn't go down.

We understand the number one issue for client/agencies becomes the risk of working with a partner that is unfamiliar with the information record field and underestimates the complexity of the problem. This risk manifests itself at best as delayed delivery, cost over-runs, and scrutiny by the reviewers of the reports. In the worst-case scenario, this risk results in complete program failure. Libera provides the industry expertise and software toolsets that understand and help mitigate these risks.

As may be discovered via our references, Libera has a long and well-received history of implementing COTS web-based software for many states. Combined we make a strong team, ready to flourish on the CA BH-EHR project. Here are some facts you may find interesting:

- Libera, Inc., a software development company founded on November 27, 1992, has established itself as a leading provider of customizable, "off-the-shelf" case management software solutions for use in health and human services areas - especially Case Management - by governmental, not-for-profit, and for-profit agencies.
- Libera staff has over 16 years of corporate and 105 years of cumulative experience. We believe this is greatly augmented by our partners (IBM, HP, Microsoft, EMC^2, SolutionsWest, Alexan, VIP, etc.).

During the CA BH-EHR project, Libera's project/program management capabilities, methodologies, and collaborative tools, technologies and knowledge bases will be used extensively to help ensure the success of any engagement. Libera's breadth and depth of experience position us to successfully help deliver solutions to the Agency and to do so in a cost effective manner.

business partner

Microsoft CERTIFIED Partner

Libera Corporate Qualifications

Libera, a New York State corporation, was founded in 1992 to provide software solutions addressing a variety of customer needs. Libera is Latin for freedom; for our clients that is freedom from paper. Our mission is to assist organizations by managing their information with cost effective, user friendly, compelling software applications. Our approach has been to provide user (caseworkers, assistants, supervisors, administrators, etc.) based architectures that expedite information gathering and administrative reporting. Over the last sixteen years, we have developed and refined a proven software architecture model by balancing user needs, administrative functions, and regulatory reporting. The culmination of these efforts is our flagship product, the System 7 Framework™.

In addition to System 7™, Libera provides a vast array products and services to improve client business processes.

- NY OCFS Workload study case management time tracking system for child welfare (3,000 concurrent users)
- GapCheck™ has been produced and sold as a job developer assistance tool for questioning and matching agency clients to jobs.
- Functional Assessment Inventory (FAI) and Personal Capacitance Quotient (PCQ), and its comparison software have also been available for individual sale as a stand-alone module for assessing and documenting program eligibility.
- Readiness for Informed Choice
- Standards and Indicators
- R911 Audit and Reporting Utility (federal VR/RSA reporting)
- Social Security Claim Form
- The Career Planning Tool (CPT)™ for school to work transition
- BEP System
- SITES child facilities & services tracker for NY Office of Children & Family Services (OCFS)
- NY Domestic Violence statewide reporting system
- System 7 Letter Builder™
- System 7 Survey Builder™
- System 7 Content Manager™
- System 7 Progress Report Builder™
- System 7 Issue Tracking System™
- System 7 Component Tracking System™
- Technical Support services
- Software Training
- Custom software design and development
- Libera serves a wide assortment of public and private organizations including sheltered workshops, public & private VR, random moment samples, child welfare & support, Human resources, community based services, managed care, and many more

RR-D-03

Please note that we take a team approach to all of our projects; therefore, some of our employees perform multiple duties.

Category	2006	2007	2008
Total Employees	9	14	24
Installation / Setup	4	4	3
Research and Development	6	9	10
Application / Technology Support	7	9	15
Customer Service / Helpdesk Support	3	2	5
Other	1	2	3
Those with Clinical Backgrounds:			
- **Physicians**	0	0	0
- **Psychologists**	0	0	0
- **Psychiatrists**	0	0	0
- **Registered Nurses**	0	0	0
- **Other Clinicians**	0	0	0

RR-D-04

In February 2008 Libera acquired majority ownership of Pintexx GmBH, an IT company based in Germany whose focus is the development of software components and consulting.

RR-D-05

Libera has been developing COTS web-based solutions since our incorporation in 1992.

RR-D-06

Category	2005	2006	2007
$1,000,000 to $5,000,000	X	X	X
$5,000,000 to $25,000,000			
$25,000,000 to $100,000,000			
Greater than $100,000,000			

RR-D-07

Category	2005	2006	2007
Percentage of Annual Revenue Resulting from BH Solutions	0%	0%	0%

RR-D-08

Category	2005	2006	2007
Percentage of Annual Revenue Expended on R&D	24%	37%	34%

RR-D-09

Category	2008	2009
Percentage of Annual Revenue Budgeted for R&D	35%	35%

E. Partner and/or Reseller References

RR-E-01

Please list any partners and/or resellers in the areas of behavioral health: Strategic or tactical development, sales, support, delivery, consulting, or training.

- o SolutionsWest
- o Alexan
- o EMC^2

RR-E-02

For each partner or reseller listed above, please identify the following:
1. Functional areas.
2. Nature of partnership/relationship.
3. Length of the relationship.
4. Referencable customers for whom you have jointly provided services.

Libera's response: Libera, Inc. has business partners with a major IT presence in the state of California: EMC^2, Alexan, and SolutionsWest, each of which we have partnered with since the Spring of 2008.

EMC^2
where information lives

EMC Corporation (NYSE: EMC) is the world's leading developer and provider of information infrastructure technology and solutions that enable organizations of all sizes to transform the way they compete and create value from their information.

EMC helps its customers meet their critical business challenges with an industry-leading array of offerings:

- Systems —EMC is a top-tier technology company that offers the industry's broadest line of tiered storage platforms and technologies—providing a comprehensive range of performance, scalability, functionality, and connectivity options.
- Software —EMC offers the industry's broadest, most robust line of information infrastructure software for addressing critical business challenges such as: archiving, backup and recovery, Intelligent Information Management, IT Operations Management, content management, Replication, Security, Software Development Kit and Driver, Storage, virtualization, and more.

- Services — EMC provides expert information management and storage services - including comprehensive consulting services, implementation and integration, onsite operational support, as well as industry-leading training and customer support.
- Solutions — Complete, best-of-breed information management and storage solutions combine EMC and partner products and services to address specialized industry and business need, platform, application or network type, as well as the needs of small and medium businesses and mid-size enterprises.

Among the projects that EMC has implemented for the State of California is an Enterprise Records & Content Management platform for the County of San Diego and the Asynchronous mainframe replication project for the State of California Department of Technology Services.

Alexan International's team has provided the State of California technology services on large scale projects for various agencies for over seven years and executive team members have direct experience working with the Department of Rehabilitation on statewide rollouts of new technology. We have provided back end integration services to the Department of Transportation utilizing the DOF framework and is currently providing web integration services to the DMV on a high criticality web project utilizing best practices and the DOF framework.

SolutionsWest Consulting is a firm experienced in delivering high quality consulting services, specializing in providing business and technology solutions to State and local government agencies. With over ten years of experience in delivering effective product sales, Professional Services, Training services with products such as ESRI Arc info products, Adobe Live Cycle, EMC Documentum, SAP Productivity Pac, SolutionsWest has delivered training in every county on every Human Services project throughout the state.

SolutionsWest is a California S corporation, established in 1997. Our offices are located at 1819 K Street, Suite 250, Sacramento, California, 95826. We administer over 50 annual training programs each year, using a pool of over 100 qualified instructors and management consultants. We currently have 46 full-time employees with annual revenues over $8M.

The SolutionsWest management consulting team creatively assists our customers in using the demands for change as opportunities. We produce significant results in the following areas:

- Strategic Planning
- Project Management (PMI certified)
- Systems Integration
- Product reseller (CA, Adobe, EMC, ESRI)
- Organizational Development
- Service Redesign
- Requirements Analysis
- Best Practices Analysis
- Information Technology Projects
- Training Needs Assessment
- Training Development and Delivery

SolutionsWest has participated in many of California's largest statewide government projects, providing training and implementation work for the Child Welfare Services Case Management System (CWS/CMS), Child Support Automation System (CCSAS), major projects for CalPERS and for many County agencies.

F. Behavioral Health Solutions Experience

Descriptions of the Functional Requirement Categories referenced in questions RR-F-01 through RR-F-05 of this section are in The Preface (Section A). In your responses to the questions in this section, emphasize your experience in the State of California.

RR-F-01 Describe your firm's experience and qualifications in design, development, and implementation of Behavioral Health Practice Management systems.

RR-F-02 Describe your firm's experience and qualifications in design, development, and implementation of Behavioral Health Clinical Data Management systems.

RR-F-03 Describe your firm's experience and qualifications in design, development, and implementation of Computerized Provider Order Entry (CPOE) systems.

RR-F-04 Describe your firm's experience and qualifications in design, development, and implementation of interoperable Electronic Health Record (EHR) systems.

RR-F-05 Describe your firm's experience and qualifications in design, development, and implementation of Personal Health Record (PHR) systems.

RR-F-06 Describe your firm's experience and qualifications for Systems Integration.

RR-F-07 Describe your firm's experience and approach to the conversion of electronic behavioral health data.

RR-F-08 Describe your firm's experience and approach to the conversion of paper-based behavioral health data.

Libera's response: Please review our references presented here. The descriptions of these references address many of the questions in RR-F-01-08 above.

G. Solution Product History

RR-G-01 Please provide the following information about the solution product(s) that you propose.

#	Product Name and Primary Function	When First Developed	When / Where First Deployed	Number of Installations to Date
1	System 7™ Framework – Case Management System	2004	Michigan Commission for the Blind – April 2005	15
2				
3				
4				

RR-G-02

1. & 2.

Libera has been a viable company since 1992. From then to now Libera believes that relationship is first and business second. We also know and believe that we are in a unique position to help the people who help others, not only with our software but also with our team's talents and approach. In so doing, we touch many others. We take this responsibility very seriously.

The clients we have today, we have had for many years. We pride ourselves in listening and being able to innovate, change and in turn affect change. Our technology reflects what we have heard as the needs of our client partners. Sale of our patents in 2004 to Microsoft helped fuel our company's technology and in turn its ability to meet needs. These principles are embodied in our System 7 Framework™, continuously evolving, development and runtime platforms. Built by Libera from the ground up using Microsoft .Net technologies, System 7™ provides the following advantages:

- Fast to Market
- Low Cost
- Low Risk
- Designed for the Front line User
- Powerful Information Management for the Administrator
- Extremely Low Maintenance for IT
- Development Platform for Vendor Independence

The following elucidates our extremely adaptable System 7 Framework™ COTS solution. This document provides a general overview discussion of our solution. This discussion embodies how we think about projects based on the perspective of our technology. As you read, please keep in mind how our approach can meet the goals you agency while solving the challenges you face when migrating from entrenched systems. For example, our perspective answers the agency question of "What other visions can a technology and its developer provide to solve our issues and move us into the future?" We understand that this is just the first step in a longer process of relationship where in, we can be in a position to help.

Throughout this response we will show that our System 7 Framework™ .Net-based solution represents the "best-of-the-breed" approach that is extremely cost effective and easy to maintain and use. In addition, the flexibility of our solution and its ability to integrate with legacy systems during system transitions provides a high level of customization with a very low risk. Libera is confident that we can provide creative ways to achieve benefits while allowing for an open and scalable environment for the organization. Our solutions embody this creativity and flexibility in a number of ways.

Please note that we have the ability to fulfill the needs of the Agency in their entirety, or partner with other integrator firms such as Unisys, HP, etc. if the state so desires. We also offer the possibility to partner with your own in house IT staff to support internal development projects using our System 7 Framework™, for which we will provide our development environment, technical expertise and knowledge.

The ways our System 7 Framework™ Technology Reduces Risk and Meets Needs:

We appreciate that many systems and their replacement cannot realistically adopt the "Big Bang theory" of implementing a new system. Our solutions can be implemented by form, business process, module, program, region or any combination thereof. The technology offers an evolutionary approach to new system development wherein the existing system continues to operate while pieces of it are systematically replaced by the new system. Both the current and new systems can be commissioned and decommissioned accordingly because our solution will look at existing databases and cohabitate with them. This provides an implementation approach that will tremendously reduce risk, show results faster, familiarize staff with the application early in the process, and resultantly increase the probability of success for the project. For example, by starting with a simple single form application like case notes or the Policy and Procedure manual, the entire state can be trained in a user interface that will be used for everything else.

Designed for the frontline user, Libera's System 7 Framework™ has a 4 screen user interface that integrates and consolidates the data from many sources (or a central source) in real-time, and is appropriately and immediately presented to the user-based on their role.

Because our approach is forms-based with an unlimited number of supported user roles, any system (small or large) could be implemented based on a single WEB technology. Taken to the extreme, a multi-discipline multi-county application like a SACWIS system could provide each county with its own forms-based identity the way that they are use to looking at the data. In other words, we can provide a number of different XML-based form sets that are specific to each County, Office, division, etc., but still reside within the same technological platform. System 7™ allows sharing of the same data across an unlimited number of form sets and XML-based queries of the data. This gives an agency the ability to assess staff change management strategies and better position any project for success and in turn better service to the families you serve.

The System 7 Framework™ approach provides the following implementation and maintenance benefits:

- It can be installed in approximately an hour on a single application server running IIS or scaled to an n-tier architecture consisting of a load balanced IIS tier, Load balanced Application Server tier, and a database server farm (including mainframe-based databases).
- The System 7 Framework™ can use your existing database tables thereby greatly lowering the need for a data conversion.
- The interface is simple yet powerful.
- A stable framework approach with only a log-in screen, a desktop that reminds folks of e-mail, an Internet Explorer word processing screen, and a pop-up pick list screen, provides a very high user acceptance and very low training time.
- The electronic case folder and electronic file drawer approach models the existing work flow of adding blank forms to client, vendor, employee, and employer folders. This reduces staff issues with accepting change.
- Using the same forms electronically that staff are accustomed to using on paper reduces training time and staff issues with accepting change.
- Libera's approach eliminates the need for dual data entry, first on paper and then transcribed into the computer.
- Placing data aware agency forms into Libera's word processing approach prints and/or e-mails what the user and client see.
- Once users become familiar with the word processing screen, they are familiar with an infinite number of forms that can be loaded into that screen.
- The existing XML word processing like forms and business rules do not require .Net programming and are interpreted by Libera's stable .Net-based System 7™ application. These XML forms are self-contained word processing like documents with fields that talk directly to many different database sources individually and simultaneously. Since the business rules associated with the form are contained within the form, something that changes in that form does not affect the function of any other form in the system or the underlying System 7 Framework™ which interprets the form. Does MS Word break if a word processing document doesn't contain the information it should? Does another word processing document break if another document doesn't contain the information it should?
- Our forms approach allows each form to be treated as its own project with discovery, development, testing, user acceptance, and deployment across the web. This allows us to manage a project with less risk because each component can be managed independently and in parallel with each other. This greatly reduces project risk because results can be seen quickly. For example, we can deliver for review as soon as one form is complete. Users able to see the system early in the project reduces anxiety and produces proof of concept and feedback early in the project. This results in more time to make changes.
- Because each form can be developed independently and in parallel with other forms, chronological development time can be reduced and as a result, cost. The limit in how fast a project can be built is not based on technology, but in the logistics associated with discovery, training, and interfaces to other systems, User

Acceptance Testing (UAT), and data conversion. Development is now based on how many persons are building the forms. For example, theoretically a 100-form system could be built in 2 days with 100 people.

- Libera's *Cause & Effect*™ approach provides the ability for the software to help the user get through workflow processes which follow policies and procedures. For example, forms also contain the business rules associated with the form. If an authorization for a computer exceeds $3,100 then another word processing window with a Three Bid/Sole Source Justification form automatically pops up. Another example is when the client is found ineligible. The software can automatically advance the client into status 10 while at the same time opening the ineligibility letter with an addendum telling the client of his or her rights & responsibilities.

The Libera team believes that its sixteen years of business in providing Case Management solutions make us a good partner in efforts to implement solutions across social services. Our combined experience on projects includes Case Management, project management, system integration, training, system data migration, staff change management, and consulting. We perform all of the work with Libera staff directly employed in the United States. We expect your agency would be extremely pleased with the experience of partnering and our support of Agency projects.

3. Our System 7™ Framework is not currently CCHIT certified; we are exploring the certification requirements.

RR-G-03
How are enhancement and new release priorities determined?

Libera's response: Enhancements and new releases for the System 7™ Framework are driven by application and client needs determined based on the specific scenario and priorities. Enhancements and new releases for the System 7™ applications follow the same process, but are typically on their own time schedule.

RR-G-04
How are clients supported during the release of an enhancement?

Libera's response: Regular progress meetings and notifications occur through team communication. When an enhancement or update is released, release notes are delivered to the client and pertinent team members. The server and application environment is then tested and scheduled to be upgraded based on the team's approval.

RR-G-05

Describe the size of the installed base of your solution. Include the number of users and the number of sites where the product is installed.

Reference Information	
Name of Reference:	NY Office of Children and Family Services (OCFS)
Address of Reference:	NYS OCFS 52 Washington Street Rensselaer, NY 12144
Reference Contact Person Name, Phone #, and E-mail Address:	Jane Lynch, Deputy Commissioner (518) 388-1281 Jane.Lynch@cqcapd.state.ny.us
Title/Name of Contract:	Workload Study (WLS)
Dates of Contract:	3/2006 – Present
Cost of Project	$48,696
Size of Service	The Workload Study program was part of a time study referencing 66 tables, with 34,658,000 records in the database. The program is utilized by 3,000 users in 1,200 different office locations.
Description of Services Performed	Using the System 7 Framework™, the entire project took 6 weeks start to finish and was nominated for the *Best of NY* Technology Award in 2007. Libera provided technical consulting, development and assistance with the Workload Study application including technical requirements review, implementation development and enhancements to the System 7 Framework™ and WLS application itself, integration with third-party tools and software, deployment and on-site installation and review, automated testing consulting and production consulting. In addition, Libera helped provide developer technical support to NY OCFS Help Desk staff in troubleshooting production server and user issues. Through the innovations of the System 7 Framework™, the processes and procedures used with one application through all phases of the project easily transfer and apply to any other project built within the System 7 Framework™ including the agency proposing this project.

Reference Information	
Name of Reference:	NY Office of Children and Family Services (OCFS)
Address of Reference:	NYS OCFS 52 Washington Street Rensselaer, NY 12144
Reference Contact Person Name, Phone #, and E-mail Address:	Jane Lynch, Deputy Commissioner (518) 388-1281 Jane.Lynch@cqcapd.state.ny.us
Title/Name of Contract	Domestic Violence Information System
Dates of Contract:	3/2006 – Present
Cost of Project	$443,500
Size of Service	The New York Domestic Violence System 7™ Case Management System is comprised of 70 tables and 33 forms and reports being accessed by 281 users.
Description of Services Performed	The State of NY Domestic Violence Reporting System was designed using System 7™ to have the independent DV agency's from around the state enter their occupancy and discharge reports from anywhere that there is an internet connection using System 7™ based electronic facsimiles of their existing paper forms. This system also provides all agency, program, contact, and notes tracking from a centralized state database to state DV program supervisory offices. This project took 4 months from start to finish and is currently supported under maintenance contract with unlimited technical support.

Reference Information	
Name of Reference:	NY Office of Children and Family Services (OCFS)
Address of Reference:	NYS OCFS 52 Washington Street Rensselaer, NY 12144
Reference Contact Person Name, Phone #, and E-mail Address:	Priscilla Wrobel Deputy Commissioner (518) 473-9685 Priscilla.Wrobel@ocfs.state.ny.us
Title/Name of Contract	Commission for the Blind and Visually Handicapped (CBVH)
Dates of Contract:	10/2006 – Present
Cost of Project	$476,624
Size of Service	The New York CBVH System 7™ Case Management System is comprised of 310 tables and 178 forms and reports.
Description of Services Performed	The State of New York CBVH System 7™ Case Management System is designed to provide an 5 program integrated client centric case management system that fully accommodates those with visual disabilities. It also integrates outside vendors who are authorized through a purchase order to provide and report on service in real time with agency counseling staff. This system also provides all agency, program, contact, and notes tracking from a centralized state database to state program supervisory offices.

Reference Information	
Name of Reference:	Ohio Rehabilitation Services Commission - BDD
Address of Reference:	Ohio Rehabilitation Services Commission Bureau of Disability Determination (BDD) P.O. Box 359001 Columbus, OH 43235-9001
Reference Contact Person Name, Phone #, and E-mail Address:	John Seaver (614) 433-8258 John.Seaver@ssa.gov
Title/Name of Project:	Disability Determination System (DDS) Working Prototype
Dates of Demo	3/2007 – Present
Cost of Project	Demonstration system
Size of Service	The Disability Determination System was a working prototype system utilizing over 100 tables comprised of framework and application-specific database tables. In addition, the system was designed to be fully scalable for any number of concurrent users, forms and data.
Description of Services Performed	Libera provided technical consulting and development with the Disability Determination application including technical requirements review, implementation development and enhancements to the System 7 Framework™ and DDS application itself and integration with third-party tools and software. Libera analyzed the published Federal and State Social Security Reimbursement and Claims processes to develop a comprehensive working prototype of the DDS workflow including Examination Orders, SSA Work History, Federal reports such as the SSA-3367, SSA-3368, and SSA-3369, numerous claimant and vendor letters, and customized action alert lists for displaying pending items or cases needing action. Through the innovations of the System 7 Framework™, the processes and procedures used with one application through all phases of the project easily transfer and apply to any other project built within the System 7 Framework™ including the agency proposing this project.

Reference Information	
Name of Reference:	Lutheran Social Services
Address of Reference:	Lutheran Social Services 715 Falconer Street Jamestown, NY 14701
Reference Contact Person Name, Phone #, and E-mail Address:	Tom Holt President/CEO (716) 665-4905
Title/Name of Project:	Tenant Tracking Case Management System
Dates of Contract	8/2006 - Present
Cost of Project	Granted
Size of Service	The Tenant Tracking System is comprised of a 150 framework and application-specific database tables and was designed to be fully scalable using the System 7 Framework™.
Description of Services Performed	Libera provided system analysis, technical consulting and development with the LSS application including technical requirements review, implementation development and enhancements to the System 7 Framework™ and LSS application itself and integration with third-party tools and software. The system provides management of client housing, client services, service authorizations, numerous client and vendor letters and reports, case worker time reporting, and other related services to provide social workers with a managed care and community based services case management system. Through the innovations of the System 7 Framework™, the processes and procedures used with one application through all phases of the project easily transfer and apply to any other project built within the System 7 Framework™ including the agency proposing this project.

Reference Information	
Name of Reference:	Michigan Commission for the Blind
Address of Reference:	Michigan Commission for the Blind 201 North Washington Street Lansing, MI 48909
Reference Contact Person Name, Phone #, and E-mail Address:	Cheryl Heibeck (517) 335-4259 heibeckc@michigan.gov
Title/Name of Contract	Contract No. 071B3001303 - System 6™ Client Tracking System – Licensing, Maintenance, Support, and Enhancements for Dept. of Information Technology for the Family Independence Agency-Michigan Commission for the Blind
Dates of Contract	1992 – present
Cost of Project	Currently - $156,400 annual/maintenance
Size of Service	The Michigan Commission for the Blind System 7™ Case Management System is comprised of 304 tables, with 852,287 records. 153 users utilize the program. The Michigan Business Enterprise Program System 7™ is comprised of 185 tables with 197,122 records and 79 forms and reports being accessed by 98 users including independent stand operators from around the state using a telephony interface.
Description of Services Performed	Libera began its contractual relationship with MCB in 1992. From that date to the present Libera has: o Installed a customized System 5™ o Completed a DTI grant to provide training to all users including JAWS users o Provided customization of forms and reports o Upgraded to System 6 Case Management System™ o Upgraded to a central Oracle Server o Provided Data Migrations o Created a “Standards and Indicators” module o Creating a Rehab Center Module with Scheduling o Provides ongoing tech support and revisions to reflect RSA changes o Prepared the System 7™ upgrade based on the existing system o Provide system upgrades as the Agency migrates windows operating systems. o Taken over the support contract & software for the BEP system™. o Ticket to Work module development o Social Security Reimbursement module development

	o Currently updating the BEP™ system into System 7™. o Successfully executed a complete Quality Assurance Regression Test Plan o Annual maintenance contracts The Michigan Commission for the Blind (MCB) purchased System 5™ and System 6™ with full customization. Prior to System 5, MCB maintained a combination of a paper case management and computerized 911 and fiscal reporting. Libera provided Data Migration to System 5™ and later from System 5™ to System 6™. We continue to provide help desk and tech support under a maintenance contract and have entered into a Five year contract for Maintenance and Support that includes migrating their existing system into the System 7 Framework™ (Initial installation April 2005). In addition, we have received a new contract to take over the existing software automating the Business Enterprise Program (BEP)™ and provide technical support. As part of that contract we are also migrating it to the Internet via the System 7 Framework™.

Reference Information	
Name of Reference:	Oregon Commission for the Blind
Address of Reference:	535 SE 12th Avenue Portland, OR 97214
Reference Contact Person Name, Phone #, and E-mail Address:	Harvalee Hess (503) 731-3221 Harvalee.Hess@state.or.us
Title/Name of Contract	PO#362540 - VR System 5™, System 6™, and System 7™ computer software
Dates of Contract	July 1999 – present
Cost of Project	Currently - $24,500 annual/maintenance
Size of Service	The Oregon Commission for the Blind Case Management System is comprised of 300 tables with 597,877 records and 72 Forms being accessed by 113 users.
Description of Services Performed	o Installed a customized System 5™ o Provided customization of forms and reports o Upgraded to System 6 Case Management System™ o Provided Data Migrations o Updated to a centralized SQL Server 7.x followed by SQL Server 2000 o Integrating Standards and Indicators module. o Provide system upgrades as the Agency migrates windows operating systems. o Ticket to Work module development o Social Security Reimbursement module development o Provides ongoing tech support and revisions to reflect RSA changes o Successfully executed a complete Quality Regression Test Plan o Successfully executed a User Acceptance Test Plan o Annual maintenance contracts The Oregon Commission for the Blind purchased System 5™ as a comprehensive case management system. Libera provided Data Migration to System 5™ and later from System 5™ to System 6™ in a distributed MS Access database with synchronization. We then upgraded them into a centralized SQL Server 7.5 followed by SQL Server 2000 as the technology changed. Under maintenance contract we supplied the federal regulation changes for approximately $8,000 through sharing the cost between multiple agencies in the same framework. We continue to provide help desk and tech support under a maintenance contract.

Reference Information	
Name of Reference:	Connecticut Board of Educational Services for the Blind
Address of Reference:	184 Windsor Avenue Windsor, CT 06095
Reference Contact Person Name, Phone #, and E-mail Address:	Jill Warzecha (860) 602-4029 Jill.warzecha@po.state.ct.us
Title/Name of Contract	System 6 Case Management System™ System 7 Case Management System™ Business Enterprise Program™
Dates of Contract:	April 1995 – Present
Cost of Project	$117,000 one time & $45,000 annual maintenance
Size of Service	70 users
Description of Services Performed	◦ Installed a customized System 5™ ◦ Completed a DTI grant to provide training to all users including JAWS users ◦ Provided customization of forms and reports ◦ Upgraded to System 6 Case Management System™ ◦ Provided Data Migration ◦ Integrated a "Standards and Indicators" Module ◦ Provide system upgrades as the Agency migrates windows operating systems. ◦ Provides ongoing tech support and revisions to reflect RSA changes ◦ Ticket to Work module development ◦ Social Security Reimbursement module development ◦ Annual maintenance contracts ◦ Awarded new contract to upgrade to System 7 Framework™ along with the Business Enterprise Program. The timeframe from project start date to full delivery was less than three weeks. The Connecticut Board of Educational Services purchased System 5™ and System 6™ with a minimum of customization. Prior to System 5™, Connecticut maintained a combination of a paper case management and computerized 911 and fiscal reporting. Libera provided Data Migration to System 5™ and later from System 5™ to System 6™ and now into System 7™. We continue to provide help desk and tech support under an ongoing maintenance contract.

Reference Information	
Name of Reference:	Washington State Department of Services for the Blind
Address of Reference:	PO Box 40933 Olympia, WA 98504
Reference Contact Person Name, Phone #, and E-mail Address:	Craig Monaghan (360) 725-3837 CraMonaghan@DSB.WA.GOV
Title/Name of Contract:	Number 31205 for Case Management System
Dates of Contract:	9/2006 – Present
Cost of Project	$285,000/First 3 years - $72,000 each additional year of maintenance
Size of Service	The Washington State Department of Services for the Blind System 7™ Case Management System is comprised of 382 tables and 150 forms being accessed by 100 users.
Description of Services Performed	Libera began its contractual relationship with Washington DSB in 2006. From that date to the present Libera has: o Installed a customized System 7 Case Management System™ o Provided customization of forms and reports o Integrated a “Standards and Indicators” Module o Provides ongoing tech support and revisions to reflect RSA changes o Ticket to Work module development o Successfully executed a Quality Assurance Regression Test Plan o Successfully executed a User Acceptance Test Plan o Social Security Reimbursement module development o Successfully implemented an Implementation Plan We continue to provide help desk and tech support under an ongoing 9-year maintenance contract.

Reference Information	
Name of Reference:	Arizona Rehabilitation Services Administration
Address of Reference:	1789 West Jefferson Street Floor 2, NW Phoenix, AZ 85007
Reference Contact Person Name, Phone #, and E-mail Address:	Joyce Steinberg (602) 384-0170 jsteinberg@azdes.gov
Title/Name of Contract	Contract No. AD050028001 – Case Management System for Vocational Rehabilitation (VR), Independent Living (IL), and Independent Living Older Blind (ILOB), and Business Enterprise Programs
Dates of Service/Contract:	May 2007 – Present
Cost of Project	$757,000
Size of Service	12,000
Description of Services Performed	Libera began its contractual relationship with AZ RSA in May 2007. From that date Libera has installed the initial System 7 Framework™ and VR Demonstration Form Set and created a project charter and schedule. In addition, they have also purchased the BEP module and are beginning the implementation process.

Reference Information	
Name of Reference:	State of Missouri Rehabilitation Services for the Blind
Address of Reference:	PO Box 2320 Jefferson City, MO 65102
Reference Contact Person Name, Phone #, and E-mail Address:	Mark Laird (573) 751-4249 Mark.Laird@dss.mo.gov
Title/Name of Contract:	C208000001 – Web-based Case Management System
Dates of Contract:	1/16/08 - Present
Cost of Project	$395,330 with $72,000 annual maintenance
Size of Service	100 users are accessing the State of Missouri Rehabilitation Services for the Blind System 7™ Case Management System.
Description of Services Performed	Libera began its contractual relationship with Washington DSB in January 2008. From that date to the present Libera has: ○ Installed a customized System 7 Case Management System™ ○ Provided customization of forms and reports ○ Integrated a "Standards and Indicators" Module

RR-G-06

Describe any regularly-held seminars or user group meetings available to users of your product and the time/place of the next gathering.

Libera's response: All demonstrations, training sessions, etc. are performed at the request of our clients based on their particular needs. User groups meet by telephone and occasionally at a common conference location on an as convenient basis.

H. Solution Product Technologies

Software Technologies

RR-H-01

Provide the technologies used for each solution product identified above.

#	Product Name	Product Type (Client Server, Web, Etc.)	Operating System (Windows, Unix, Linux, Etc.)	Database (SQL Server, Oracle, DB2, Etc.)	Application Language (VB6, VB.Net, C, C++, C#, Java Etc.)
1	System 7™ Case Management System	True thin client Internet Explorer application	Windows OS	Database independent. Works with SQL Server 7, 2000, 2005, Oracle 8, 9, 10, 11, MySQL, etc. Any data source that has an ADO.NET driver	N-Tier software architecture developed entirely with .Net technologies.

Server Hardware Minimum Specifications

RR-H-02

In the following table, please provide the minimum server hardware technical specification levels for operation of your solution software products. Please consider all types of possible servers such as: database, fax, email, internet, backup, image management, etc.

#	Primary Server Purpose	Number Of Processors Per Server	Processor Type/Speed (MHz)	Memory (Gig)	Storage (Gig)
1	Web Server (Dependant on the numbers of users and	Single, dual, or quad	2GHz	4GB	Minimum 2GB SCSI RAID-5 drive array or

	the complexity of the form sets. Can be used from one machine all the way to an n-tier load balanced architecture)				other comparable fault-tolerant storage or SAN/NAS setup.
2	Application Server (Dependant on the numbers of users and the complexity of the form sets. Can be used from one machine all the way to an n-tier load balanced architecture)	Single, dual, or quad	2GHz	4GB	Minimum 2GB SCSI RAID-5 drive array or other comparable fault-tolerant storage or SAN/NAS setup.
3	Database Server (Dependant on the numbers of users and the complexity of the form sets. Can be used from one machine all the way to an n-tier load balanced architecture)	Single, dual, or quad	2GHz	4GB	Minimum 2GB SCSI RAID-5 drive array or other comparable fault-tolerant storage or SAN/NAS setup.

Client Hardware Minimum Specifications

RR-H-03

In the following table, please provide the minimum client hardware technical specification levels for operation of your solution software products. Please consider all types of client types including workstations, tablet PCs, PDAs, etc.

#	Type of Client Hardware	Operating System	Processor Type / Speed (MHz)	Memory (Gig)	Browser Level (If Applicable)	Required Disk Space (If Applicable)
1	PC	Microsoft Windows 2000 SP4, XP, Vista	1Ghz	512 for XP 1Gig or more for Vista	Internet Explorer 5.5 or greater	n/a

Peripheral Hardware Minimum Specifications

*RR-H-04**

Provide the minimum peripheral hardware technical specification levels for operation of your solution software products. Please consider all types of peripherals such as printers, scanners, card readers, notepads, etc.

#	Type of Peripheral Hardware	Operating System (If Applicable)	Specifications/Characteristics
1	Please see below	Please see below	Please see below
2			

***Libera's response:** There are no required peripherals. Any standard Windows-compatible printer, scanner, card reader, notepads, etc. can be used.

Minimum Network/Communication Specifications

*RR-H-05**

Provide the minimum network/communication technologies employed by your solution software products.

#	Type of Network/Communication Technology	Operating System (If Applicable)	Specifications/Characteristics
1	Please see below	Please see below	Please see below
2			

***Libera's response:**

1. Software Requirements

The following items are the required software for the System 7™ web and application servers, other than the System 7 Framework™ itself.

A. Minimum Software Specifications

- Microsoft Windows 2000 SP4, XP, or Windows 2003 Server
- Microsoft IIS 5.1, 6.0, or greater
- .NET Framework 1.1 SP1
- Anti-Virus Package such as Norton Anti-Virus or TrendMicro.

B. Recommended Software Specifications

- Microsoft Windows 2003 Server
- Microsoft IIS 6.0 or greater
- .NET Framework 1.1 SP1+

C. Connections

- Standard Internet via hardwire, wireless, or cell. The faster the better.

1. System Configuration Recommendations

The following information is an abbreviated recommendation on the system configuration for hosting the System 7™ web and application servers.

These recommendations are in addition to any general recommendations for configuring a secure web/application server that may be published by Microsoft or another third-party. This list is by no means an exhaustive listing of all the settings needed to properly secure a server.

A. File System

It is recommended to format all disk partitions with NTFS. This allows securing the system partition and other sensitive areas from anonymous and other web users.

B. Security Policies

There are numerous security policies that can be put into place to control and limit access to server resources by unauthorized or anonymous users.

C. Groups and User Accounts

Microsoft IIS (Internet Information Server) can be configured to use two special user accounts called IWAM_<computername> and IUSR_<computername>. By setting file ACLs and policies limiting these users to the System 7™ application root folders and virtual directories, you can reduce numerous potential security risks.

System Backup/Recovery Considerations

RR-H-06

Describe the system backup process for your core product.

Libera's response: Any Agency approved server backup procedure is supported. We recommend Tape and/or accessory hard drive backup solution to perform weekly backups of all essential data files and a daily incremental backup of all data miles modified since the previous full backup. Full backups for at least the previous three weeks are stored off site in a fire safe.

Our proposed database backup maintenance schedule is as follows:

- Full backups of every database are saved to disk weekly
- Differential backups of data modified since previous full backup are saved to disk daily
- Cumulative logs of all transactions are saved to disk every two hours during regular business hours
- All database backups are included with tape backup schedule

Critical file system directories such as application files and database backups are replicated to separate servers using Microsoft File Replication Service.

RR-H-07

Can backup be completed in a dynamic mode so that the system can be operational 24 hours per day?

Libera's response: Both Oracle and SQL Server provide "online backups" which allow the database to remain functional while the backup runs.

RR-H-08

Describe any automated backup features that allow rapid and unattended backups of system and operational data on a user-scheduled basis.

Libera's response: Our personal hosting strategy includes (1) database mirroring to minimize data loss (2) database transactional log backups to disk every two hours (3) daily differential database backups and weekly full backups to disk (4) redundant system file storage on multiple machines using Microsoft Distributed File System (5) daily incremental and weekly full backups to tape with weekly backups taken off site.

RR-H-09

Can the system be configured to support improved fault tolerance and system recovery (e.g., mirrored disk drives/servers)?

Libera's response: We currently implement database mirroring in SQL Server for our hosted clients.

Data Archiving Considerations

RR-H-10

What are the capabilities for archiving data?

Libera's response:

- Any historic case can have the Electronic Case Folder archived. Archiving can also follow and check business rules such as no activity for three years, archive if the client is deceased, etc. The document repository also supports this functionality as well as shuttling of older records from archive storage to active storage when needed.

- Based on role-based security, Electronic Case folders can be copied and /or archived into external storage media. In addition, the SQL Server technology supports backing up and restoring from external media.

- System 7™ provides an unlimited number of business rules for archiving information.

- Each case to be archived can be highlighted and archived individually. Please recall that the proposed system stores all data of the state centrally and should be archived onto central storage.

- All transactions including archiving of case records, produce an audit trail.

RR-H-11

What are the capabilities for restoring archived data?

Libera's response:

- All archived case folders and / or documents can be retrieved from the document repository and the SQL Server database.

- The proposed archiving and retrieval functionality is instantaneous.

- All retrieval of information restores it back to its exact status as when it was archived.

- Business rules for retrieved records from the archive can be the same or different than the rules which determined its appropriateness for archiving in the first place.

RR-H-12

What tools/media are used for archiving data?

Libera's response: System 7 based tools.

System Interface Considerations

RR-H-13

Describe your overall approach to developing, testing, implementing, and upgrading system interfaces to other third-party systems. Describe the process you use to settle disputes over interfaces between your solution and others.

Interfaces to Other System Approach

1. Discovery
    - A. Review Requirements and Documentation
    - B. Revise Requirements
    - C. Verify Requirements
    - D. Approve Requirements and Sign-Off
2. Construction
    - A. Build
        - I. Start Coding
        - II. Perform Coding Check Point 70%
        - III. Complete Coding
        - IV. Evaluate Build
            - a. Execute System Test Plan
            - b. Assess Build
            - c. Conduct Build Deliverable Meeting
            - d. Approve Build
            - e. Provide Quality Assurance Deliverable
            - f. Provide Build Code Deliverable
        - V. Validate Build
            - a. Validate Data Conversion
            - b. Revise Data Conversion Routines and Revalidate
            - c. Approve Data Conversion Routines - Ready for Acceptance Test
3. Acceptance Test
    - B. Acceptance Test Preparation
        - I. Develop Test Scenarios and Scripts
            - a. Write Test Scenarios and Scripts
            - b. Review and Revise Test Scenarios and Scripts
            - c. Approve Test Scenarios and Scripts - Sign-Off
        - II. Establish Support Tables
            - a. Create Help Documentation
            - b. Establish User Security Plan
                - i. Create Security Profiles
                - ii. Verify Security Profiles
                - iii. Load Security Profile Data
                - iv. Verify Security Profile Data
    - C. User Acceptance Test (UAT)
        - I. Final Acceptance Test Preparation
            - a. Convert Acceptance Test Data
            - b. Validate Converted Data
                - i. Validate Data Conversion
                - ii. Approve Data Conversion/Deliverable Meeting

            iii. Approve Data Conversion/Deliverable and Sign-Off
        c. Conduct Acceptance Test Training
        d. Conduct Training Deliverable Meeting
        e. Provide Training Deliverable
        f. Conduct Test Debriefing
    II. Conduct Acceptance Test
        a. Perform Acceptance Test
        b. Document and Research Acceptance Test Anomalies
        c. Perform Regression Testing
        d. Perform Response Time Testing (Performance Analysis Testing)
        e. Perform Stress Testing
    III. Evaluate Acceptance Test Results
        a. Review Acceptance Test Results
        b. "Conduct Implementation ""Go/No Go"" Decision/Deliverable Meeting"
        c. "Approve Implementation ""Go/No Go"" Decision/Deliverable - Sign-Off"

4. Orientation
    A. Prepare for Orientation
    B. Deliver Revised Help Information
    C. Orient Statewide User Group
5. Implementation
    A. Install Application Release

RR-H-14

With what version of HL7 is your product compliant?

Libera's response: We have yet to explore our compliance with HL7 requirements; it's a process that we are currently investigating.

Data Security Considerations

RR-H-15

Discuss your approach to data/information security, especially with regards to Internet technologies. What level of encryption and authentication is supported?

Libera's response: To make the application secure, the implementation of the System 7 Framework™ utilizes industry standard security precautions for web-based applications.

- Firewall Hardware Protection
- Firewall Software Protection
- Built in MS Windows security
- Secure Sockets Layer (SSL) (data encryption)
- Integrated with SiteMinder
- Application Level Security (Application Password)
- Injection Protection
- Role-based Security
- Field level read/write and read-only
- Data transmitted by field instead of by record.
- Audit Reports (who changed what, when?)
- Assignment security (e.g. Assigning users to specific information).
- Application server to database server firewalls & log-in security.

Staff access to information will be limited to only those staff members who have:

- Appropriate responsibilities
- Support functions
- Supervision responsibilities, and/or
- Oversight and Service management responsibilities
- Other roles as defined during the needs assessment tasks of the project

The system will ensure that when a user signs on to the System 7 Framework™ application, the tree-grid will contain only records where the above criteria have been met. Logging into the System determines what roles the individual has. As a result, they view only those clients related to their role. Only functions and available forms related to the role are displayed. Roles are maintained from within the system by users with the appropriate role based security to do so.

The Framework supports an unlimited number of roles. These roles and the functions that they can perform will be documented during the needs assessment phase. For example, a supervisor's role-based security could allow the supervisor assignment to any information under their auspices. The ability to assign staff to cases as well as the appropriate role-based security to do so will be fully detailed during the Needs Assessment tasks.

Please note, that the concept of “security level” is not appropriate when discussing “Role-Based Security”. Roles are based on “who” has access to “what” and can be mixed and matched in an unlimited number of ways without the restrictions that the “concept of levels” brings.

As with other forms, access to report forms and views is also role-based. Access to reports may also be restricted. The following are examples of possible criteria:

- Caseworkers see only reports that relate to their cases and caseloads.
- Assistants see only reports that relate to cases and caseloads to which they are assigned.
- Regional Managers view only reports relating to information for which they are assigned responsibility. This includes summary reports within their responsibility.
- All central office users shall have access to all information and all reports; however, access to data is read only.
- Staff providing maintenance support shall have full access to all data.
- Assignments to the system’s features shall be determined and assigned on a per user basis.

Based on role assignments, any form, View/PDQ, and report can be made invisible or visible to the user. Reports and View/PDQ’s are read only by nature.

For those individuals with appropriate role-based security, access is granted to the user-role maintenance section of the proposed solution. Roles are assigned on a per user basis on a system features/functionality basis.

Scalability Considerations

RR-H-16

Describe your product's ability to expand to accommodate increasing numbers of users, servers, etc.

Libera's response:

To assure that the application can grow as the client's usage rises, the System 7 Framework™ has been designed and reviewed by Microsoft professionals for adherence to scalability recommendations.

- Distributed .Net Web services can reside on multiple IIS servers if required.
- Data access can be distributed among data servers if necessary.
- Users can be added with little impact on maintenance staff.
- Module functionality can be added or modified independent of other unrelated business processes.
- Business processes can be captured and automated with a modular approach.
- SQL Server, Oracle, and other RDBMS.

RR-H-17

Provide any performance metrics that describe the maximum load(s) under which your system can continue to perform at an optimum level

Libera's response:

Please note that system performance is dependent upon multiple agency factors, such as the saturation of the connection, the speed of the pipe, and the size of the form being loaded. For example, for an authorization with 500 purchased services, one can not expect the form to load quickly on a slow, saturated connection.

To maximize performance, the following guidelines have been incorporated into the design:

- Minimize data transfer per operation by performing the majority of the business logic on the server.
- Server side processing. With the locality of the IIS server to the DB server, data access and processing will be more efficient.
- ASP .Net is compiled code, performing 2-3 times better than traditional ASP (ASP .Net Performance).
- Modular component design makes inter-process communication simpler.
- XML/SOAP utilized for fast, text-based information exchange.
- Customized for the client's business processes through tables and XML.
- Simple navigational design using common Web protocols and designs.
- Optimize database design and indexing.

RR-H-18

It is possible that many counties will want to work with the same vendor. How would your company mitigate the impact from potentially high-volume purchases from multiple counties in California? Include in your answer the need to hire additional staff, increase locations and the possible impact to implementation and training schedules, and problem response times.

Libera's response: We feel that it would be advantageous for multiple counties to want to work with the same vendor and, from our perspective, it would not be as much of an impact as the agency may believe it to be. Our Framework "Smart Word Processing Document" approach would allow the similar business rules, processes, and forms to be applied to multiple counties which would lessen the degree to which work may need to be duplicated by other vendors in this field. Since the technology, training, and implementation strategies are the same, this produces a great deal of leverage across counties. In addition, since our technology is fast to market and easy to implement, there is a much smaller load associated with projects than traditional approaches.

We are also able to look toward our California based partners for support in the event of growth that outstrips our capabilities as a single entity.

J. Implementation Planning

RR-J-01

Describe your suggested best-practice approach to implementing your solution. Please include details regarding data conversion and training, and how these activities contribute to your suggested approach.

Libera's response: The Libera Team will produce and implement a thoroughly tested, validated, and stabilized Electronic Health Record System solution that will include all the functionality requested by the Agency. System stabilization will begin prior to implementation through the efforts undertaken throughout the configuration and review process, and will continue after the solution is implemented thus ensuring the Electronic Health Record System is stable, reliable, dependable and is meeting the needs and expectations of the Agency and its stakeholders.

The Libera Team's Implementation and Stabilization Plan will include, at a minimum, the following**:**

- <u>Implementation Plan</u>. This plan will detail the approach and each step that will be taken for the Pilot and Production roll-out including recommendations regarding the number of offices and personnel required; training; duration; dependencies, risks and risk mitigations; and details of how the data will be validated. A contingency plan will constantly be updated to reflect the mitigation and resolution of risks. Additionally the plan will include the following: the final data conversion activities and schedule; technical preparation and system changeover activities; development of an Agency approved implementation checklist; the process for developing a contingency plan for risk management; activities required to effectively implement, operate and maintain the Electronic Health Record System; cutover procedures and dates; and plans for installation of any additional hardware and software. The Implementation Plan is a deliverable and as such will be provided to the Agency for review and approval. As with all the other major aspects of the Electronic Health Record System, the Libera Team will collaborate with Agency staff on development of the Implementation Plan.
- <u>System Operating Procedures</u>. The Libera Team will work with the Agency staff to develop operating procedures that define the relationships and responsibilities of the Libera Team and the Agency staff for the Electronic Health Record System. Wherever possible and practical the Libera Team will develop automated scripts to achieve as near an operator-independent operation as possible. Minimally the System Operating Procedures will include the following: will be written in a procedural, step-by-step format and linked to the roles-based engine; will be created and maintained in a MS Word level consistent with the Agency standards and will be available on-line and provided on request on CD; will include instructions for sequential functions that follows the flow of activity; will have a table of contents, be indexed and will have an on-line search capability; will include descriptions of all error messages; will include consistent definitions of all codes, mnemonics and abbreviations used throughout the document; will have

instructions for making manual updates to data fields and files; will include requirements for purging, backing up and restoring all data; will address monitoring and identifying adequate space allocations; will include application or system problems that occur during production; (if required) batch cycles that conform to the Agency standards and approved by the Agency; will include flow charts and process flows and operating procedures that contain all internal reports used for load balancing (plus any other internal reports used/generated by the system.)

- Implementation Certification. The Libera Team will provide an Implementation Certification letter that certifies that the system is ready for production. This letter will contain and conform to all information that is needed and identified by the Agency.
- Stabilization Certification. The Libera Team will ensure the following during the Pilot phase and prior to transitioning the Electronic Health Record System to the State: that the Electronic Health Record System is reliable and dependable and meets all the needs of the Agency and its stakeholders; an awareness of any the Electronic Health Record System related issues or problems that could delay compliance with state and federal regulations – any such noted items will be documented and shared with appropriate Agency staff; that support is provided for the Electronic Health Record System which includes updates, patches/repairs, correction of application defects; and technical support; and an assessment of the stability of the Electronic Health Record System including a letter of certification that the system is ready for the performance and acceptance period.
- Final Implementation Report. The Libera Team will create and deliver a Final Implementation Report that details the results of all implementation activities.
- Delivery of the Electronic Health Record System. Once the performance period/s are successfully completed, the Libera Team will deliver the Electronic Health Record System to the State for final acceptance.
- Performance Period Report. The Libera Team will perform benchmarks during the performance periods to determine growth and reliability factors regarding the Electronic Health Record System prior to final system acceptance. Performance monitoring results will be made available to the State for review on a daily basis. The Libera Team will perform all software, file structure, database system software modifications, and backups necessary to ensure system performance reaches acceptable levels in the production environment based on the results of the benchmarks or capacity simulation models. Capacity projections will account for system usage and growth over a 24-month range (approach #2). All activity and results associated with this performance monitoring will be detailed in the Performance Period Report. After acceptance of the Electronic Health Record System by the State, the Libera Team will provide 12 months of warranty coverage for the Electronic Health Record System (including any integrated 3rd party software) at no additional charge to the State (maintenance and support are covered under the yearly maintenance contract for this warranty year).
- System Documentation. The Libera Team will provide all system documentation for the Electronic Health Record System within 60 days of implementation. The Libera Team will prepare updates to the documentation that will incorporate all changes, corrections and enhancements made as a result of all open items and defects. The Libera Team will provide all system documentation online and on a CD as well as three up to date hard copies. This documentation will be available

and updated on electronic media and will be maintained after delivery; will be organized in a format that facilitates updating and with versions clearly identified; will include system, subsystem, program, and file documentation whose content complies with Agency stated needs and requirements – all such documentation will be presented to the Agency for review and final approval; a data dictionary will also be provided that describes in detail each data element with content that complies with Agency stated needs and requirements.

Transition Plan

Effective and complete execution and approval of the entire previous system configuration life cycle phases brings the project to point of transition. Transitioning of the Electronic Health Record System will entail all components of the system including application software support, system maintenance and system enhancement to the Agency staff. As part of the transitioning process the Libera Team will provide a list of all software licenses the Agency may need to acquire to develop, execute and maintain the Electronic Health Record System. Throughout the project the Libera Team will work closely with and train the Agency technical staff assigned to support the Electronic Health Record System in terms of day-to-day operations, support, maintenance, enhancement, stabilization and other routine tasks needed for the duration of the project. Transition will include full knowledge transfer and applicable training to the Agency staff as a condition of completing the transition task.

A detailed Transition Plan will be created by the Libera Team that will address each step that will be taken in the transitioning process. The plan will include transition tasks for the Agency business users, technical and configuration staff, project management and business configuration staff.

Because of the implementation approach, transitioning will be occurring from the start of the project and throughout its life. The Libera Team will work closely with Agency staff to ensure everyone's complete understanding and agreement as to the transitioning tasks to be undertaken and the roles and responsibilities of each person involved. The Libera Team will work with the appropriate Agency staff in updating the Transition Plan as activities progress.

At the completion of the configuration and implementation of the project, the Libera Team will also provide a letter of certification to the Agency that the Electronic Health Record System has been completely transitioned in accordance with the Agency approved Transition Plan.

Program Transition

Transitioning of the Electronic Health Record System to the Agency requires that the Agency staff be fully informed and trained on all aspects of managing the Electronic Health Record System. The Program Management Office (PMO) will provide oversight of the transition process throughout the life of the project, to ensure that the Agency has the opportunity to provide all necessary feedback and approvals and that all documentation and training have been completed to the Agency's satisfaction. The transition process will take place during the completion of each of the staged milestone deliveries and implementations during the implementation and as part of a longer final transition once the incremental implementations are completed.

As part of the interim transition steps, the PMO will document all policies, procedures and forms for approval by the Agency. These interim transition steps are intended to provide acceptance and approvals before moving forward with the full implementation. Libera will meet all the Agency requirements for the format and content of those transition steps, but these are not intended as full acceptance of the final deliverable. Specific transition tasks will be defined and presented as part of the initial project deliverables.

Once the implementation has been fully completed, the PMO will update the Program Charter to identify new roles and responsibilities once the Agency takes over ongoing management of the Electronic Health Record System. All program deliverables will be transitioned to the Agency for approval in accordance with the Agency requirements for format and content. The PMO will remain in place for transition until the Agency has fully accepted all deliverables.

The final transition step will commence upon completion of the implementation plan and continue through the end of the second year of the project with additional support and oversight as needed from that point.

Approach to preparing county staff for the new system

Staff change management is the primary risk and is the primary focus of our implementation plan and strategy. Though not the only approach our technology provides, we believe that the proposed staged approach manages and minimizes the risks associated with change management while reducing the technological risks associated with implementing a new system. It does both of these things and provides visible progress by bringing up working pieces of a system throughout the project until its completion, not just at the end of the project in one big bang.

Because the System 7 Framework™ technology allows us to deploy functional components of a project down to an individual form, the entire system does not have to be complete to be deployed, little pieces that help ease into big change can be deployed.

Supporting this processes in the Change Management Plan with the Communications plan to get the word out and support this staff change process. At a high level it includes:

- The Kickoff meeting where as many staff from around the county being involved either in person or remotely through Video Conferencing. In this meeting the System 7 Framework™ within the four screens will be shown. This interface will be the one they will be using. So, we are familiarizing and in so doing, training the staff from day one. The intuitive nature of the interface and its use of transferable e-mail and word processing skills will ease fears about a new system and "What is it that I will have to learn to do my job?" and "Is it going to ease my workload so I can spend more time with consumers?".
- The Business Process Re-Engineering teams are trained and mentored in the iterative process of reviewing existing paper and modifying template forms using System 7™ to reflect how the Agency wants to do business. This process provides in depth knowledge of the System 7™ approach and how it relates to implementation, staff change management, and the communication that is needed to accomplish a successful transition to a new system.
- The Business Process Re-Engineering teams act as positive emissaries as they go back to the work place to spread the word.

- A weekly e-mail news letter should be started letting people know the schedule of their involvement.
- The staged implementation, starting with the quick delivery of the policy and procedure manual, keeps staff excited and looking forward to a new system. The long delay in delivering a “Big Bang” makes people afraid and doubtful that it “will ever come”. People forget over long periods of time. Making sooner and more frequent touch points with a system keeps staff involved with each step building on the prior step.
- Use existing staff and management meetings as an instrument to make a presentation showing them the system and telling them of the progress.
- The Business Process Re-Engineering teams ask for the staff help in gathering forms and using that opportunity to tell them how the system is going to work based on what they have learned.
- Interfacing with the Project Management and Steering Committee teams to provide a firm commitment message to the state staff and direction about the staff role changes that may or may not be happening with regard to their interaction with the new the Electronic Health Record System case management system that replaces the existing dual entry paper and the transcription of information from paper into the existing information management system.
- Prior to each staged deployment, use System 7™ to survey staff for input about their top concerns, desires, etc. After deployments frequently survey staff for their feedback so that changes can be made to the materials, approach, risks management strategies, etc.
- Communicate, Communicate, Communicate…. Train, Train, Train… Seek consensus

RR-J-02

What is the typical implementation timeframe for your solution? Express your answer as a range (6 to 12 months, 1 to 2 years, etc.) qualified by a size-of-project; factor such as number of users, total project cost, etc. An example would "6 to 12 months for a total project cost not exceeding $500,000" etc. Please feel free to share any metrics that you typically use to estimate the timeframe for the implementation for your solution.

Libera's response: Though this varies based on numerous factors such as how many forms the system has, the number of outside agencies that require access to the system in addition to the number of users, we can give the following examples from our existing customer base:

Agency	Forms	Users	Price	Est. Time to Completion
NY Office of Children and Family Services Workload Study	3	3,000	$ 48,696	2 months
NY Office of Children and Family Services Domestic Violence Information System	23	281	$443,500	7 months
NY Office of Children and Family Services Commission for the Blind and Visually Handicapped	178	250	$476,624	24 months
Connecticut Board of Educational Services for the Blind	72	70	$117,000	3 months
Washington State Department of Services for the Blind	150	100	$285,000	12 months
Arizona Rehabilitation Services Administration	175	550	$757,000	21 months
State of Missouri Rehabilitation Services for the Blind	150	110	$395,330	13 months

K. Training and Documentation

Training

RR-K-01

Describe the types of training offered, i.e., end-user, systems administrator, installer, etc.

Libera's response: Please see the following section on Training and documentation.

RR-K-02

How often is training offered (as needed, or on a set calendar schedule)?

Libera's response: Please see the following section on Training and documentation.

RR-K-03

Please give the duration of each class, the location of training and the recommended number of people that should attend training.

Libera's response: Please see the following section on Training and documentation.

RR-K-04

Please describe if training is classroom style with an instructor, one-on-one, computer-based training, self-study, etc.

Libera's response: Please see the following section on Training and documentation.

RR-K-05

Who provides the training: employees of your company or sub-contractors?

Libera's response: Either.

RR-K-06

Do you provide clinician-specific training?

Libera's response: Please see the following section on Training and documentation.

RR-K-07

Do you provide fiscal-specific training related to billing Short-Doyle Medi-Cal in California?

Libera's response: Through our California based partners.

Documentation

RR-K-07

Describe the documentation (both system and training) provided as part of standard installation approach including:
1. Manager and user reference manuals (applications).
2. User operator/system administrator manuals.
3. Hardware/OS manuals.
4. Network and Security.
5. Training manuals (initial and ongoing user self-training).

Libera's response: Please see the following section on Training and documentation.

RR-K-08

Is the documentation available:
1. In hardcopy?
2. On CD-ROM?
3. On the Local Area Network?
4. On the Internet?

Libera's response: Please see the following section on Training and documentation.

RR-K-09

How often is your documentation updated? How often are updates made available to the user? How is documentation updated (memo, revised manuals, on-line, CD, etc.)?

Libera's response: Please see the following section on Training and documentation.

Introduction and Background

An integral and key ingredient in the successful implementation of any system is training. Well thought out, prepared and timely delivered training to all levels of users of the system is essential to success. The purpose of this training plan narrative is to outline the approach to training that will be delivered in support of the proposed EHR application.

Libera System 7™ is a product that provides an electronic case management system that follows the business flow and forms specific to the Agency. As such, while training is occurring there are three learning processes:

- Familiarization with the new forms, policies and procedures.
- Learning how to use the navigation and functionality of the software.
- Change Management.

The training curriculum for this system will be developed to support the change management process and ensures that users have the knowledge to use System 7™ and the EHR application. Libera will design the areas for training in order to ensure consistency in approach and validating objectives for each audience as well as the overall objectives. Libera will create outlines for the courses, the objectives for each course, and competency descriptions and seek validation of these with the designated Agency staff. In addition Libera will incorporate the use of on-line help, on-line policy and procedure manuals and hard copy manuals. The Agency will be asked to review the content of courses for match to the objectives, make any comments or notes, and provide feedback to Libera for update/editing prior to final release. Libera will then revise the materials to reflect any changes.

As training is conducted, data conversion for the program is occurring. When staff returns to their office, their caseloads are there for them to begin any manual data cleanup and new data entry that is identified during the data conversion.

Course Delivery Specifics

- Each training course (class) uses two trainers for two days (or for two 4-hour sessions for four days).
- Trainers deliver the approved courseware via the network.
- Primary component of training will be training on the System 7 Framework™ interface.
- As part of a two-day training, Program-specific training will be provided.
- Each course is competency-based training that measures results at the end by requiring a low impact test.
- An “over-the-shoulder” trainer will travel from office to office for the first workday or two after the training is given. This is provided to help ensure that the user makes the transition from learning to applying the class knowledge in the workplace.
- Courseware is provided electronically and is available for future reference on-line and at any time by the EHR users.

General Approach to Training

Each course trains users in the use of the System 7 Framework™ interface and the four user interface screens. Since the System 7™ interface remains the same and only its program specific forms, reports, etc. change, once the functionality of the interface is learned, it is learned for all EHR processes.

Accessing the electronic case file through using relevant, program-specific forms while walking through the agency's process will be the approach to learn system functionality. This will reinforce the experience and relate it to their roles in the work setting. Since the student will be using electronic versions of the same forms they are using on paper in the workplace, comprehension will be high and course delivery can focus on the functions of the software that are repetitively used by the forms and reports. The EHR software will be built to reflect the agency's existing process so training time does not have to be spent in teaching how the software relates to the process. (That type of training is considered to be "good case practice" training and may be purchased separately from this proposal if desired.)

Delivery of system enhancements, such as additional form letters and reports, require orientation only since the learned functionality of the System 7 Framework™ does not change with the inclusion of new forms.

Courses Methods

Libera's educational solutions address the diverse needs of today's employee by offering:

- Consistency in the quality and scope of our integrated learning approach.
- Training and education services delivered by professionals who understand the marketplace and the products.
- One-stop shopping.
- A range of world-class content, learning technologies, and methodologies.
- Design, development, and delivery expertise.
- Strong links to the entire Libera organization, from account management to support.

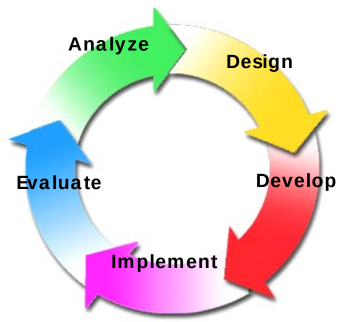
Courses Offered

- Subproject training – a two-trainer, two-day course that uses converted data as training data. This includes training on "setting up system variables, reference files, maintenance activities, system updates, security, etc." After the course is over, an "over-the-shoulder" trainer will be available in the workplace for additional support. Delivery will be at a mutually selected central location.
- Test Group Staff training – "similar to the standard training for production users, but done early in the process in preparation for user acceptance testing." Test data conversion will produce real working data for testing and training. Delivery will be at a mutually selected central location.
- Pilot Group Staff training – Pilot data conversion will produce real working data for testing and training. Pilot training will be delivered in a classroom setting using the same training materials as will be used for Internet based training. The pilot training will be used to test the effectiveness of the training delivery and as a base to evaluate and

modify the training materials as needed prior to statewide rollout. Delivery will be at a mutually selected central location.

- EHR Training by Program – Internet based training classes with a maximum of 25 classes.

Libera's Curriculum Design and Development Processes (ADDIE)



In addition to Libera's Integrated Learning Approach, Libera uses the ADDIE model for curriculum design and development, which has been proven as a successful technique: Analysis, Design, Development, Implementation, and Evaluation.

- Analyze
  - Define requirements – What has to be accomplished?
  - Identify target audiences – Who is being impacted and what skills are needed?
  - Assess existing and available materials – What can be leveraged to save time and money?
  - Determine delivery location – Is there adequate space and availability?
  - Determine classroom equipment and material needs – Have we identified and located the equipment needed for the training?
- Design
  - Develop objectives – What skills must be learned? What information must be communicated?
  - Determine delivery approach and infrastructure required – What is needed to deliver?
  - Develop first draft outline – What will be covered?
  - Validate and finalize outline.
- Develop
  - Design specifications and develop first draft – What have we learned from design?
  - Validate - Does this meet the need?
  - Edit and revise – What do we need to modify?
  - Test and appraise – Will it work?
  - Edit and finalize – What needs polishing?

  - Acceptance – Did we develop according to the stated plan?
  - Produce – Are we ready?

- Implement
  - Deliver training – Are we teaching at the right pace?
  - Provide in class student support – Are we meeting the stated objectives?
  - Distribute – Is the training available to those who need it?

- Evaluate
  - Review for quality assurance – What can be improved?
  - Post course evaluations – Did the students meet the learning objectives? What do they think about the course?
  - Review feedback and revise – What needs to be improved? Has this impacted the business need?

Libera will follow this approach for each of the phases of training delivery. During the Analysis phase, Libera will meet with the designated State personnel to validate the requirements, to discuss the training delivery requirements including but not limited to location, equipment, audience, delivery timing, schedule plan and overall resources needed to deliver the training. This phase allows Libera to build the foundation needed for the remainder of the training cycle.

Once Libera has identified and qualified the requirements, Libera will begin the design process. Libera will determine the design for all areas for training ensuring consistency in approach and validating objectives for each audience as well as the overall objectives.

Libera will then create the outlines for the courses, the objectives for each course as well as the audience requirements. Libera will validate these outlines with the designated personnel. The State personnel will review the outline and recommend any changes. Libera will the revise the materials to reflect any changes. Upon final acceptance of the designs for the courses, this phase will be complete and Libera will progress into course development.

Given the fact that the course training will be conducted face-to-face and electronically, Libera will create the material in a format that allows for the users to utilize this material during the training but also as on-line reference after the training. Upon completion of the development of the first phase of training, as noted in the project plan, Libera will validate the material with the designated personnel. The Agency will be asked to review the content for match to the objectives, make any comments or notes, and provide feedback to Libera for update/editing prior to final release.

Upon completion of the development phase, the material will be created for each attendee, the schedule of delivery will be finalized with any last minute adjustments and then the actual delivery of the course training to the intended audience will follow.

Libera will review the delivery of each class, based upon the student evaluations, and make any adjustments to the training within the defined parameters to ensure a continual quality improvement.

Libera will follow this process as defined here as well as within the project plan from development onward. After the training delivery, Libera will evaluate the feedback, make any necessary modifications to the material, validate the changes with the State personnel and deliver statewide training according to the agreed upon schedule.

As part of the training Libera requests that the Agency independently assess the computer skills of the work force in the following areas:

- Basic use of a mouse, scroll bar, menu, and icon bar use.
- Basic understanding of MS Windows (e.g. multi-windowing environment).
- Basic understanding of Internet Explorer (6.0+).
- Basic understanding of MS Word.
- Basic understanding of the principles of selecting by pull down and pop-up helps.
- Basic understanding of screen navigation including key presses and short cuts.
- Other basic skill assessment.

Libera also requests that the Agency provides or contracts to provide preparatory skills training as needed. Libera believes these areas are part of the basic infrastructure that should be in place prior to system delivery for training. (Libera would be pleased to provide an additional quote for basic skills assessment and/or training if desired.)

Given the fact that the course training will be conducted face-to-face and electronically, Libera will create materials in a format that allows the users to not only access to these materials during the training but also as on-line reference after the training.

Any required, paper-based materials will be created for each attendee. The schedule of delivery will be finalized with any last minute adjustments and then the actual delivery of the course training to the intended audience will follow. Training will also be provided for agency technical staff as well as trainers who will be responsible for training agency non-technical system users. Training will be customized to the specific functions required by each training group and all groups will receive an overview of non-technical end user training. Also, as applicable, training will be compliant with Section 508 of the Rehabilitation Act. Libera is also prepared to provide training to train-the-trainer staff. The goal in providing this training will be to allow the agency's trainers to successfully train staff located at remote facilities and elsewhere as the agency dictates. Libera will also observe the agency's trainers who are conducting one session of user training and will provide both written and oral feedback that will assist the agency's trainers in refining their training delivery approach.

Libera will provide training and all training materials for, at minimum, agency trainers, users, help desk staff, business analysts, quality assurance and operational staff with the goal of providing these users with a training overview so that they will have a clear understanding of the new system and the functionality the proposed EHR will provide end users.

Throughout the life of this project and the implementation of System 7™ training will be delivered to ensure that all users understand and can easily use the application, and as a result are better able to perform their job duties. Training helps to mitigate risk and enhance the change management process.

In order to ensure a smooth delivery and implementation, the Libera training strategy supports multiple training approaches so that as many people as possible will touch the System and as early in the process as is feasible.

To summarize, Libera will provide training in the following areas:

- System Administration training. This training will include installation and system administration documentation to allow proper control, configuration and management of the software.
- Staff and Management training. This training will include training materials suitable for Agency personnel with varying degrees of computer skills; instruction materials for each job function with appropriate job aids; levels of training (e.g. users, super users, etc,); role-based training structured to support all system security levels identified by the Agency; document management and workflow training; security and authentication/registration training; system tutorials and navigation; and rules based engine training for the EHR subsystems.
- Train the Trainer training. This training will include on-line training documentation and end user training including electronic documentation, FAQs and instructions.
- Technical Training. This training will include, if needed, training on the tools and techniques used in the Libera proposed technical approach; will parallel the transition plan where feasible; and provide transfer of knowledge training during and following the transfer of the EHR to the State. Training will also be provided, as needed in the following areas: operational training; held desk; training for developers, business analysts, quality assurance; and data base analysts.
- Self Training and Helps. Libera has developed 70+ training videos and more verbose audios that can be viewed from within System 7™ in either training syllabus or grouped by functional area. These videos are on demand at any time delivered over the web through the browser. The proposed solution provides many forms of both context sensitive and on-line help files from within the system including but not limited to:
  - On-line HTML based help manual.
  - On-Line Agency Policy and Procedure manual.
  - Help to the helps in pick list popup dialogs including pertinent federal regulation instructions.
  - Field level policy and procedure specific help.
  - Form level help describing why and when to use the form.
  - Counseling help such as sample paragraphs and responses that are used for selection.
- Training Plans. These will be for technical, non-technical and train the trainers. The plans will include a training methodology overview; training courses, objectives, competency level and skill assessments; training presentation style; course length; software and supplies needed; procedures for implementing and maintaining training database; documenting attendance; evaluation of training sessions with feedback to the agency; and the potential impact to on-going business operations and the methods to minimize those impacts.
- Development, provision and maintenance of training documentation. This will include developing and updating all classifications of documentation to reflect the current software version; development of a document detailing a version control plan for maintenance of training documentation; incorporating on-line help, on-line policy and procedures manuals and hard-copy user manuals; providing sufficient copies of all

training materials; and providing electronic source documents and graphics that are used in the development and presentation of all training.

- Preparing and maintaining the training database and application software. This environment will mirror the production EHR environment and will allow independent training data refreshes controlled by the trainers and training schedule. Libera will submit a letter upon completion of the training database and application software certifying both are operational.
- Certificate of completed training. Libera will provide a letter upon completion of training that certifies that all the training has been completed.
- Preparation of a training evaluation tool. As stated earlier, each course will also have a defined expectation with regards to performance and expected outcomes. A survey tool will be used to determine training results, which will consist of various scripts administered to the trainees. The surveys will seek input on weaknesses in the training program and specific revisions that can be made to correct those weaknesses. This tool will also be used for implementation training to assess the effectiveness of the training sessions. In addition, the trainers for all training will be expected to implement the evaluation survey tool.
- Training Report. Libera will develop training reports that will minimally include the names of the trainees, level of training provided and information regarding the actual training results and recommendations for follow-up training.

L. Contractual Support

RR-L-01

Do proposed acquisition and/or ongoing maintenance/support costs include:
1. Future enhancements to acquired/licensed application modules?
2. Operating system and related environmental software?
3. Interface maintenance?
4. Architectural changes such as migration to emerging technologies and new methods of systems deployment?

If not, describe the conditions and terms under which enhancements/new releases are made available to existing customers.

Libera's response: We will take pleasure in providing unlimited remote and onsite technical support to your Agency throughout the entire life of all phases defined via this RFI response; all of the above support points are included in our standard maintenance agreement.

RR-L-02

What are your normal support hours (specify time zone)? Where is support staff located?

Libera's response: We provide technical support for clients via telephone, e-mail, multiple Internet mechanisms (e.g. Issue Tracking System (ITS)™, FTP, Citrix, Terminal Server, etc.), and fax. Technical support hours are currently 8:00 AM – 8:00 PM EST, Monday through Friday; our support staff is located at our offices in Jamestown, NY. To cover any extended hours your Agency has requested, a member of the team will be available for emergency response. Non-emergency requests may be submitted via e-mail, fax or the Internet at any time and responses will be provided during the technical support hours.

Any proposed post-contract support provides unlimited remote and onsite level 2 technical support to your agency's help desk. This support is provided at a firm fixed price on a yearly basis, plus travel expenses reimbursed at cost by your Agency. It also includes updates to the System 7 Framework™ and up to 10% of the forms can be modified in addition to keeping pace with Federal & State regulation changes. This support can be extended to include agency end user support at an additional cost.

Our local California based partners can also provide technical support through Libera as desired by our clients.

RR-L-03

Which of the following support features are available? Check all that apply:

1. Toll-free hotline	☒
2. Remote monitoring	☒
3. Remote diagnostics	☒
4. Training tutorials	☒

5. Web-based support tracking ☒
6. 24x7 software support ☒
7. 24x7 hardware support ☒

RR-L-04

Provide the response time for problems reported during:
1. Regular business hours.
2. Off-hours.

Libera's response:

We propose that "response time" is defined as confirmation that an entry has been made in the problem log.

If we are contacted and are not available at the time of contact to immediately reply, we will provide a return call/receipt. This ensures that the problem is understood, logged and assigned to a resource. The following is maximum response for problem call receipt:

- Emergency – immediate
- High – 1 hour
- Medium – 1 day
- Low – next day

Technical support will acknowledge receipt of a problem, log the problem (if not submitted via the Internet) and attempt to contact the submitter to ensure the problem is understood. Once logged, if unresolved via the phone, appropriate people will be assigned the task of resolving the problem. Following notification that a problem exists, we will respond within the support hours specified above.

Resolution time for Problem Log Entries

We propose that "Resolution Time" is defined as the time it takes to completely resolve a problem and provide the fix.

The following is the maximum time allowed:

- Emergency – immediate (ASAP)
- High – 1 day
- Medium – 3 days
- Low – 1 week

The above stated resolution times should be considered general estimates for reference when classifying defects upon discovery. Priorities for resolution established by the business my not reflect realistic turnaround times required for development, testing, and deployment. Resolution times for Problem Log entries will be based on the estimated turnaround time of the defect. The amount of time between when the defect is addressed and a deployment to production is completed depends on the complexity of the defect and the regular build schedule. For example, low priority defects will be fixed and deployed to production according to the regular build schedule (given the time required to fix the defect conforms to the schedule). If the regular build schedule is, or becomes, longer than the period(s) specified above, then the resolution of the defect will fall under the next scheduled build period. If the scheduled build period is not sufficient for the resolution of the defect, then the defect should be reprioritized to a higher level, or a build and deployment must be made outside of the regular build schedule.
Libera looks forward to working with your Agency in a cooperative effort on the EHR project. The end result will be a solution that pleases your Agency – a solution with a “high happy factor”™. At all stages of the project we will work with your Agency to maintain the appropriate balance of work performed by the Libera team and by your Agency staff.

RR-L-05

Describe your problem reporting software and tools. Are they available via the Internet? Can a list of outstanding problems and enhancements by client be viewed on-line and downloaded?

Libera’s response: The tool we use for a problem log is our web-based Issue Tracking System (ITS)™ configured in our System 7 Framework™. We use it in the following ways:

- Any bugs discovered during code review are entered into ITS™. This enables management to track the number of bugs found during the code review process, the programmer responsible for the bug, and the resolution of the bug as it is investigated and resolved by the original programmer.
- Items that do not pass in the test plan are documented as bugs. Each item is investigated and repeated until a scenario is developed that recreates the problem. The scenario is entered into ITS™, assigned an issue number, and assigned to a developer for resolution. The documentation of the issue includes references back to the original test plan and/or functional specification as well as any supporting files such as screen shots.
- All entries after the original entry include the date, the action, and the name of the user who made the change, and the version of the software. In addition to text, users can attach files to problem reports. Client-submitted files can also be attached to problem reports.
- Resolved issues, in turn, become test plans that are passed on to the Testing department. Resolution versus original issue testing is conducted through the plan. There are times when the resolution of a bug results in a change to the original test plan. A change such as this will be documented by the programming staff and be sent to Testing via the test plan. When the resolution is verified, Testing incorporates the change into the originating tracked issue.

- ITS™ provides a suite of summary reports that can document the information mentioned (the detection method, statistics report, etc.). Specific elements are incorporated within ITS™ and its use. For example, the problem log number is system generated, follows throughout the life of the issue and cannot be changed. This is also true for the date when the problem is reported.

As part of this proposal, we will maintain the centralized ITS™ database on our servers and provide Internet access to Agency staff for real time use equal to our technical support and development staff as described above.

RR-L-06

Describe your firm's approach to software maintenance agreements. Include how, and at what frequency, your firm provides maintenance and upgrade services in support of your system products.

Libera's response: We will provide a yearly renewable unlimited support contract after an initial period of support.

Support will be available during the life of the contract and any optional contract extensions. The System 7 ITS™ on-line Internet based problem log is an integral part of all phases of the project. It will therefore be available during the entire contract period. The response and resolution levels of support are stored and tracked by the stated proprieties as described in the support section in RR-L-04.

- On and Off-site Technical Support to the CFS help desk & Specification Gathering for new projects are part of the "Unlimited" Maintenance.
- Minor changes to the forms are included as part of the "Unlimited" Maintenance.
- System 7 Framework™ Updates are provided at least on a quarterly basis.
- Software maintenance updates are included with any quoted follow-on Maintenance purchases as long as they are purchased consecutively.
- Pricing for Licenses do not include an Agency source code license to the System 7 Framework™.
- The forms, XML business rules, reports, etc., are open source.
- Special programming shall be quoted with a COTS pricing with delivery, installation and training provided under the "Unlimited" Maintenance Purchase.
- Any and all aspects of existing business practices can be modeled through customization without the cost of ground up development.
- SQL, Oracle, Exchange, Windows, reporting engines such as Crystal, Map Info, Active Reports, MS Access, etc., or other Server back end, infrastructure, and operating system licenses are not included in the proposed pricings. If this is a hosting proposal, it is more cost effective to have the state acquire licenses that Libera hosts, or Licenses can be obtained by Libera through a SPLA and added to the proposed Libera Hosting Fee.

M. Cost and Licensing

RR-M-01

Describe your pricing and/or licensing models based on the various product functionalities listed above. Do not provide specific pricing in your response, but information on how pricing is derived is pertinent. Examples of pricing models may be: module-based pricing, package or suite pricing, single price package, subscription based, package plus maintenance, etc.

Libera's response: We quote all prices as a firm fixed price. This includes all costs except travel, which is reimbursed at cost. Pricing is derived from multiple factors including the number of users, the number of forms that a system may have, the number of interfaces to other systems that are required; the agency also has the opportunity to purchase a System 7™ builder's license which would allow the agency to build its own applications. This license includes developer technical support.

RR-M-02

List any programs your corporation currently participates in, in which you provide a single pricing and licensing model for a large customer with decentralized purchasing (public or private sector), and functional descriptions of that model. Examples of this type of licensing/procurement program may be the State of California Software License Program (SLP), or the California Strategic Sourcing Initiative.

Libera's response: We currently do not have any such pricing opportunities available to California State agencies. We have been purchased through ADELL/ASAP state contracts in other states.

N. Risks and Issues

RR-N-01

It is fully expected that Counties will encounter risks/issues that they must manage and mitigate. Please identify the risks/issues that a County is most likely to encounter when implementing your solution. Please include examples from prior implementations of your solution.

Libera's response:
The following are lessons that Libera has learned throughout our sixteen years of business in providing Case Management solutions to Public and Private agencies and has shaped our approach to working with our clients.

- Architectural Approach
    - Keep the user interface simple.
        - Keep the application flat and do not require the user to learn multiple levels of menu's and drill downs.
        - Do not have 150 screens.
        - Combine input and output wherever possible. Do not force the user to have to go one place to input data and another to get it back out again.
        - Do not force the user to run a report as a mechanism of finding records to work on.
    - Construct the interface based on how the user works:
        - Rolodex
        - Forms
        - File folders
        - File drawers
        - Other familiar software based tools such as e-mail and word processing.
    - Construct the interface based on how the agency works:
        - Model the existing paper flow.
        - Have the software help to maintain the agency policies and procedures.
        - Do not have the software be overly restrictive.
    - The architecture can never be too flexible.
    - Alleviate any double data entry.
    - Provide tools for the front line users.
- Accessibility Approach
    - The software should accommodate the user.
    - Too much accommodation at the wrong time is bad and not enough at the right time is bad.
    - The software should not be an impediment to the user.
    - The software should not be a mechanism for evaluating the job performance of a user by creating hurtles for those with disabilities.
    - Accommodation should not be reliant on the success of a third party product like JFW.
    - Utilize our 18 years of experience working with folks with disabilities such as blindness to develop accessibility solutions.
    - Understand that a sighted person will never understand what it is like to be blind.
    - Always listen to the needs of folks with disabilities.

- Partnership Approach
  - Be a good listener.
  - Obtain buy-in before executing.
  - Be a team builder.
  - Don't push too much or not enough.
  - The project can fail if not in a partnership with all parties including the various strata of staff (Administrator, supervisor, Counselor & Support staff).
  - Project Success is based on relationship building.
- Project Organization Strategies
  - The technological approach determines the project organization strategy. By hard coding the entire application, delivery can only happen when testing of the entire program is complete because of the possibility of entering bugs into an application. By using a framework (interpretive engine) approach, the framework remains solid as a COTS solution with testing complete. The project can now be staged based on the completion of sections of forms, which are and remain independent from other sections of forms.
  - Kickoff and team building with role definition.
  - Needs analysis & Specification
  - Design & Development
  - User Acceptance Testing (UAT) with revisions
  - Very controlled Pilot Study with over the shoulder training.
  - Deployment.
  - Do not do everything and then deploy. The "Big Bang" theory does not work as well as being able to deploy in sections and to increments of staff (e.g. one office at a time).
  - Where possible take a pre-existing application and evolve it over time. This increases the change management impact for cost and time to delivery.
  - Try to evolve the application. Start simple, in small pieces and then grow the application after folks become comfortable.
- Key Challenges (State/ County Relationships)
  - Implement something that can be viewed as a step toward one-stop. This requires flexibility in approach and design so that other agencies can be included in when they are ready. Agencies do not have to be under the same roof as long as the data is accessible dependant of course on role an assignment-based security.
  - Implement something that is a front line tool that helps to more efficiently get through the workflow. Do not give the front line user more work in to get the administration data. Replace existing processes with a more efficient process that provides the administration with the data as a byproduct to the frontline users normal workflow.
- Pricing Model
  - Provide unlimited technical support. This improves the relationship and provides for a High Happy Factor™. It also reduces administrative costs.
  - Offer options. For example, entirely off the shelf is much less expensive and faster to delivery than taking existing processes and analyzing them to modify an existing system, which in turn, is much less expensive than using the new software acquisition as an opportunity to re-engineer the process and then implement & train in the new process at the same time.
- Critical Success Factors

    - Leadership. This requires providing a clear vision, looking for buy-in, flexibility in getting to the vision, yet firm in the vision and the commitment to get there.   For example, “it will be a requirement of your job to…,” “please tell me if this will work for you,” etc.
    - Positive attitude at all times by the folks taking a leadership role in evaluating, learning, training, deploying, and supporting the system. People do not like change and they will latch onto leaders with a negative attitude.
    - Change management is the number one factor for success, do not underestimate its need for attention.
    - Do not bite off more than you can chew. During this change period agency staff will be working their existing job, plus the work required to implement the new system.
    - Do not try to implement everything at one time. Smaller is better. Delivering something small early reduces anxiety sooner and provides a feeling of success and comfort.
- Other Lessons Learned
    - Give away lots and lots of free advice in the hopes of wining ☺

O. Project References

RR-O-01

Provide a minimum of three (3) previous implementations of your solution that most closely approximate a CA County Behavioral Health setting. Include a California reference if available. Provide names and contact information of individuals who have sufficient experience to speak knowledgeably concerning:

1. The implementation process.
2. System functionality.
3. Vendor support.
4. Documentation.
5. Training.
6. Overall customer satisfaction.

Reference Information	
Name of Reference:	NY Office of Children and Family Services (OCFS)
Address of Reference:	NYS OCFS 52 Washington Street Rensselaer, NY 12144
Reference Contact Person Name, Phone #, and E-mail Address:	Jane Lynch, Deputy Commissioner (518) 388-1281 Jane.Lynch@cqcapd.state.ny.us
Title/Name of Contract:	Workload Study (WLS)
Dates of Contract:	3/2006 – Present
Cost of Project	$48,696
Size of Service	The Workload Study program was part of a time study referencing 66 tables, with 34,658,000 records in the database. The program is utilized by 3,000 users in 1,200 different office locations.
Description of Services Performed	Using the System 7 Framework™, the entire project took 6 weeks start to finish and was nominated for the *Best of NY* Technology Award in 2007. Libera provided technical consulting, development and assistance with the Workload Study application including technical requirements review, implementation development and enhancements to the System 7 Framework™ and WLS application itself, integration with third-party tools and software, deployment and on-site installation and review, automated testing consulting and production consulting. In addition, Libera helped provide developer technical support to NY OCFS Help Desk staff in troubleshooting production server and user issues. Through the innovations of the System 7 Framework™, the processes and procedures used with one application through all phases of the project easily transfer and apply to any other project built within the System 7 Framework™ including the agency proposing this project.

Reference Information	
Name of Reference:	NY Office of Children and Family Services (OCFS)
Address of Reference:	NYS OCFS 52 Washington Street Rensselaer, NY 12144
Reference Contact Person Name, Phone #, and E-mail Address:	Jane Lynch, Deputy Commissioner (518) 388-1281 Jane.Lynch@cqcapd.state.ny.us
Title/Name of Contract	Domestic Violence Information System
Dates of Contract:	3/2006 – Present
Cost of Project	$443,500
Size of Service	The New York Domestic Violence System 7™ Case Management System is comprised of 70 tables and 33 forms and reports being accessed by 281 users.
Description of Services Performed	The State of NY Domestic Violence Reporting System was designed using System 7™ to have the independent DV agency's from around the state enter their occupancy and discharge reports from anywhere that there is an internet connection using System 7™ based electronic facsimiles of their existing paper forms. This system also provides all agency, program, contact, and notes tracking from a centralized state database to state DV program supervisory offices. This project took 4 months from start to finish and is currently supported under maintenance contract with unlimited technical support.

Reference Information	
Name of Reference:	NY Office of Children and Family Services (OCFS)
Address of Reference:	NYS OCFS 52 Washington Street Rensselaer, NY 12144
Reference Contact Person Name, Phone #, and E-mail Address:	Priscilla Wrobel Deputy Commissioner (518) 473-9685 Priscilla.Wrobel@ocfs.state.ny.us
Title/Name of Contract	Commission for the Blind and Visually Handicapped (CBVH)
Dates of Contract:	10/2006 – Present
Cost of Project	$476,624
Size of Service	The New York CBVH System 7™ Case Management System is comprised of 310 tables and 178 forms and reports.
Description of Services Performed	The State of New York CBVH System 7™ Case Management System is designed to provide an 5 program integrated client centric case management system that fully accommodates those with visual disabilities. It also integrates outside vendors who are authorized through a purchase order to provide and report on service in real time with agency counseling staff. This system also provides all agency, program, contact, and notes tracking from a centralized state database to state program supervisory offices.

Reference Information	
Name of Reference:	Ohio Rehabilitation Services Commission - BDD
Address of Reference:	Ohio Rehabilitation Services Commission Bureau of Disability Determination (BDD) P.O. Box 359001 Columbus, OH 43235-9001
Reference Contact Person Name, Phone #, and E-mail Address:	John Seaver (614) 433-8258 John.Seaver@ssa.gov
Title/Name of Project:	Disability Determination System (DDS) Working Prototype
Dates of Demo	3/2007 – Present
Cost of Project	Demonstration system (Not yet Implemented)
Size of Service	The Disability Determination System was a working prototype system utilizing over 100 tables comprised of framework and application-specific database tables. In addition, the system was designed to be fully scalable for any number of concurrent users, forms and data.
Description of Services Performed	Libera provided technical consulting and development with the Disability Determination application including technical requirements review, implementation development and enhancements to the System 7 Framework™ and DDS application itself and integration with third-party tools and software. Libera analyzed the published Federal and State Social Security Reimbursement and Claims processes to develop a comprehensive working prototype of the DDS workflow including Examination Orders, SSA Work History, Federal reports such as the SSA-3367, SSA-3368, and SSA-3369, numerous claimant and vendor letters, and customized action alert lists for displaying pending items or cases needing action. Through the innovations of the System 7 Framework™, the processes and procedures used with one application through all phases of the project easily transfer and apply to any other project built within the System 7 Framework™ including the agency proposing this project.

Reference Information	
Name of Reference:	Lutheran Social Services
Address of Reference:	Lutheran Social Services 715 Falconer Street Jamestown, NY 14701
Reference Contact Person Name, Phone #, and E-mail Address:	Tom Holt President/CEO (716) 665-4905
Title/Name of Project:	Tenant Tracking Case Management System
Dates of Contract	8/2006 - Present
Cost of Project	Granted
Size of Service	The Tenant Tracking System is comprised of a 150 framework and application-specific database tables and was designed to be fully-scalable using the System 7 Framework™.
Description of Services Performed	Libera provided system analysis, technical consulting and development with the LSS application including technical requirements review, implementation development and enhancements to the System 7 Framework™ and LSS application itself and integration with third-party tools and software. The system provides management of client housing, client services, service authorizations, numerous client and vendor letters and reports, case worker time reporting, and other related services to provide social workers with a managed care and community based services case management system. Through the innovations of the System 7 Framework™, the processes and procedures used with one application through all phases of the project easily transfer and apply to any other project built within the System 7 Framework™ including the agency proposing this project.

Reference Information	
Name of Reference:	Michigan Commission for the Blind
Address of Reference:	Michigan Commission for the Blind 201 North Washington Street Lansing, MI 48909
Reference Contact Person Name, Phone #, and E-mail Address:	Cheryl Heibeck (517) 335-4259 heibeckc@michigan.gov
Title/Name of Contract	Contract No. 071B3001303 - System 6™ Client Tracking System – Licensing, Maintenance, Support, and Enhancements for Dept. of Information Technology for the Family Independence Agency-Michigan Commission for the Blind
Dates of Contract	1992 – present
Cost of Project	Currently - $156,400 annual/maintenance
Size of Service	The Michigan Commission for the Blind System 7™ Case Management System is comprised of 304 tables, with 852,287 records. 153 users utilize the program. The Michigan Business Enterprise Program System 7™ is comprised of 185 tables with 197,122 records and 79 forms and reports being accessed by 98 users including independent stand operators from around the state using a telephony interface.
Description of Services Performed	Libera began its contractual relationship with MCB in 1992. From that date to the present Libera has: o Installed a customized System 5™ o Completed a DTI grant to provide training to all users including JAWS users o Provided customization of forms and reports o Upgraded to System 6 Case Management System™ o Upgraded to a central Oracle Server o Provided Data Migrations o Created a "Standards and Indicators" module o Creating a Rehab Center Module with Scheduling o Provides ongoing tech support and revisions to reflect RSA changes o Prepared the System 7™ upgrade based on the existing system o Provide system upgrades as the Agency migrates windows operating systems. o Taken over the support contract & software for the BEP system™. o Ticket to Work module development o Social Security Reimbursement module development

	o Currently updating the BEP™ system into System 7™. o Successfully executed a complete Quality Assurance Regression Test Plan o Annual maintenance contracts The Michigan Commission for the Blind (MCB) purchased System 5™ and System 6™ with full customization. Prior to System 5, MCB maintained a combination of a paper case management and computerized 911 and fiscal reporting. Libera provided Data Migration to System 5™ and later from System 5™ to System 6™. We continue to provide help desk and tech support under a maintenance contract and have entered into a Five year contract for Maintenance and Support that includes migrating their existing system into the System 7 Framework™ (Initial installation April 2005). In addition, we have received a new contract to take over the existing software automating the Business Enterprise Program (BEP) ™ and provide technical support. As part of that contract we are also migrating it to the Internet via the System 7 Framework™.

Reference Information	
Name of Reference:	Oregon Commission for the Blind
Address of Reference:	535 SE 12th Avenue Portland, OR 97214
Reference Contact Person Name, Phone #, and E-mail Address:	Harvalee Hess (503) 731-3221 Harvalee.Hess@state.or.us
Title/Name of Contract	PO#362540 - VR System 5™, System 6™, and System 7™ computer software
Dates of Contract	July 1999 – present
Cost of Project	Currently - $24,500 annual/maintenance
Size of Service	The Oregon Commission for the Blind Case Management System is comprised of 300 tables with 597,877 records and 72 Forms being accessed by 113 users.
Description of Services Performed	o Installed a customized System 5™ o Provided customization of forms and reports o Upgraded to System 6 Case Management System™ o Provided Data Migrations o Updated to a centralized SQL Server 7.x followed by SQL Server 2000 o Integrating Standards and Indicators module. o Provide system upgrades as the Agency migrates windows operating systems. o Ticket to Work module development o Social Security Reimbursement module development o Provides ongoing tech support and revisions to reflect RSA changes o Successfully executed a complete Quality Regression Test Plan o Successfully executed a User Acceptance Test Plan o Annual maintenance contracts The Oregon Commission for the Blind purchased System 5™ as a comprehensive case management system. Libera provided Data Migration to System 5™ and later from System 5™ to System 6™ in a distributed MS Access database with synchronization. We then upgraded them into a centralized SQL Server 7.5 followed by SQL Server 2000 as the technology changed. Under maintenance contract we supplied the federal regulation changes for approximately $8,000 through sharing the cost between multiple agencies in the same framework. We continue to provide help desk and tech support under a maintenance contract.

Reference Information	
Name of Reference:	Connecticut Board of Educational Services for the Blind
Address of Reference:	184 Windsor Avenue Windsor, CT 06095
Reference Contact Person Name, Phone #, and E-mail Address:	Jill Warzecha (860) 602-4029 Jill.warzecha@po.state.ct.us
Title/Name of Contract	System 6 Case Management System™ System 7 Case Management System™ Business Enterprise Program™
Dates of Contract:	April 1995 – Present
Cost of Project	$117,000 one time & $45,000 annual maintenance
Size of Service	70 users
Description of Services Performed	◦ Installed a customized System 5™ ◦ Completed a DTI grant to provide training to all users including JAWS users ◦ Provided customization of forms and reports ◦ Upgraded to System 6 Case Management System™ ◦ Provided Data Migration ◦ Integrated a “Standards and Indicators” Module ◦ Provide system upgrades as the Agency migrates windows operating systems. ◦ Provides ongoing tech support and revisions to reflect RSA changes ◦ Ticket to Work module development ◦ Social Security Reimbursement module development ◦ Annual maintenance contracts ◦ Awarded new contract to upgrade to System 7 Framework™ along with the Business Enterprise Program. The timeframe from project start date to full delivery was less than three weeks. The Connecticut Board of Educational Services purchased System 5™ and System 6™ with a minimum of customization. Prior to System 5™, Connecticut maintained a combination of a paper case management and computerized 911 and fiscal reporting. Libera provided Data Migration to System 5™ and later from System 5™ to System 6™ and now into System 7™. We continue to provide help desk and tech support under an ongoing maintenance contract.

Reference Information	
Name of Reference:	Washington State Department of Services for the Blind
Address of Reference:	PO Box 40933 Olympia, WA 98504
Reference Contact Person Name, Phone #, and E-mail Address:	Craig Monaghan (360) 725-3837 CraMonaghan@DSB.WA.GOV
Title/Name of Contract:	Number 31205 for Case Management System
Dates of Contract:	9/2006 – Present
Cost of Project	$285,000/First 3 years - $72,000 each additional year of maintenance
Size of Service	The Washington State Department of Services for the Blind System 7™ Case Management System is comprised of 382 tables and 150 forms being accessed by 100 users.
Description of Services Performed	Libera began its contractual relationship with Washington DSB in 2006. From that date to the present Libera has: o Installed a customized System 7 Case Management System™ o Provided customization of forms and reports o Integrated a "Standards and Indicators" Module o Provides ongoing tech support and revisions to reflect RSA changes o Ticket to Work module development o Successfully executed a Quality Assurance Regression Test Plan o Successfully executed a User Acceptance Test Plan o Social Security Reimbursement module development o Successfully implemented an Implementation Plan We continue to provide help desk and tech support under an ongoing 9-year maintenance contract.

Reference Information	
Name of Reference:	Arizona Rehabilitation Services Administration
Address of Reference:	1789 West Jefferson Street Floor 2, NW Phoenix, AZ 85007
Reference Contact Person Name, Phone #, and E-mail Address:	Joyce Steinberg (602) 384-0170 jsteinberg@azdes.gov
Title/Name of Contract	Contract No. AD050028001 – Case Management System for Vocational Rehabilitation (VR), Independent Living (IL), and Independent Living Older Blind (ILOB), and Business Enterprise Programs
Dates of Service/Contract:	May 2007 – Present
Cost of Project	$757,000
Size of Service	12,000
Description of Services Performed	Libera began its contractual relationship with AZ RSA in May 2007. From that date Libera has installed the initial System 7 Framework™ and VR Demonstration Form Set and created a project charter and schedule. In addition, they have also purchased the BEP module and are beginning the implementation process.

Reference Information	
Name of Reference:	State of Missouri Rehabilitation Services for the Blind
Address of Reference:	PO Box 2320 Jefferson City, MO 65102
Reference Contact Person Name, Phone #, and E-mail Address:	Mark Laird (573) 751-4249 Mark.Laird@dss.mo.gov
Title/Name of Contract:	C208000001 – Web-based Case Management System
Dates of Contract:	1/16/08 - Present
Cost of Project	$395,330 with $72,000 annual maintenance
Size of Service	100 users are accessing the State of Missouri Rehabilitation Services for the Blind System 7™ Case Management System.
Description of Services Performed	Libera began its contractual relationship with Washington DSB in January 2008. From that date to the present Libera has: ◦ Installed a customized System 7 Case Management System™ ◦ Provided customization of forms and reports ◦ Integrated a “Standards and Indicators” Module

Appendix A – System 7 Overview

System 7 Framework™ Overview

November 6, 2008
V1.3

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Executive Summary

Libera has been a viable company since 1992. From then to now Libera believes that relationship is first and business second. We also know and believe that we are in a unique position to help the people who help others, not only with our software but with our team's talents and approach. In so doing, we touch many others. We take this responsibility very seriously.

The clients we have today, we have had for many years. We pride ourselves in listening and being able to innovate, change and in turn affect change. Our technology reflects what we have heard as the needs of our client partners. Sale of our patents in 2004 to Microsoft helped fuel our company's technology and in turn its ability to meet needs. These principles are embodied in our System 7 Framework™, continuously evolving, development and runtime platforms. Built by Libera from the ground up using Microsoft .Net technologies, System 7™ provides the following advantages:

- Fast to Market
- Low Cost
- Low Risk
- Designed for the Front line User
- Powerful Information Management for the Administrator
- Extremely Low Maintenance for IT
- Development Platform for Vendor Independence

The following elucidates our extremely adaptable System 7 Framework™ COTS solution. This document provides a general overview discussion of our solution. This discussion embodies how we think about projects based on the perspective of our technology. As you read, please keep in mind how our approach can meet the goals you agency while solving the challenges you face when migrating from entrenched systems. For example, our perspective answers the agency question of "What other visions can a technology and its developer provide to solve our issues and move us into the future?" We understand that this is just the first step in a longer process of relationship where in, we can be in a position to help.

Throughout this response we will show that our System 7 Framework™ .Net-based solution represents the "best-of-the-breed" approach that is extremely cost effective and easy to maintain and use. In addition, the flexibility of our solution and its ability to integrate with legacy systems during system transitions provides a high level of customization with a very low risk. Libera is confident that we can provide creative ways to achieve benefits while allowing for an open and scalable environment for the organization. Our solutions embody this creativity and flexibility in a number of ways.

Please note that we have the ability to fulfill the needs of the Agency in their entirety, or partner with other integrator firms such as Unisys, HP, etc. if the state so desires. We also offer the possibility to partner with your own in house IT staff to support internal development projects using our System 7 Framework™, for which we will provide our development environment, technical expertise and knowledge.

The ways our System 7 Framework™ Technology Reduces Risk and Meets Needs:

We appreciate that many systems and their replacement cannot realistically adopt the “Big Bang theory” of implementing a new system. Our solutions can be implemented by form, business process, module, program, region or any combination thereof. The technology offers an evolutionary approach to new system development wherein the existing system continues to operate while pieces of it are systematically replaced by the new system. Both the current and new systems can be commissioned and decommissioned accordingly because our solution will look at existing databases and cohabitate with them. This provides an implementation approach that will tremendously reduce risk, show results faster, familiarize staff with the application early in the process, and resultantly increase the probability of success for the project. For example, by starting with a simple single form application like case notes or the Policy and Procedure manual, the entire state can be trained in a user interface that will be used for everything else.

Designed for the frontline user, Libera’s System 7 Framework™ has a 4 screen user interface that integrates and consolidates the data from many sources (or a central source) in real-time, and is appropriately and immediately presented to the user-based on their role.

Because our approach is forms-based with an unlimited number of supported user roles, any system (small or large) could be implemented based on a single WEB technology. Taken to the extreme, a multi-discipline multi-county application like a SACWIS system could provide each county with its own forms-based identity the way that they are use to looking at the data. In other words, we can provide a number of different XML-based form sets that are specific to each County, Office, division, etc., but still reside within the same technological platform. System 7™ allows sharing of the same data across an unlimited number of form sets and XML-based queries of the data. This gives an agency the ability to assess staff change management strategies and better position any project for success and in turn better service to the families you serve.

The System 7 Framework™ approach provides the following implementation and maintenance benefits:

1. It can be installed in approximately an hour on a single application server running IIS or scaled to an n-tier architecture consisting of a load balanced IIS tier, Load balanced Application Server tier, and a database server farm (including mainframe-based databases).
2. The System 7 Framework™ can use your existing database tables thereby greatly lowering the need for a data conversion.
3. The interface is simple yet powerful.
4. A stable framework approach with only a log-in screen, a desktop that reminds folks of e-mail, an Internet Explorer word processing screen, and a pop-up pick list screen, provides a very high user acceptance and very low training time.
5. The electronic case folder and electronic file drawer approach models the existing work flow of adding blank forms to client, vendor, employee, and employer folders. This reduces staff issues with accepting change.
6. Using the same forms electronically that staff are accustomed to using on paper reduces training time and staff issues with accepting change.

7. Libera's approach eliminates the need for dual data entry, first on paper and then transcribed into the computer.
8. Placing data aware agency forms into Libera's word processing approach prints and/or e-mails what the user and client see.
9. Once users become familiar with the word processing screen, they are familiar with an infinite number of forms that can be loaded into that screen.
10. The existing XML word processing like forms and business rules do not require .Net programming and are interpreted by Libera's stable .Net-based System 7™ application. These XML forms are self contained word processing like documents with fields that talk directly to many different database sources individually and simultaneously. Since the business rules associated with the form are contained within the form, something that changes in that form does not affect the function of any other form in the system or the underlying System 7 Framework™ which interprets the form. Does MS Word break if a word processing document doesn't contain the information it should? Does another word processing document break if another document doesn't contain the information it should?
11. Our forms approach allows each form to be treated as its own project with discovery, development, testing, user acceptance, and deployment across the web. This allows us to manage a project with less risk because each component can be managed independently and in parallel with each other. This greatly reduces project risk because results can be seen quickly. For example, we can deliver for review as soon as one form is complete. Users able to see the system early in the project reduces anxiety and produces proof of concept and feedback early in the project. This results in more time to make changes.
12. Because each form can be developed independently and in parallel with other forms, chronological development time can be reduced and as a result, cost. The limit in how fast a project can be built is not based on technology, but in the logistics associated with discovery, training, and interfaces to other systems, User Acceptance Testing (UAT), and data conversion. Development is now based on how many persons are building the forms. For example, theoretically a 100 form system could be built in 2 days with 100 people.
13. Libera's *Cause & Effect*™ approach provides the ability for the software to help the user get through workflow processes which follow policies and procedures. For example, forms also contain the business rules associated with the form. If an authorization for a computer exceeds $3,100 then another word processing window with a Three Bid/Sole Source Justification form automatically pops up. Another example is when the client is found ineligible. The software can automatically advance the client into status 10 while at the same time opening the ineligibility letter with an addendum telling the client of his or her rights & responsibilities.

The Libera team believes that its sixteen years of business in providing Case Management solutions make us a good partner in efforts to implement solutions across social services. Our combined experience on projects includes Case Management, project management, system integration, training, system data migration, staff change management, and consulting. We perform all of the work with Libera staff directly employed in the United States. We expect your agency would be extremely pleased with the experience of partnering and our support of Agency projects.

We believe that agencies are looking for a partner that is accountable – one company you can hold responsible for your success; Libera is that company. We have the breadth, the depth, and the ability to deliver on the service commitments we make on behalf of Libera. We can do this while driving a higher return on IT and building a more open and adaptive infrastructure to the benefit of your agency, its staff, and the consumers' served.

High Level System 7 Framework™ - Engine Feature List

- Licensable Development Platform
- Can develop an unlimited number of applications.
- True thin client Internet Explorer application.
- Unlimited role-based security down to the fields on the forms.
- Automated database activity and System 7 Error Logs.
- Assignment based security (assigning users to data {e.g. clients}).
- Supports State Login Guidelines for public access, HTTPS, SSLVPN, and VPN.
- Supports NT Authentication, User Login, or both simultaneously.
- Interface to SiteMinder for Public Web Sites.
- Runtime Engine supports n-tier hardware architecture including load balancing and server farms.
- N-Tier software architecture developed entirely with .Net technologies.
- Table driven application expert system architecture.
- Business rules and forms in XML tier.
- Built in XML-based Libera reporting engine
- Powerful data aware forms-based word processing interface that does not require any client-based word processor (In the XML Layer).
- Event driven (OnFormLoad, Print, Exit, OnFieldLoad, exit, etc.)
- Tightly integrated with e-mail for notifications based on any event.
- Automated form building based on events such as check the data for errors or inconsistencies.
- Unlimited error checking events & business logic (In the XML Layer).
- Unlimited Predefined Queries for returning data from any source.
- Database independent. Works with SQL Server 7, 2000, 2005, Oracle 8, 9, 10, 11, MySQL, etc. Any data source that has an ADO.NET driver.
- Uses connection tokenizing for simultaneously reading from multiple and independent data sources.
- Transaction-based processing.
- AJAX processing.
- SOAP based.
- Dynamic XML configurable service reader.
- Manages and Serves Crystal Reports, MS Access, Active Reports, SQL Report writer, and any other web-based reports.
- Integrates scanned in documents with those generated by the system.
- Integrates other forms of multimedia such as audio, PDF, DOC, Image, video, etc.
- Bar Code production and automated recognition. Bar Code production is integrated directly into the generated forms such as form letters, labels for mailings and equipment, etc. Letters that require a signature are scanned in and auto recognized then added to the electronic file folder.

- Very flexible and powerful ad-hoc queries from within the user interface.
- Supports Mobile computing with Internet Explorer 6.0 or higher.
- Reads Geo-coding databases like MapInfo and provides address validation.
- Works with MapInfo MapxTreme.
- Highest level of Section 508 compliance for accommodating persons with disabilities using JAWS, Window-Eyes, ZoomText, and other accessibility software.
- Built in Administrative tools for monitoring system performance, activity, and errors.
- Built in Administrative tools for users, dictionary, security, sample paragraph, etc. administration.
- Mail & e-mail Merge
- Scheduled tasks (Predefined Queries review and send e-mail messages based on returned results, reports automatically run on an administrative schedule)
- Random generation of selected records.

High Level System 7 Framework™ - Existing Runtime Form Sets

- Federal & State Vocational Rehabilitation Program
- Federal & State Independent Living Program (Under 55 years old)
- Federal & State Independent Living Older Blind Program (Over 55 years old)
- Federal & State Supported Employment Program
- Training Center Manager™
- Good Case Practice Modeler™
- Agency Partner Supported Employment Program
- System 7 HR Manager™ Human Resource Electronic Employee Folder including Job Description Builder, Employee Notes, Application, Employee Review, Exit interview, Statistical reporting
- Workload Study (Time Tracking)
- Community-Based Managed Care
- HUD Tracking
- Press-wide Database Management
- Domestic Violence Information System™ - Federal & State Domestic Violence Reporting System
- Workout Salon Clientele Manager
- Child Welfare Supervisor / Caseworker Workload Manager
- Federal & State Business Enterprise Program (BEP) (A portion of this program is an Asset Management like application)
- Career Planning Tool (CPT™) {World of Work transition assessment and planner}
- GapCheck™ {Job Needs vs. Application Attributes}
- Readiness for Informed Choice™
- Standards and Indicators for VR
- Social Security Claim Form Submittal System for VR
- Disability Determination System

High Level System 7 Framework™ - Spin-off Applications Based on the System 7 Framework™

The following System 7™-based thin client applications can be Licensed as installed Web based applications or as Software as a Service applications (SAAS). Currently these applications are in various stages of development.

- System 7 Framework Developer™
- System 7 Framework Runtime™
- System 7 Letter Builder™
- System 7 Referral Form Builder™
- System 7 Contracts Manager™
- System 7 Survey Builder™
- System 7 Content Manager™
- System 7 Document Filing System (DFS)™ {with Scanned Document Imaging}
- System 7 Document Suite™
- System 7 Report Control Center™
- System 7 Issue Tracking System™
- System 7 Component Tracking System™ (with Project Manager)
- System 7 PWDB™ (Press-wide Database Management System)
- System 7 Project Manager™
- System 7 Change Notice Manager™

Applications Based on the System 7 Framework™ - Overviews

SYSTEM 7 FRAMEWORK™

The System 7 Framework™ is a web-based system for Developing and running comprehensive information management applications of any type. Using Internet Explorer 5.5 or higher and .NET technologies, Libera's Framework provides a unified environment in which applications can be built and customized to meet the needs of an organization, reflecting existing documents, business practices, and work flow.

The following are some advantages:

- The System 7 Framework™ provides a balance between an organization's needs for customization to meet business practices and the stability and jump-start that an off-the-shelf product provides.
- The System 7 Framework™ approach allows Applications to be separate and independent or to be combined into a convenient, integrated whole.
- The System 7 Framework™ combines data entry and document completion into one. Electronic forms can be created and completed, storing information into the database while providing a document which can be printed, saved, or e-mailed.
- The System 7 Framework™ can automatically gather and display information from multiple sources as well as enforce virtually any rule or policy. This allows users to quickly and conveniently find and enter data while ensuring the information is accurate and secure.
- The System 7 Framework™ can connect to many types of databases (e.g. SQL Server, Oracle, MS Access, etc.) allowing applications to use existing information and link separate data sources into a seamless whole.
- System 7™ Applications can be conveniently accessed from any PC with an internet connection and Microsoft Internet Explorer.
- The System 7 Framework™ has a consistent and easy-to-use interface similar to Industry Standard products. This allows new users to quickly learn the application and experienced users to easily transition from one application to another.
- The System 7 Framework™ accommodates those with disabilities and is ADA compliant; any application built on top of the Framework does so as well.

APPLICATION GENERALS

Because all System 7™ Applications are built within the same System 7 Framework™, they share a number of common features and gain a variety of benefits.

Feature List

- Low cost, low risk, and fast to market development.
- Integration of multiple applications and their data.
- Cohabitate with existing legacy systems to augment and evolve them.
- Information can be accessed and displayed in interactive forms and within the flexible, search oriented data grid for users to perform Ad Hoc queries.
- Predefined queries (PDQs) - Reports that offer unlimited options for viewing any combination of information.
- The common components (forms, predefined queries, etc.) within an application are independent, allowing for rapid development and easy customization. This greatly lowers the risk associated with changing the application to meet needs.
- Data is automatically saved as it is entered. Information is updated in real time, providing maximum safety and security to the data.
- Multiple copies of a form can be created, edited, and manipulated simultaneously.
- Workflow modeling is integral to System 7™-based applications where and when it is needed.
- Cause-and-effect technology provides for automated responses based on the user's interaction with the software. This allows the system to help the user through the workflow processes. For example, in response to an electronic approval, an e-mail notification can be sent and a new window with an approval letter can be automatically opened.
- Flexible and unlimited role-based security limits access to view or modify information to only those that are allowed. This also keeps the application small to users who have limited responsibilities.
- Many accommodations exist for access users with disabilities, including integration with popular access tools for the visually impaired and those with limited upper extremity use.

Embodies Case Management Concepts

The case management concept is the core of many System 7™ applications, such as those designed for Vocational Rehabilitation agencies. The System 7™ Case Management System uses interactive electronic forms which reflect the paper documents normally used by an organization to enter data directly into the system. This eliminates time wasted on transcription from paper into traditional information management systems. More importantly, the system provides many front line user tools for case assessment and decision making. It automates menial tasks and encourages good case practice. The System 7™ Case Management system is not just an application to store data, but a tool to aid caseworkers, supervisors, and administration with every aspect of their interaction with clients.

Feature List

- Every form can be customized to match those used by an organization in paper thereby eliminating dual data entry (e.g. paper and then transcription into an information management system.
- A system which not only generates forms but scans and associates incoming paper from outside sources involved with a case.
- Case information is seamlessly shared across program areas and between teams of caseworkers and managers thereby promoting team case management through the interaction of users with one common client electronic case folder.
- Incorporates assessment as a means for determining need (eligibility) and in turn planning necessary service provision.
- The system automates essential ticklers to act as reminders to provide front line as well as supervisory and administration staff tools to keep moving the case forward.
- Case Management workflow is able to be modeled. For example, forms that can be created are based on a client’s status and program as well as other important business rules. This means that only the information that is relevant to a client’s case can be entered.
- Cause and effect modeling embodies agency policy and procedures thereby easing the need for staff to remember what the rules are and reducing agency exposure.
- Positions agency programs for the next steps in software evolution, wherein the data can be analyzed to find patterns, predict problems, and suggest solutions.

Voucher Interface to Fiscal Systems

The System 7™ Voucher module provides a means of preparing, reviewing, controlling, and submitting fiscal information to any third party fiscal system. Financial records are automatically converted into the necessary format and are available for internal review.
For example, in a Vocational Rehabilitation application, payments made for services authorized to a client must be sent to the State's accounting system. Used in this setting, the Voucher module allows the agency's fiscal authorities to review and approve these payments before submitting them for check writing.

Feature List

- Audit trails of who does what and when with record change history tracking ensure the integrity of the data.
- Separation of duties and up front regulation of information, provide the necessary controls to satisfy the Generally Accepted Accounting Principles (GAAP).
- Automated data flow, tracking, and role-based security from collection through conversion and transfer greatly reduces any margin for error.
- Processes such as *data batch file production* or *Web Service Interface* is isolated from the voucher module. This provides an XML-based way to be easily adapted or updated without affecting the user interface.
- Module accesses financial information directly from existing applications.
- Seamless integration into any existing System 7™ application.
- Soft or electronic copies of submitted data can be saved for internal records.
- The Voucher Module can be designed to accommodate any number of stages of review and/or reviewers.
- Use of the System 7™ interface streamlines the training curve as well as the number of actions needed to review, reject and/or submit fiscal data.
- Numerous options are provided for viewing financial information, allowing users to quickly find desired records.
- An unlimited number of Reports and PDQs can be developed to track, review and report on information.

Report Control Center™

System 7™ offers the ability to write and control comprehensive reports from a single central dashboard. It will run legacy and new Crystal Reports, Access Reports, Active Reports and soon to run SQL Server Reporting Engine & MapXtreme™ reports. The dashboard allows administering, controlling, locating, filing, deploying, and serving report results to many web browsers. Databases are used to store information in such a way that unlimited reports can be run on any combination of data at any time.

Feature List

- The ability to run existing legacy reports from other systems, without modification.
- The dashboard or "clearing house" can be used to control and coordinate reports from many legacy applications through a single browser-based interface.
- A single System 7™ browser-based interface can be used to run reports even from other systems. Therefore, end users can use one consolidated system to run reports instead of several systems.
- System 7™ role-based security can be used to control the access to any report. Individuals across departments and Agencies can be granted permission to view only reports relevant to them.
- Folders that organize reports by project and save report results by user and/or category.
- Report data that is saved can be used to provide comparative results for trend analysis over time.
- Because of System 7™'s scheduled tasks, reports can be run simultaneously or sequentially, with or without user intervention.
- Report results can be directed toward the System 7™ desktop where additional Ad-hoc reporting and exporting tools are available to the user for further data manipulation and analysis.

System 7 Survey Builder™

An unlimited number of Surveys can be created and controlled over the Web using the System 7 Survey Builder™. Surveys are created by the user through a simple form where each question and its related details are entered. No programming is required; anyone can design a survey and deliver it over the Internet. And because the surveys created are System 7™ forms, those completing the survey can enjoy all the benefits of a System 7™ Application as well.

Features

- Surveys and their revisions can be created and archived creating a Library within System 7™ that can be organized by project, topic, agency, program, group, season, training, client, etc.
- Flexible survey builder provides multiple structure and design choices to both questions and answers within the same survey.
- Surveys are database driven so the surveys and their answers are stored in any database with an ADO.Net driver (e.g. SQL Server, Oracle, MySQL, Access, etc.)
- Unlimited number of surveys can be created, stored, and sent to recipients.
- Surveys can be sent manually or scheduled to be sent automatically in either paper or electronic format. Survey recipients can be automatically selected randomly, as a fixed group, or according to business practices and rules.
- Access to the survey is also available via the internet or personalized e-mail. No need to log in. Surveys sent on paper can be automatically bar coded (multiple formats) so that when received back in by fax or scanned, they can be automatically recognized and associated with an individual, business, vendor, doctor, school, court, etc.
- Surveys can be completed multiple times with different versions of the survey being saved. This provides automated trend analysis over time.
- Survey responses can be edited multiple times before the user elects to submit a completed survey.
- Survey recipients and their supervisors can be sent reminders to complete the survey via personalize e-mails.
- Comprehensive analysis of results is available through an unlimited number of reports.
- Responses can be monitored in a real time environment.

Content Manager™ and Delivery System

This application manages and delivers online Internet-based multimedia information such as policy and procedure manuals, training manuals, instruction manuals, and agency regulations. Information can be textual, images, audio, and videos. Content can be cross referenced to regulations or specific information via links or references. Users can also be shown only what they need because of System 7™'s role-based security. Through administrative builder features, information can be created and edited individually or collaboratively over the Internet.

Feature List

- System 7™ users (with the appropriate permissions) can easily maintain help files and reference materials independent from Libera and collaboratively over the web.
- If desired, edited materials are instantly deployed to the reader population.
- Through role-based security, materials can be isolated so only certain users have access to certain materials.
- Content can reference other entries, greatly reducing the need for duplication.
- Multimedia content can be managed and deployed from a single location.
- Content is managed within the same application it is viewed, allowing for easy deployment.
- A snapshot of the content as it evolves can be archived and accessed as necessary.
- Paper-based content can be enhanced to contain Multimedia including Video, Audio, Graphics, links, and *includes* (a common file that is used in multiple places change the file once and it is changed everywhere it is referenced).
- Existing training materials can be cataloged, controlled, maintained, and delivered.

Letter Builder™

System 7™ offers the ability to create and manage an unlimited number of form or free text letters. Letters can be designed for a specific task or to serve as generic templates. Through the browser, the letter administrator can create and save and file template letters. They can also assign role-based security to users so that they only have access to letters appropriate for their role with an organization.

While sending letters, users do not have to type in information that is already present in any database. Multiple database sources can even be accessed simultaneously. Users can also automatically generate letters for e-mail or paper mail merge as a scheduled task. Letters and their revisions are then electronically filed for historic reference based on who received the letter.

Feature List

- Entirely web-based and easy to build and use.
- Flexible letter builder provides multiple choices for structure and design of paragraphs and overall layout
- Through System 7™ Letters can reference data stored in multiple legacy or new data sources to automatically fill sections with data-based specific details.
- Ability to create, edit and manage an unlimited number of letters.
- Letters can be sent manually or scheduled to be sent automatically.
- Letters sent on paper can be automatically bar coded (multiple formats) so that when received back in by fax or scanned, they can be automatically recognized and associated with an individual, business, vendor, doctor, school, court, etc.
- Letters can be printed and mailed, sent via email, and made available through the Internet.
- Recipients of letters can be selected by business processes and rules or as a fixed group.
- Letters can be used repeatedly with different versions being saved.
- Letter recipients and their creators can be sent reminders via personalize e-mails to follow-up.
- Sent letters are stored in the recipient's Electronic File Folder (EFF) for future use.

System 7 Referral Form Builder™

The System 7 Referral Form Builder allows users to design and create custom referral forms. This application was created to assist counselors within a Vocational Rehabilitation agency to referring clients from one program to another. However, the system is equally effective for any situation in which a person or item is referred from one place to another. For example, possible uses are referring customers from one business to another, referring employees from one department or office to another within a company, or transferring resources / assets from one site to another.

Feature List

- Entirely web-based and easy to build and use.
- Flexible referral form builder provides multiple choices for structure and design of paragraphs and overall layout.
- Forms can be designed to hide or show information as appropriate.
- Ability to create and edit multiple referral forms seamlessly.
- Through System 7™ Referral Forms can reference data stored in multiple legacy or new data sources to automatically fill sections with data-based specific details.
- Ability to create, edit and manage an unlimited number of referral forms.
- Referral forms can be sent manually or scheduled to be sent automatically.
- Referral forms can be printed and mailed, sent by email, and made available via the Internet.
- Recipients of referral forms can be selected by business processes and rules or as a fixed group.
- Referral forms can be used repeatedly and different versions can be saved and managed.
- Referral forms are stored in both the recipient's and client's electronic file folder simultaneously.
- Referral forms can reference data stored within System 7™ to automatically fill sections with case specific information, or add new information as the form is created.
- Referral forms can launch from purchase orders if integrated with the fiscal module.

System 7 Document Filing System (DFS)™ with Scanned Document Imaging

The System 7 Framework™ offers a document imaging and electronic document filing system that can be integrated with other System 7™ or legacy applications. The Document Filing System™ is a stand alone or compliment system, allowing scanned paper documents and other types of electronic documents to be catalogued and associated with any business process including client communications, equipment tracking, fiscal vendor invoices, employee receipts, Human Resource communications, contracts management, paper filing cabinet archiving and the like.

Feature List

- Can work from a single repository or integrate multiple repositories.
- Supports a variety of formats including but not limited to Microsoft Word, Excel, PDF, HTML, ASCII, Image, Video, and Audio documents.
- Allows version tracking and control for any document media.
- Provides document notes and history by user. Notes have role-based security and can be set to Write Once Read Many (WORM), Read Only (RO), Read Write (RW), viewed only by certain individuals, edited by the person who entered them for someone else (admin asst.), in any combination.
- Electronic File Folders (EFFs) organize documents by project, business process, person, place, or thing and track documents by user, department, category, etc.
- System 7™ role-based security can be used to control the access to any document. Individuals across departments and Agencies can be granted permission to view only documents relevant to them.
- The contents of the documents can be viewed within System 7™ over the Internet.
- The document can be associated directly with a person, place, or thing, allowing it to appear in their Electronic File Folder.
- Relevant information as descriptors of the document being filed can be tailor made to suite the need.
- Paper with Barcodes (multiple formats) can be automatically read so that when received back in by fax or scanned, they can be automatically recognized and associated with an individual, business, vendor, doctor, school, court, etc.

System 7 Issue Tracking System (ITS)™

ITS™ is an application developed and used by Libera to coordinate large or small teams in reporting, assigning, and tracking issues that are found with products or process. Available for licensing, it provides a location to describe issues and associate them with an unlimited number of projects and responsible individuals. It not only provides the ability to record issues and assign them to individuals, it also monitors progress produced, tracks action items, and follows the resolution and closure of all system related activity.

ITS™ serves as a valuable communication medium between team members and stakeholders for whom an application is being developed, improved, or maintained. ITS™ can be combined with CTS™ for a totally comprehensive project management tool.

Feature List

- Entirely Internet-based within an Internet Explorer thin client.
- Issues can be assigned to an individual or group of individuals.
- Issues can have user defined ratings of severity so that the most severe can be managed and dealt with early in a process.
- Administrative reporting based on severity ratings act as an essential management tools.
- All relevant information regarding multiple projects, components and issues is stored in real time and can be viewed hierarchically in a potentially unlimited number of ways (e.g. by project, component, module, business process, assigned person, stakeholder, stage of resolution, stage of project).
- Issue search functionality makes it easy for users to find groupings or exact issues.
- Substantial search and reporting features provide instant assessments of any project's progress.
- An *Issue Detail* form tracks and records the design decisions and discussions for each issue for future reference thereby reducing confusion, miscommunication, and lost issues.
- The *Issue Detail* form allows for a linear trace of an issue's progress, giving a clear record of where it is in the resolution process as well as how it is being resolved. Association of issues with components makes it easy to isolate where issues are most prevalent within an application.

System 7 Component Tracking System (CTS)™
With Project Manager™

CTS™ is an application developed and used by Libera to coordinate large or small teams in reporting, assigning, and tracking all the components of a project. This includes forms, reports, business rules, documents, notes, task assignments, and much more. Available for licensing, it provides a location to describe an unlimited number of components across an unlimited number of projects. It not only provides the ability to track components and all activity throughout their lifecycle but (e.g. information gathering through completion, testing & deployment), monitors progress, tracks action items, and follows components through to completion.

CTS™ was developed from the perspective that each project component has an individualized project plan each with stages, time tables, tasks and assignments. As such each can be setup and managed separately as well as being automatically rolled up into larger overall project sub plans and in turn the master project plan view.
CTS™ serves as a valuable communication medium between team members and stakeholders for whom an application is being developed, improved, or maintained.

Feature List

- Entirely Internet-based within an Internet Explorer thin client.
- All relevant information regarding components is stored in real time and can be viewed in an unlimited number of ways.
- An unlimited number of Template project plans can be set up to be used to establish the lifecycle of any component. Template project plans already have stages, tasks, days, and predecessor relationships. After applying to a component, they can be enhanced and modified to reflect the specifics of each component.
- An unlimited number of persons can be assigned to each task / stage of a component's lifecycle.
- Comprehensive search and reporting functionality makes it easy for users to find components by program, module, assigned individuals, stage, etc. This provides project managers, developers, testers, and clients with instant assessments of to-dos and a project's progress.
- The Component Lifecycle form records the design decisions and discussions for each piece of an application from conception through completion. It reduces confusion, miscommunication and component delays or loss.
- Association of issues with components makes it easy to isolate where issues are most prevalent within an application.

System 7 Project Manager™

System 7 Project Manager™ is a database driven tool for team collaboration as well as project management. It will manage individual components, issues and action items against a project plan and deadlines. It supports sub plans and any associated documents. It contains multiple ways of viewing a project and the components and tasks that make up a project. It contains typical project management functionality like calculating the percentage complete against the progress of the individual components, issues, and action items in the projects, individuals assigned to tasks, predecessor tasks, project templates, and the like. It goes far beyond standard project plans in that the tasks and their relationships to multiple integrated projects can be queried, grouped, filtered, and reported in an unlimited ad-hoc way. In addition, since this application is entirely web-based, it promotes and provides collaborative project planning from anywhere in the world.

<u>Feature List</u>

- Provides for multiple integrated project management. For example, Project A & B can coexist and be organized to view shared resources and their responsibilities and availability.
- Provides for an unlimited number of project templates to ease the setting up of a project.
- Integrates master projects, sub projects, and component projects.
- Workflow is embodied in the application. This allows assignment of tasks which in turn generate assignment e-mails and the ability to complete and or assign new tasks to others on the team by the individual receiving the assignment as well as the dates due.
- View a project at all levels, from the project overview down to the individual details of a component and its tasks.
- Role-based security keeps what can be seen by persons and their ability to alter the plan under control.
- Comprehensive search functionality makes it easy for users to focus on specific sections of a larger project plan or across plans. Substantial search and reporting features provide instant assessments of a project's progress.
- When integrated with ITS™, association of issues with components makes it easy to isolate where issues are most prevalent within a project and who is responsible.

System 7 Contracts Manager™

The Contracts Management tool is designed to manage the greater process of 'Contracts' including creation and tracking of the scope of work document and its revisions, interfacing with procurement systems, following the business rules of procurement, vendor selection and management, contract documentation and agreements, communication tracking including certification tracking, and Fiscal Interfacing.

Feature List

- Entirely Internet-based within an Internet Explorer thin client.
- Allows tracking of an unlimited number of contracts as well as an unlimited number of contract historic iterations (version control).
- Because the application is team-based, from anywhere in the world the information about contractors and their contracts can be reviewed and collaborated on jointly.
- Role-based security only allows users to see & edit what they are supposed to see.
- Mail & e-mail merge for ticklers to remind of contract expirations, missing required deliveries, missing certifications, amendment tracking, contract tracking through the signature process, wording modifications, approvals, routings, etc.
- An unlimited number of notes concerning communications and appointments. Notes have role-based security and can be set to Write Once Read Many (WORM), Read Only (RO), Read Write (RW), viewed only by certain individuals, edited by the person who entered them for someone else (admin asst.), in any combination.
- Work flow to keep everyone informed of the contract stage so that contractors do not deliver before a contract is completely approved.
- Allows historic contracts on paper or in other documents to be scanned in and associated with particular contractors, their jobs, projects, clients, fiscal functions, payments, rights management, etc.

System 7 HR Manager™

This system automates the Human Resources (HR) administrative process including recruitment, job descriptions, employee relations, compensation, workforce planning, benefits, time and attendance, job reviews, risk management and strategic planning. It is compatible with a variety of complimentary HR-related software.

Feature List

- Entirely Internet-based within an Internet Explorer thin client.
- Highly flexible system including all major human resources functions.
- Full employee history.
- An unlimited number of notes concerning communications and appointments.
- Multiple designs available for forms.
- Powerful reporting database tool.
- Role-based security only allows users to see & edit what they are supposed to see.
- Ability to edit and manipulate data by HR team members. This includes field supervisory staff being able to do job reviews on-line.
- Links to other independent HR software.
- System 7 Survey Builder™ application included.
- Access is available via the Internet or personalized email.
- Recipients of information can be selected according to business processes and rules or as a fixed group.
- Allows historic contracts on paper or in other documents to be scanned in and associated with particular contractors, their jobs, projects, clients, fiscal functions, payments, rights management, etc.
- Mail & e-mail merge for ticklers to remind of raises, missing required activities, missing certifications, scheduled job reviews, contact tracking, job description & associated duties modifications, approvals, routings, etc.
- Comprehensive analysis and reporting of all HR information available.

System 7 Business Enterprise Program (BEP)™

A variety of federal and state agencies manage business enterprise programs designed to provide economic opportunities to the visually impaired. The System 7 Business Enterprise Program (BEP)™ was created to help vocational rehabilitation staff supervise all aspects of an agency's Business Enterprise requirements. It allows staff to manage the operators, facilities, equipment, sites, and potential sites associated with Business Enterprise.

Feature List

- Entirely Internet-based within an Internet Explorer thin client.
- Records information regarding the relationships between the various elements tracked within the Business Enterprise Program such as facilities, operators, and equipment. Various links, such as between operators and facilities, allow for common information to be shared and easily accessed.
- Manages all aspects of a Business Enterprise Program, including bidding, agreements and contracts, on site visits, point system for operator selection, and the like.
- Numerous financial reports track business processes and automatically calculates costs and revenue.
- Provides an easy to use method of reporting and managing issues with operators, facilities, and equipment.
- Integrated with Telephony, an automated phone interface system for monthly report submission, historic submissions, historic stand operators, agency announcements, facilities available for bid, and more.
- Automatic creation of the RSA15 Federal report.
- Integrates with the System 7 VR System™ form sets and data so that operators can have their BEP records integrated with their VR & IL client records.
- Asset management for vending stand and counter sales equipment, its purchase, tagging, deploying, movement, repair tracking, and the financial functions associated with the acquisition and repair of the equipment.

System 7 Domestic Violence Information System (DVIS)™

Agencies designed to aid in responding to and preventing Domestic Violence, often provide temporary housing for victims. This requires significant communication between the agency, its facilities, partners and the state. DVIS™ allows Domestic Violence agencies to track and manage admissions into and the discharges from shelters. DVIS™ is an Internet-based system so that any information entered by the agency is immediately centralized and available for reporting without the need to produce any reports for the state.

Feature List

- Entirely Internet-based within an Internet Explorer thin client.
- State level application for providing licensing, per diems, admissions, discharges and turned away numbers, capacity tracking, statistical distributions, and the like.
- Eleven levels of security to protect any data that may be confidential. These include but are not limited to: no data on the local machine, SSLVPN, HTTPS, Login Security, software firewall security, hardware firewall security, single field transmission security, database security, neutral zone security, role-based security, and assignment security.
- Automatic contact web page generation to show limited contact information to persons who may need DV agency help.
- Ability to securely view agencies, programs, and submissions to easily find the information needed by only appropriate staff.
- Real time online forms provide agencies a convenient and simple means of submitting information to the system.
- Substantial reporting tool tracks an individual agency's level of activity as well as activity across all agencies.
- Comprehensive instructions accompany procedures and forms to aid outside users as well as those within an agency.
- An unlimited number of notes concerning the agency, facility, program, etc. This includes a mechanism for reporting issues to the state.
- Comprehensive event log that shows licenses granted, denied, per diem changes, etc.

Typical Customization/Development Work

Because of Libera's framework approach, the technological hurdles for user interface, delivery of information over the web without installing any components on the user's machine, server installation, testing for system scaling & stability, training, and implementation approaches have already been proven. The project is then simplified to discovery, customization on a form-by-form basis (if needed), other system interface development, data conversion, in-house testing, user acceptance testing (UAT), piloting, deployment, training, and support. We truly believe that this is the best technological approach to building projects available.

Functionality that Supports…

We concentrate on core forms and their business rules that support all of the requirements for any agency business process, first. Each form has its own mini project plan that are sub components integrated with the entire project plan. If needed, we fully expect that each form to go through 4 rounds of client review and changes. When the forms come together into a business process module, the module is unit tested with a UAT cycle. The core process of each business process is completed first and then additional ancillary forms such as letters are added followed by Predefined Queries (PDQs to retrieve data) and reports.

Interfaces to systems such as the state accounting system are treated as an individual project as is the data conversion. Interfaces to other systems projects are typically composed of finding out what is currently transmitted, can the data be simplified based on the needed functionality of the System, how to review and approve the data for transmission, how to package and transmit the data, and how to receive data back into the system to show the results.

The starting point for the typical fiscal interface is in understanding the State tree of accounts and why they are in place and how they are positively impacted by a service vendor table that contains all of the service type and vendor type codes. Typically the tree of accounts can be greatly simplified to the main cost centers of monies because the System 7 Framework™ application tracks all of the movement of funds, on what sources they are spent, and provides all of the federal, state, and management reporting. This typically simplifies the data that is currently transmitted. We also review how it is transmitted and offer technological alternatives to batch file transmission when there is an opportunity to do so. For example, can we utilize a Web Service data communication mechanism instead of batch files? We also realize that the state check register must be downloaded and related to the authorization records that created the checks cut by the state. In addition, many times, we must also integrate and/or synchronize an approved vendor (W9) and service list with the state accounting system.

Maximum System Performance…

Since we have built many different types of enterprise wide applications using our System 7 Framework™, we have already proven that it is flexible, scales, works in an n-tier architecture, is load balanced across and within many hardware tiers, is scalable, is light on application server resources, simple to maintain & update, robust, can handle a lot of transactions, and doesn't go down. For our NY State Office of Children and Family Services (OCFS) Workload Study project, it was bench tested by OCFS to 1,000 concurrent users and then went live to 2,400 child welfare case workers 24x7. The maximum number of transactions hit was 457/minute with 12% average server processor utilization in a three tiered server environment with 3 IIS servers, 2 Application Servers, and a mainframe database server all hosting multiple applications simultaneously with ours. I will also add that this 3 form application was deployed successfully without training.

Risks & Remedies

The following are lessons that Libera has learned throughout our fifteen years of business in providing Case Management and Information Management solutions to Public and Private Agencies. It has shaped our approach to working with our clients. We offer the following to agencies to keep in mind while moving forward with case and information management projects.

- Architectural Approach
  - Keep the user interface simple.
    - Keep the application flat and do not require the user to learn multiple levels of menu's and drill downs.
    - Do not have 150 screens.
    - Combine input and output wherever possible. Do not force the user to have to go one place to input data and another to get it back out again.
    - Do not force the user to run a report as a mechanism of finding records to work on.
  - Construct the interface based on how the user works:
    - Rolodex
    - Forms
    - File folders
    - File drawers
    - Other familiar software-based tools such as e-mail and word processing.
  - Construct the interface based on how the agency works:
    - Model the existing paper flow.
    - Have the software help to maintain the agency policies and procedures.
    - Do not have the software be overly restrictive.
  - The architecture can never be too flexible.
  - Alleviate any double data entry.
  - Provide tools for the front line users.
- Accessibility Approach
  - The software should accommodate the user.
  - Too much accommodation at the wrong time is bad and not enough at the right time is bad.
  - The software should not be an impediment to the user.
  - The software should not be a mechanism for evaluating the job performance of a user by creating hurtles for those with disabilities.
  - Accommodation should not be reliant on the success of a third party product like JFW.
  - Utilize our 18 years of experience working with folks with disabilities such as blindness to develop accessibility solutions.
  - Understand that a sighted person will never understand what it is like to be blind.
  - Always listen to the needs of folks with disabilities.
- Partnership Approach

  - Be a good listener.
  - Obtain buy-in before executing.
  - Be a team builder.
  - Don't push too much or not enough.
  - The project can fail if not in a partnership with all parties including the various strata of staff (Administrator, supervisor, Counselor & Support staff).
  - Project Success is based on relationship building.
- Project Organization Strategies
  - The technological approach determines the project organization strategy. By hard coding the entire application, delivery can only happen when testing of the entire program is complete because of the possibility of entering bugs into an application. By using a framework (interpretive engine) approach, the framework remains solid as a COTS solution with testing complete. The project can now be staged based on the completion of sections of forms which are and remain independent from other sections of forms.
  - Kickoff and team building with role definition.
  - Needs analysis & Specification
  - Design & Development
  - User Acceptance Testing (UAT) with revisions
  - Very controlled Pilot Study with over the shoulder training.
  - Deployment.
  - Do not do everything and then deploy. The "Big Bang" theory does not work as well as being able to deploy in sections and to increments of staff (e.g. one office at a time).
  - Where possible take a pre-existing application and evolve it over time. This decreases the change management impact for cost and time to delivery.
  - Try to evolve the application. Start simple, in small pieces and then grow the application after folks become comfortable.
- Key Challenges (State/ County Relationships)
  - Implement something that can be viewed as a step toward one-stop. This requires flexibility in approach and design so that other agencies can be included in when they are ready. Agencies do not have to be under the same roof as long as the data is accessible dependant of course on role and assignment-based security.
  - Implement something that is a front line tool that helps to more efficiently get through the workflow. Do not give the front line user more work to get the administration data. Replace existing processes with a more efficient process that provides the administration with the data as a byproduct to the frontline users normal work flow.
- Pricing Model
  - Provide unlimited technical support. This improves the relationship and provides for a High Happy Factor™. It also reduces administrative costs.
  - Offer options. For example, entirely off the shelf is much less expensive and faster to delivery than taking existing processes and analyzing them to modify an existing system, which in turn, is much less expensive than using the new software acquisition as an opportunity to re-engineer the process and then implement & train in the new process at the same time.
- Critical Success Factors

- Leadership. This requires providing a clear vision, looking for buy-in, flexibility in getting to the vision, yet firm in the vision and the commitment to get there.   For example, “it will be a requirement of your job to…,” “please tell me if this will work for you,” etc.
- Positive attitude at all times by the folks taking a leadership role in evaluating, learning, training, deploying, and supporting the system. People do not like change and they will latch onto leaders with a negative attitude.
- Change management is the number one factor for success; do not underestimate its need for attention.
- Do not bite off more than you can chew. During this change period agency staff will be working their existing job, plus the work required to implement the new system.
- Do not try to implement everything at one time. Smaller is better. Delivering something small early reduces anxiety sooner and provides a feeling of success and comfort.

System 7 Features & Technical Information

- General Features:
  - User authentication and authorization using ASP.NET Forms Authentication, Windows Authentication, Computer Associates' SiteMinder authentication and other authentication services as needed
  - Role and assignment-based security
  - Database and XML-driven business rules and processes
  - ADO.NET data access library can communicate with any built-in (ODBC, OleDb, SqlClient), third-party (ODP.NET, etc) or custom ADO.NET database providers.
  - System 7 Data Aggregator Service™ to aggregate data from multiple data sources into single and multiple ADO.NET result sets. These sources can come from different database sources such as SQL Server & Oracle simultaneously within a single form or across forms.
  - User preferences to control behavior and functionality of the system.
  - Section 508 compliance for accessibility and accommodation under the Americans for Disabilities Act.
  - Integration and compatibility with JAWS, WindowEyes, ZoomText and other screen reading and magnification software.
  - Scheduled tasks for automatically running reports, queries, notifications, & ticklers.
- System 7 Grid Features:
  - XML-based PDQ (Pre-Defined Query) definitions
  - Hierarchical table structure
  - Ad-hoc query/filtering support
  - Multiple export formats including e-mail generation, HTML, PDF, Excel, XML, RTF, paper, etc.
  - Dynamic (on-the-fly) loading of data into the browser as users scroll, expand child records, etc.
  - Conditional formatting of records based on business rules to highlight or stylize records/cells based on distinguishing data such as number of days past due.
  - Mail merge with selected data set.
  - Label Printing

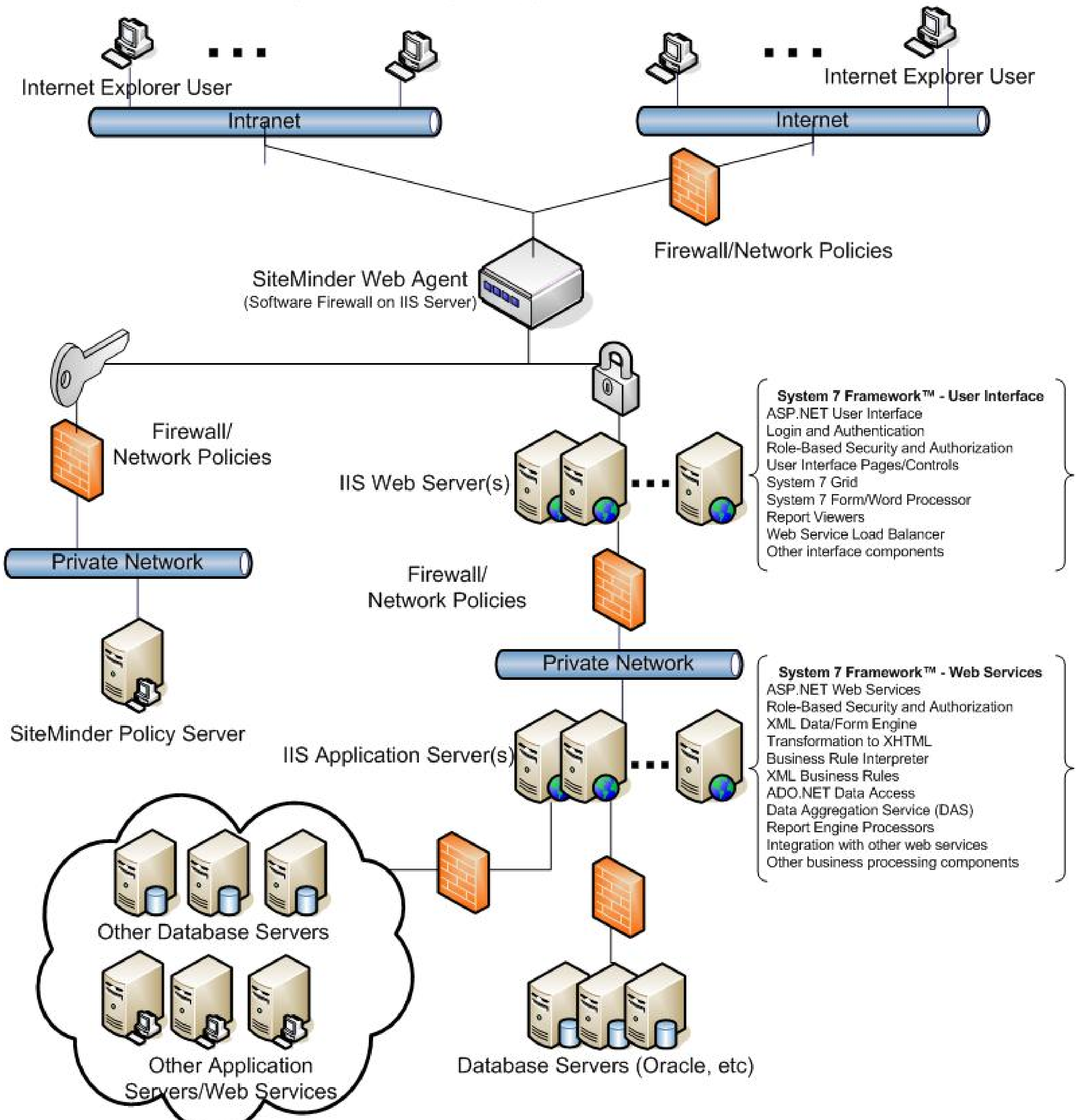
- System 7 Word Processor Features:
  - XML-based form definitions that are smart self contained programs interpreted by the System 7 Framework and totally relationally data aware.
  - What You See Is What You Get approach to data gathering.
  - Multiple data source processing, loading, binding and storage.
  - Extensible form processing engine and element definitions.
  - Multiple record (“insert section”) creation, editing, and deletion for forms like Purchase Orders that can show multiple items purchased on a single form.
  - Cause effect processing. For example, when a date of approval is typed in, another form automatically opens and a notification e-mail is sent.
  - Embedded graphics for items such as form letter logos and electronic signatures.
  - Multiple export formats including HTML, RTF, Text, PDF, etc.
  - Math functionality for showing calculations (e.g. POs)
  - Embed the form with its data in e-mail.
  - Pop-up pick lists on the form for data entry.
  - Multiple-select pick lists on the form for selecting multiple items.
  - Various accessibility features including screen and print zoom, reading modes, etc.
  - Envelope Printing
  - Multiple Attachments of other documents within the form
  - Linking to other web sites for functionality such as automatically getting directions to and from a client, vendor, employer, doctor, school, court, etc. without the user typing in anything.
- Reporting Engines:
  - Support for DataDynamics ActiveReports reporting engine
  - Support for Business Object’s Crystal Reports reporting engine
  - System 7 Form and PDQ reports
  - MAPInfo MapXtreme (in process).
  - MS SQL Reporting tool (in process).
  - Graphic (BAR, Line, Etc.) (in process).
  - Other reporting engines can be integrated as needed at Libera’s expense.

System 7 Framework™ Network Diagram

This diagram is an example of a potential network setup for the System 7 Framework™. There are many different variations of this setup.

The primary requirement is that there is a network communication channel between Internet Explorer users and the IIS Web Server(s), another connection between the IIS Web Servers and the IIS Application Servers, and another between the IIS Application Servers and Oracle/Database Servers.

Other additional firewall/network policy rules can be put in place such as restricting access to the IIS web server to port 80/443 (HTTP/HTTPS), restricting Oracle access to only the IIS Application Servers and other desired servers, etc.

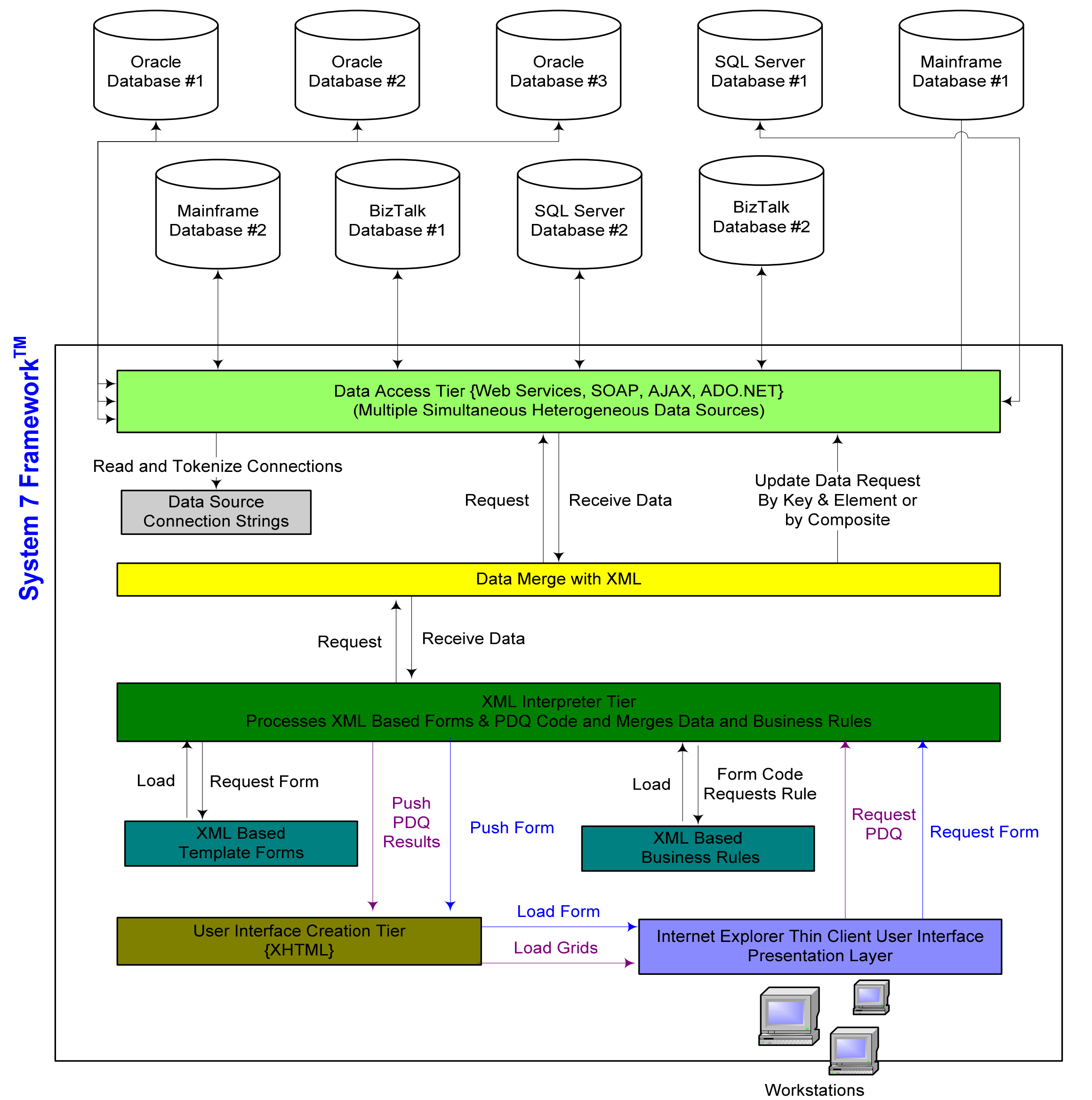


Author: Mike Dearman, 04/20/2007

System 7 Data Flow

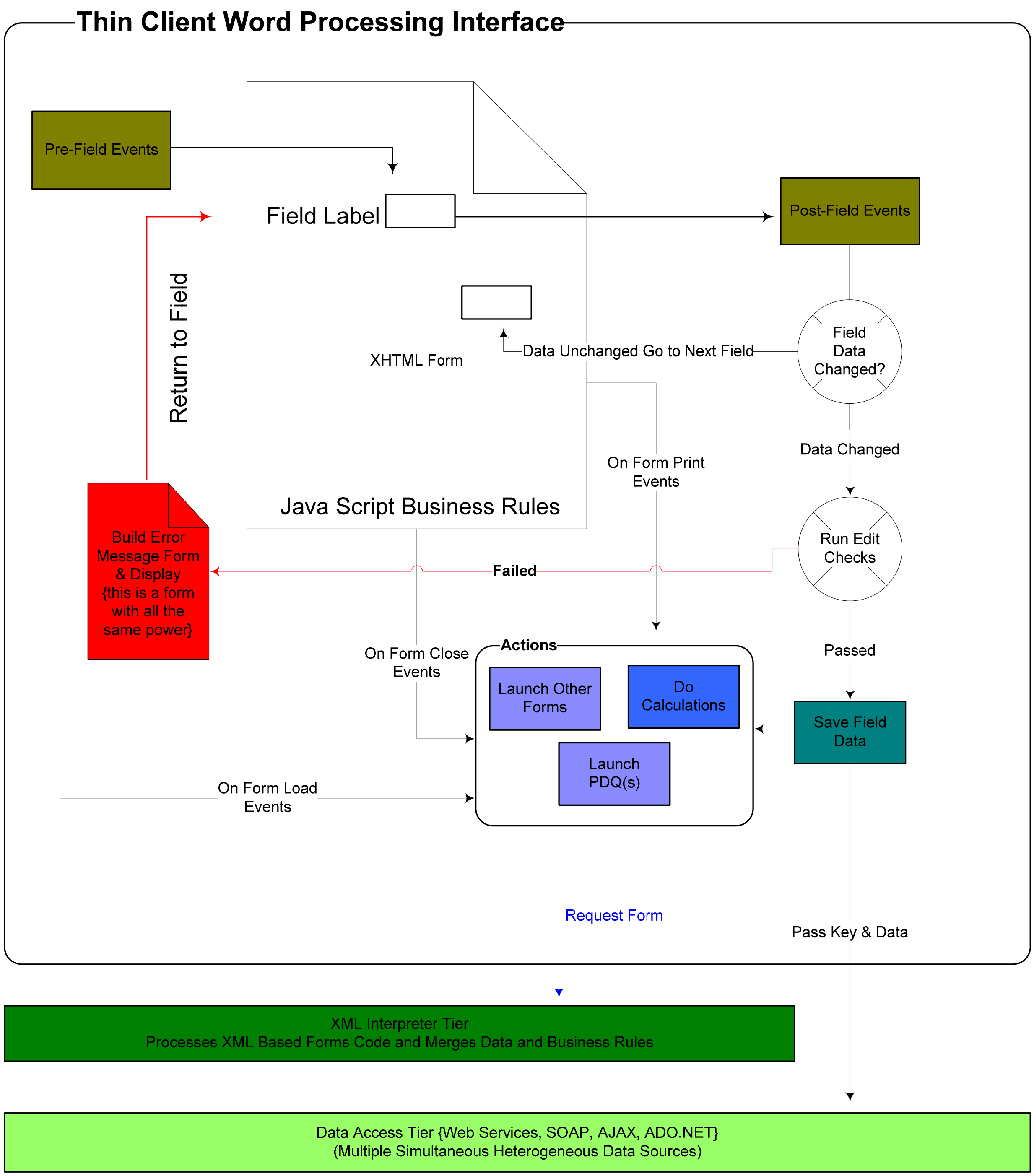
System 7 Framework™ Forms & PreDefined Query (PDQ) Request & Data Flow

Sunday, November 11, 2007



System 7 Framework™ Presentation Layer Form Events

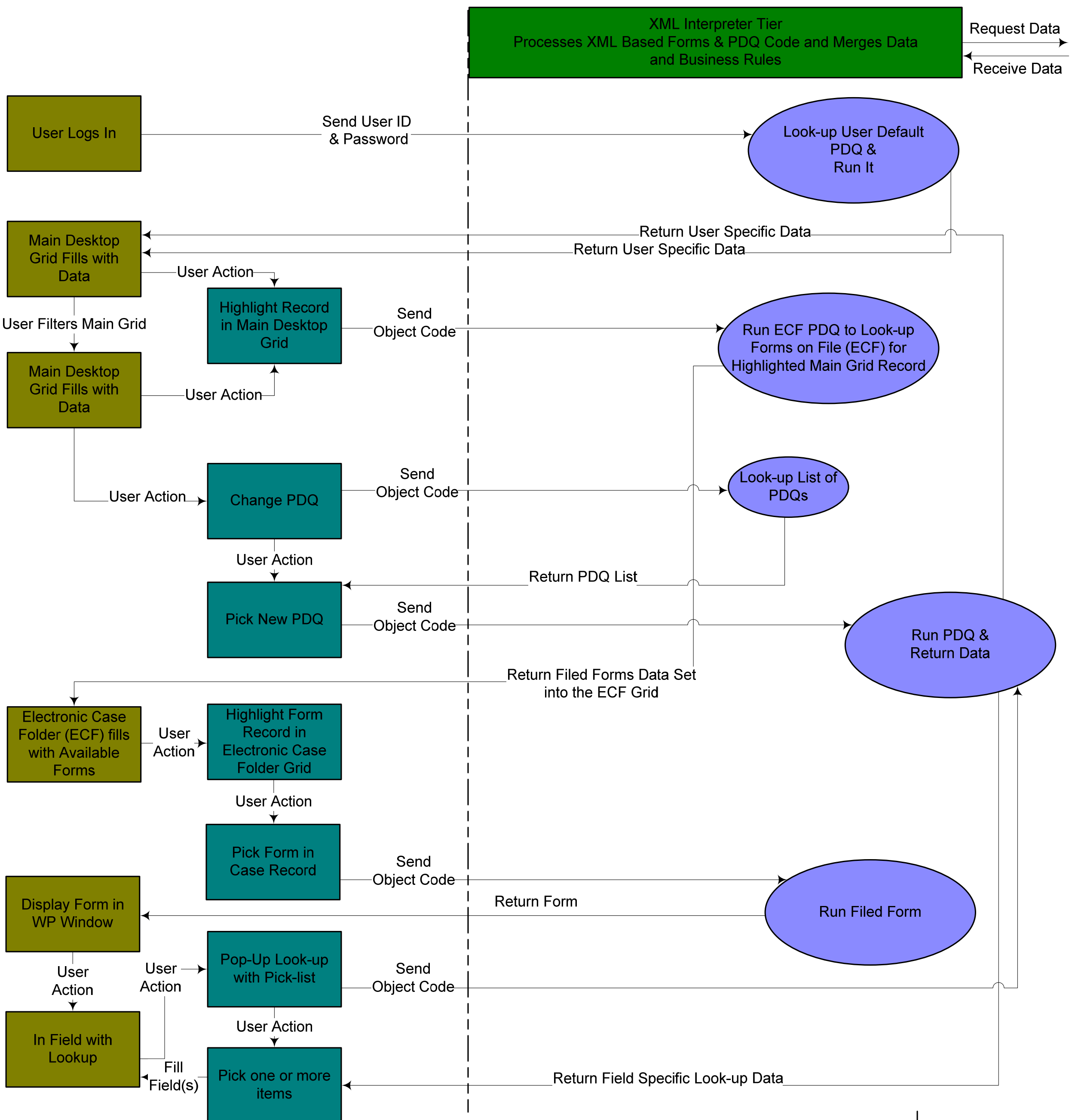
Sunday, November 11, 2007



Page 1

System 7 Framework™ PreDefined Query (PDQ) Flow Client to Server & Back

Sunday, November 11, 2007



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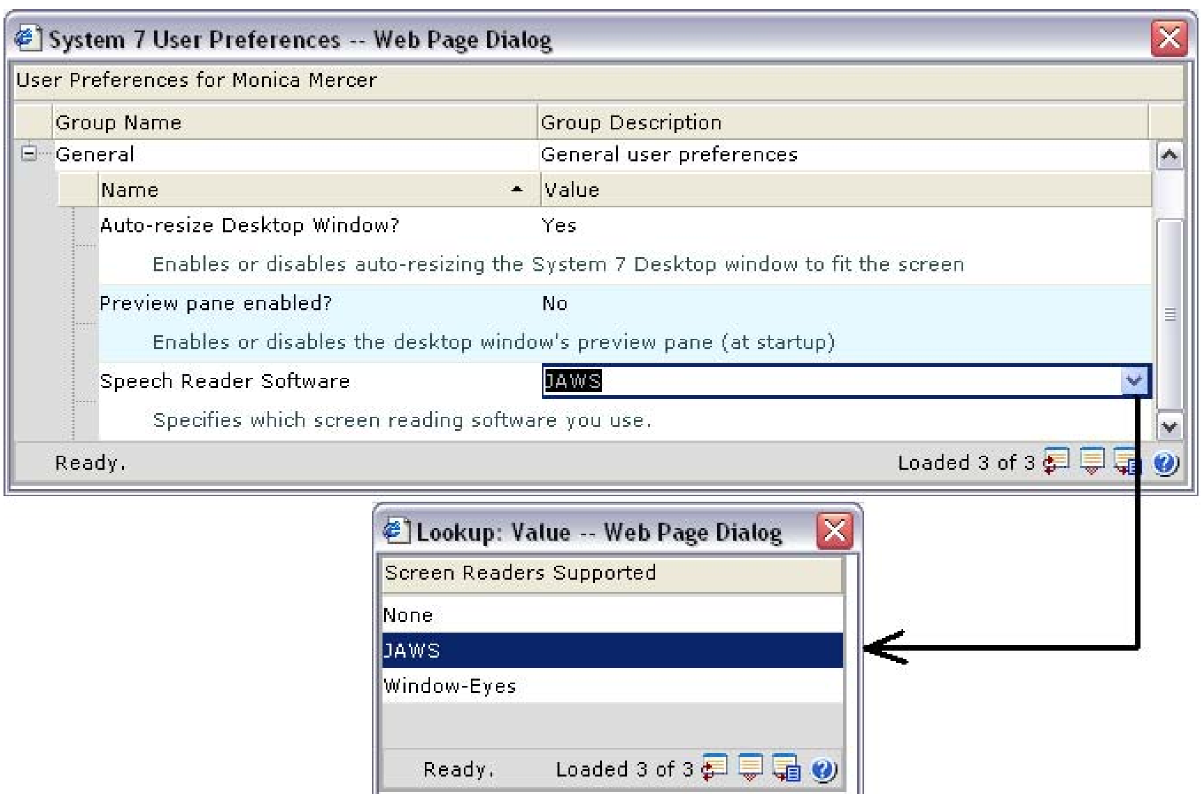
Accommodation 508 Compliance

We consider our technology and expertise the gold standard for accommodating persons with disabilities and have direct relationships with Freedom Scientific, GW Micro, and AI Squared. We are totally accessible with JAWS, Magic, Window-Eyes, and Zoom Text screen magnification.

The System 7 Framework™ supports and enhances JFW and Window-Eyes as well as other accommodation technologies. It is specifically tuned to JFW and Window-Eyes. With JFW and Window-Eyes additional speech is provided to smooth out any items that JFW and Window-Eyes do not fully accommodate. As a consequence, any application (form set with business rules) built with the System 7 Framework™ also accommodates the needs of those with disabilities. We expect the software to accommodate the user and not force the user to accommodate the software.

The Libera System 7 Framework™ has been designed with a single interface and accommodation as one of its primary focuses. For example, JFW operates out of the box with its standard browser settings. We believe that the software should accommodate the user and not force the user to accommodate the software. More specifically, accommodation sets the goal for the System 7 Framework™ to be “equality in job performance when working with System 7 Framework™-based applications”.



We also further warrant that there will be no increase in cost due to any modification that may be required to the information technology for compatibility with software and hardware used for non-visual access. It is unlikely that any such modification will be required.

Maintenance and Support

We take pleasure in providing unlimited remote and onsite technical support to the agency's help desk throughout the entire life of a project. Onsite support will be provided on an as needed basis for issues that are too difficult to solve remotely as well as at key points in time such as system deployments, trainings, and the pilot studies.

Based on our experience, the ease of use of the system and the existing tools available for remote support through VPN and/or a secure Internet connection that includes:

- State Agency desire to develop a level of vendor independence that can be achieved through the "trainer" and administrative training as well as possible IT department development using System 7™.
- The execution by staff personnel of backup and system maintenance plans.
- Our monitoring of database backup tasks and copy to our offices to reproduce issues when required,
- Windows server, Database Server, and IIS remote administration including tuning and event logs,
- Remote backup and monitoring tools,
- No components installed on client machines thereby dramatically reducing or eliminating client machine related issues,
- System 7™ internal tool for managing errors and issues, and
- Third party error tools for diagnosing difficult source code issues that can be executed remotely,

requires only sporadic incidences of need for onsite technical support after the final test and statewide deployment.

We provide technical support for clients via telephone, e-mail, multiple Internet mechanisms (e.g. Libera's System 7™-based Issue Tracking System (ITS)™, FTP, Citrix, Terminal Server, etc.), and fax. Technical support hours are currently 8:00 AM – 8:00 PM EST, Monday through Friday. To cover any extended hours an agency may request, a member of the team will be available for emergency response. Non-emergency requests may be submitted via e-mail, fax or the Internet at any time and responses will be provided during the technical support hours.

Any proposed post-contract support provides unlimited remote and onsite technical support. This support is provided as part of the yearly maintenance license. Licensing also includes updates to the System 7 Framework™, unlimited reports and PDQ configuration, and up to 10% of a project's forms can be modified in addition to keeping pace with Federal & State regulation changes.

We look forward to implementing a system and then continuing our relationship with your agency, whether with additional development or support. At that point we may discuss any changes to the level of change by component that the agency or we may make. In general, the System 7 Framework™ is maintained by us. The forms, reports, and business rules, interpreted by the System 7 Framework™, may be maintained by the agency and/or us.

While Libera is working on a project and any extensions or additions, our change management process includes keeping copies and a change history of all core and non-core source code. A copy of the non-core source code will be provided to the agency. Please note that your agency will not be billed for any modifications or development efforts within the Framework code. This has and will continue to be a privately funded development effort and not "work for hire" as per the FAR regulations. If a Framework Source License is desired, all changes are to be considered derivative works of the Libera copyrights and therefore owned by Libera.

While proposals that Libera makes is an initial understanding of a business processing system, we understand that the environment at your agency is very dynamic. As such, we will use the change management process to keep the project moving forward and include changes where agreed to.

Problem Log

The tool we use for a problem log is Libera's System 7 Issue Tracking System (ITS)™. We use it in the following ways:

- Component Life Cycle Management.
- Any bugs discovered during code review are entered into ITS™. This enables management to track the number of bugs found during the code review process, the programmer responsible for the bug, and the resolution of the bug as it is investigated and resolved by the development team.
- Items that do not pass in the test plan are documented as bugs. Each item is investigated and repeated until a scenario is developed that recreates the problem. The scenario is entered into ITS™, assigned an issue number, and assigned to a developer for resolution. The documentation of the issue includes references back to the original test plan and/or functional specification as well as any supporting files such as screen shots.
- All entries after the original entry include the date, the action, and the name of the user who made the change, and the version of the software. In addition to text, users can attach files to problem reports. Client-submitted files can also be attached to problem reports.
- Resolved issues, in turn, become test plans that are passed on to the Testing department. Resolution versus original issue testing is conducted through the plan. There are times when the resolution of a bug results in a change to the original test plan. A change such as this will be documented by the programming staff and be sent to Testing via the test plan. When the resolution is verified, Testing incorporates the change into the originating tracked issue.

- ITS™ provides a suite of summary reports that can document the information mentioned (the detection method, statistics report, etc.). Specific elements are incorporated within ITS™ and its use. For example, the problem log number is system generated, follows throughout the life of the issue and cannot be changed. This is also true for the date when the problem is reported.

We are providing a License to ITS™ as part of any proposal. In partnership with the Libera team and your agency, we will maintain the centralized ITS™ database on your and / our servers and provide Internet access to Agency staff for real time use equal to our technical support and development staff as described above.

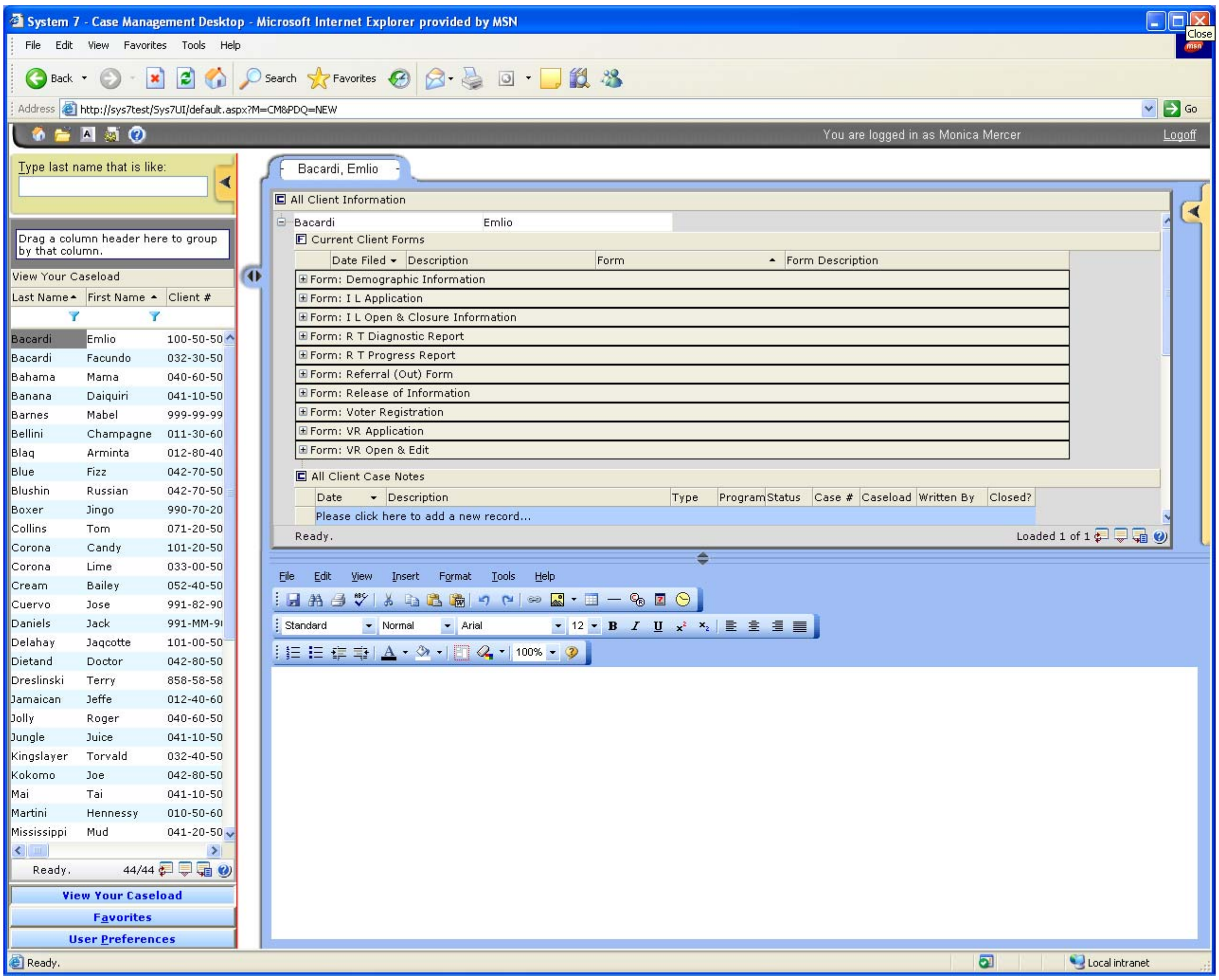
Covered Period of Support

Support will be available during the life of a contract and any optional contract extensions. The ITS™ on-line Internet-based problem log is an integral part of all phases of a project. It will therefore be available during an entire contract period.

Walkthrough

Main Desktop View (Screen #1)

At the time of loading, the user would be asked to log into the system using their name and password. This step identifies the user and their legitimacy as well as their role-based security settings. The main screen loads with a default view of information based on the user. The default view is relevant to the business that the user conducts. For example:

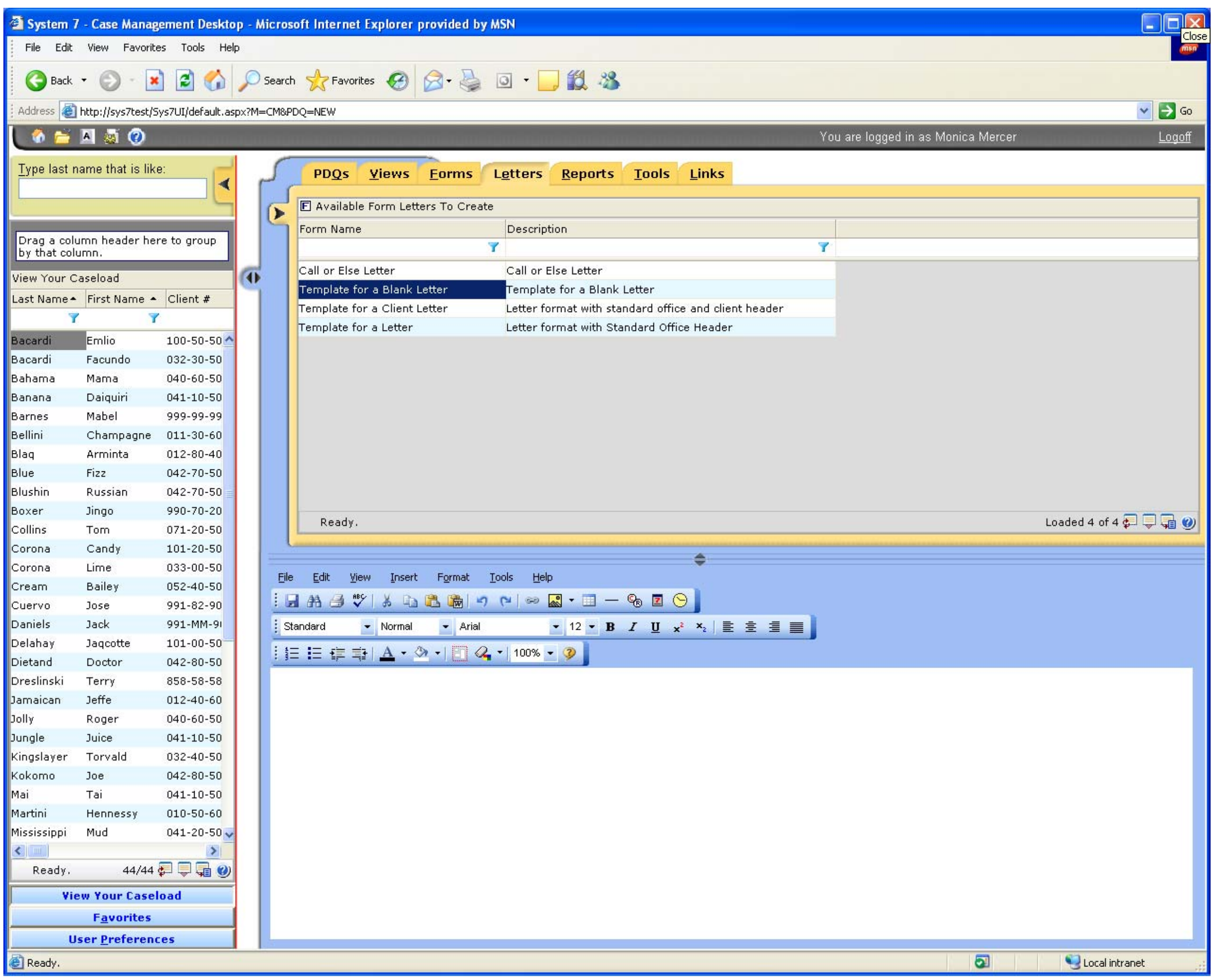


The tree view embodies the hierarchical relationship between the information to be displayed. In the depicted example for the Department of Vocational Rehabilitation, when expanded, the consumer folder contains current cases (VR, IL, etc.) and in turn forms on file for each case. The System 7 Framework™ fully supports multiple case concurrencies, including multiple status histories for an unlimited number of programs running simultaneously for a single consumer. Represented above is the general information about the consumer displayed as a result of the consumer being highlighted in the tree.

Similar to the multiple case notes being displayed, multiple applications for a single client can be depicted. Notes have role-based security and can be set to Write Once Read Many (WORM), Read Only (RO), Read Write (RW), viewed only by certain individuals, edited by the person who entered them for someone else (admin asst.), in any combination. This is true for all types of information highlighted on the left (Consumers, Employers, Vendors, Services, etc.). Vis-à-vis, what is highlighted is what is being worked on.

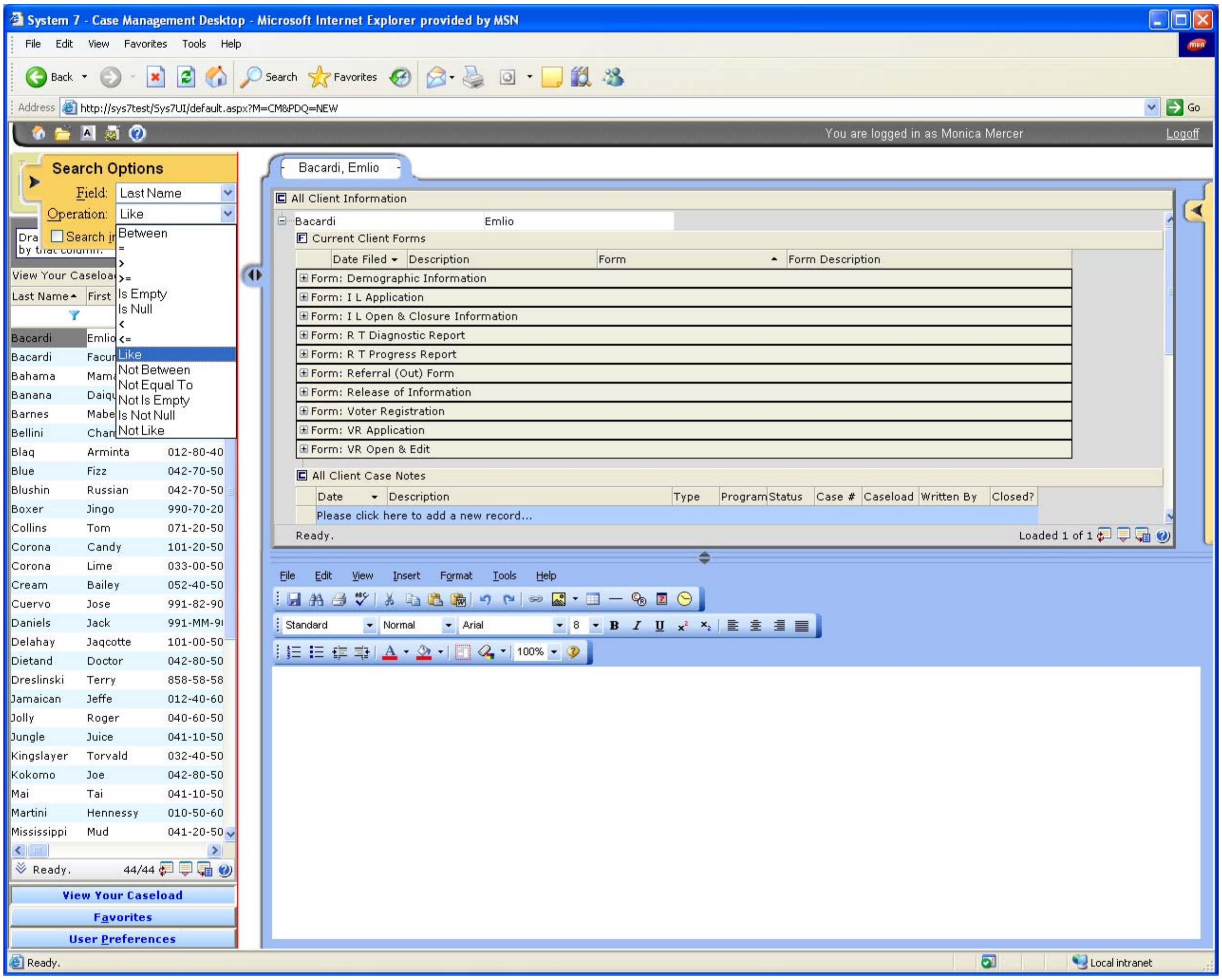
Role-based security means for example, when a supervisor logs on; they see a tree containing their view of the displayed hierarchy; Caseloads, consumers/clients, cases. Role-based security defines the available software functionality based on who the user is. Role-based security is active from individual form fields all the way through to software functions such as opening the file drawer.

The tabbed "file drawer" of the main screen (depicted below) contains groupings of items under functional areas associated with Predefined Queries (PDQ's), Electronic Case Folder Views, Forms, Reports, Tools, and links to other systems. Additional functional categories can be added such as Form Letters (depicted below).



Searching

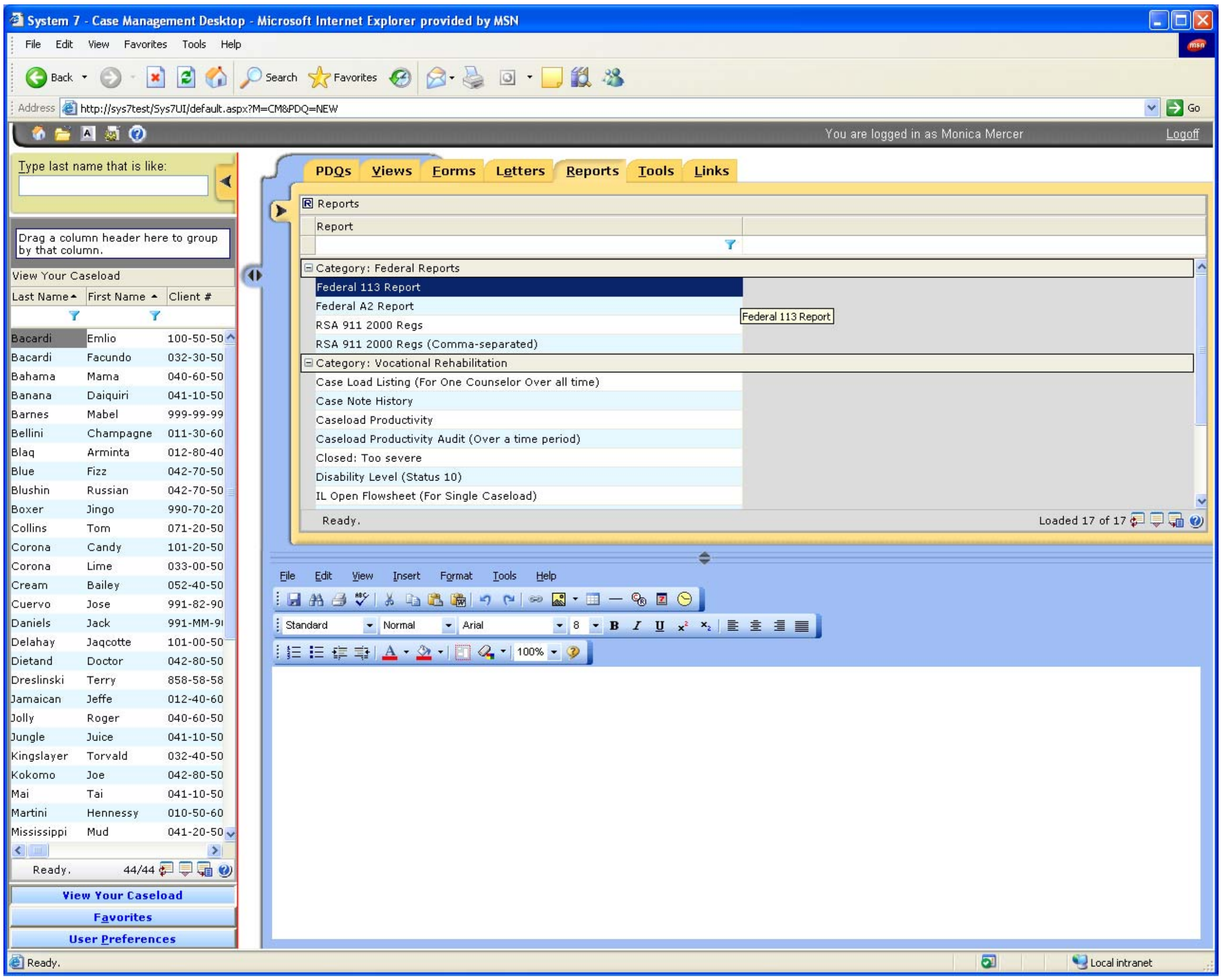
The search tab contains simple yet powerful methods for filtering the records shown in the tree as demonstrated below.



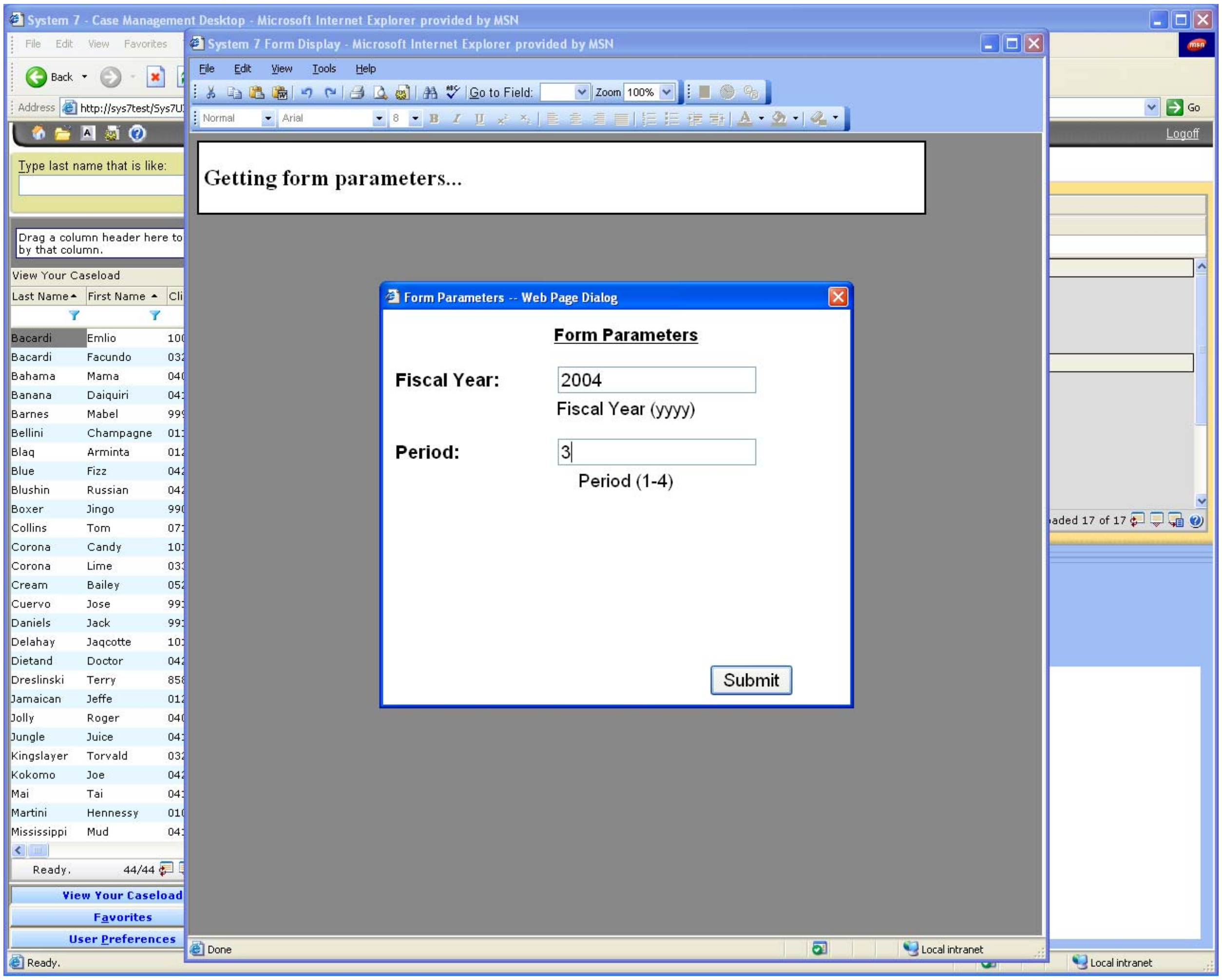
Columns to search are listed in the first drop down and criteria are listed in the second drop down. As will all elements of Information Management Systems developed in the System 7 Framework™, both the column and criteria lists are maintained in tables and do not require any programming to change. They also automatically change based on the predefined query selected by the user.

Reports

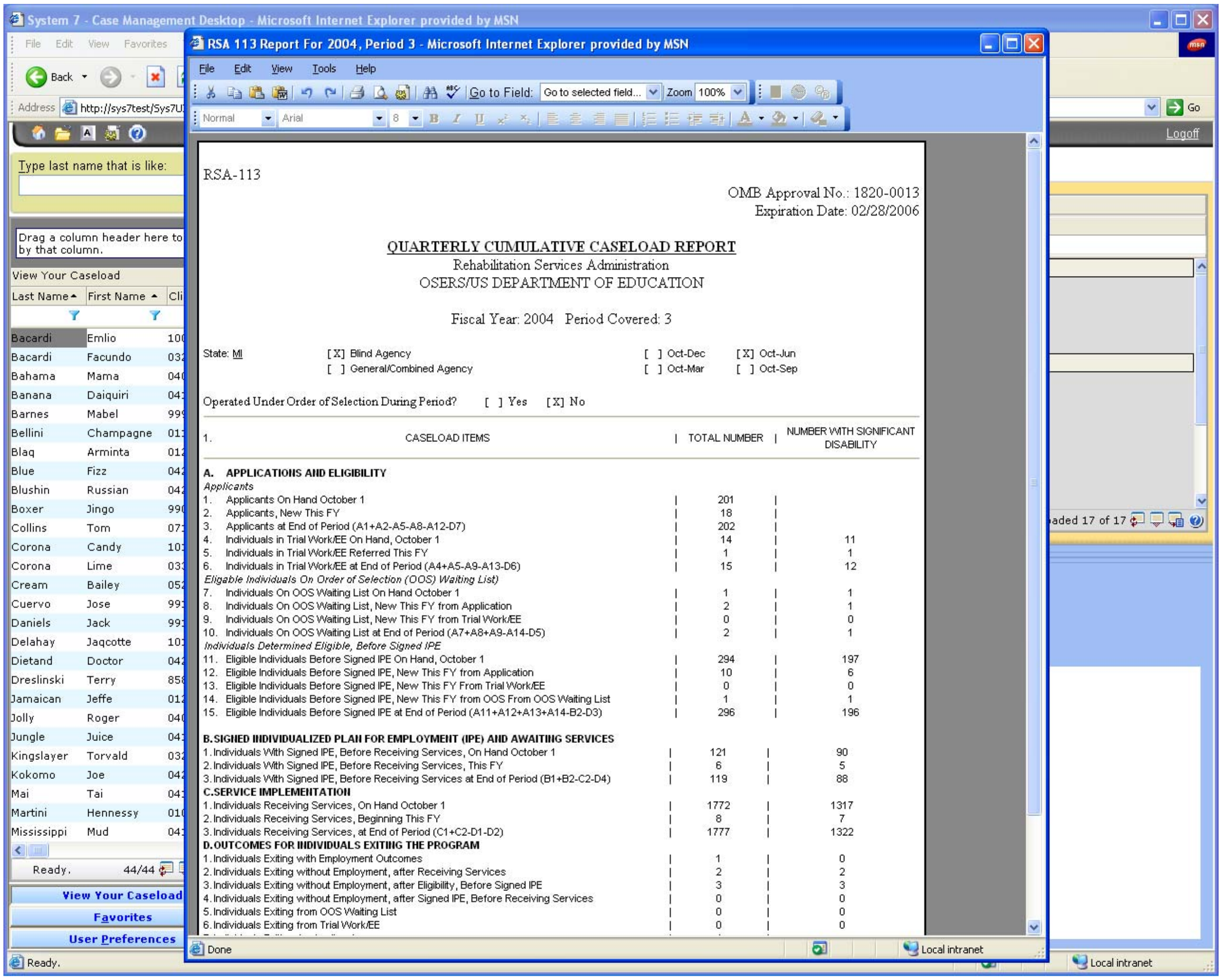
Reports can be written in either Crystal Reports (included with .Net) or MS Access and then converted and run on the web server as a web service from within System 7™, or Active Reports as well as other third party reporting tools. As demonstrated below, through entries to system tables, the reports become part of the user interface for selection under the reports tab.



Where appropriate, report selection produces a screen where the user can enter parameters that are used to filter the report data.



After parameter entry, the user presses the submit button to view the report. The user elects to where the report should be viewed, printed, or exported. By default, the report is produced in HTML and sent to an accessible browser window.



User ad-hoc reports can be built against the database at any time using any tool able to read the database, as long as the Agency's system administrator provides permission for the user to access the database.

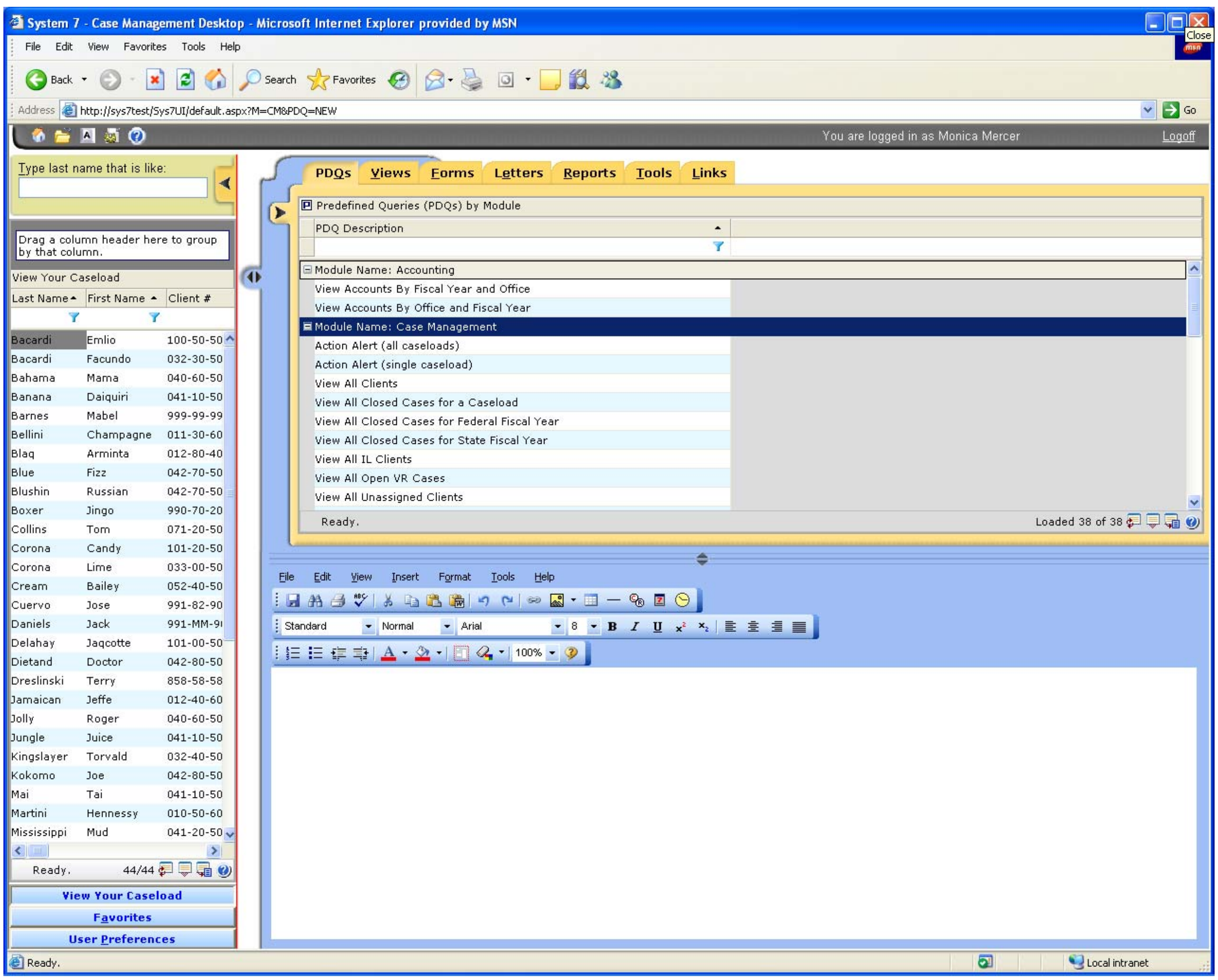
User constructed reports that meet with agency approval can be easily incorporated into the system by appropriate staff without assistance from us.

PDQ (Predefined Queries)

The predefined query option allows development of complex queries including queries that users can enter search criteria (parameterized queries). Parameterized queries prompt the user for information prior to being executed to find records. For example, in the proposed Case Management system, a query can be developed to show all persons in a status too long when compared to agency policies and procedures (Action Alert List).

Predefined queries and views also can modify the items and their hierarchy in the tree to produce a selectable display of information matching the criteria of the query. For example, the Action Alert List would also order the tree with consumers that have been in the same status the longest to those who will require action within the next 10 days.

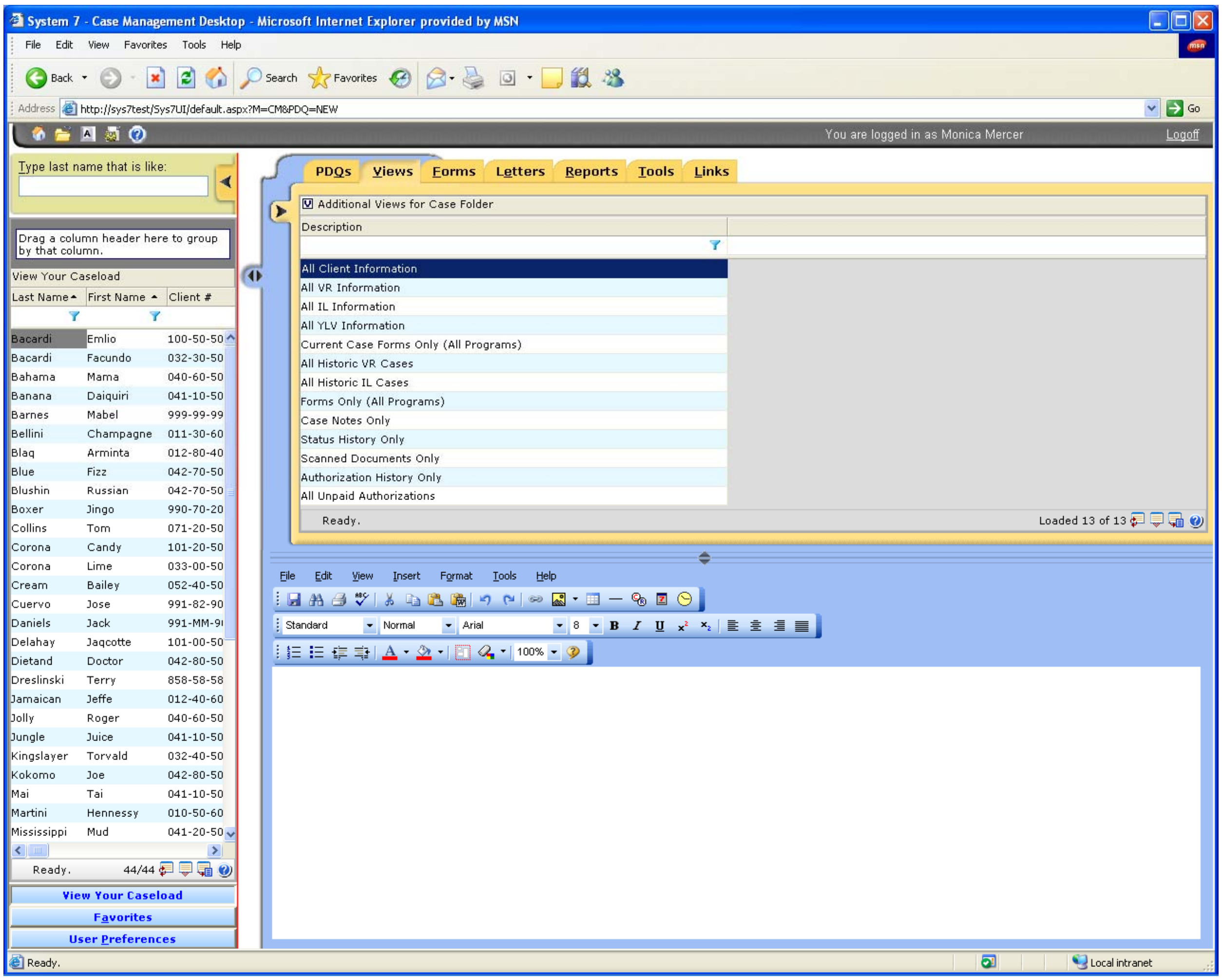
Since in essence, a report is being run against the data and then displayed in the tree, it combines the steps of first reporting and then finding the consumer on which the user needs to work. This provides a very simple way for users to do ad-hoc reporting on the data available to them.



Through the same mechanism as discussed in the reports section above, user constructed queries that meet with agency approval can be easily incorporated into the system without assistance from us.

Views for the Electronic Case Folder (ECF)

The Views option allows development of complex ways of filtering and viewing the electronic case folder of the client, vendor, employer, etc. highlighted in the main tree-grid.   For example, a user may wish to see the hierarchical arrangement of all of the forms in the ECF or just the case note for that case.

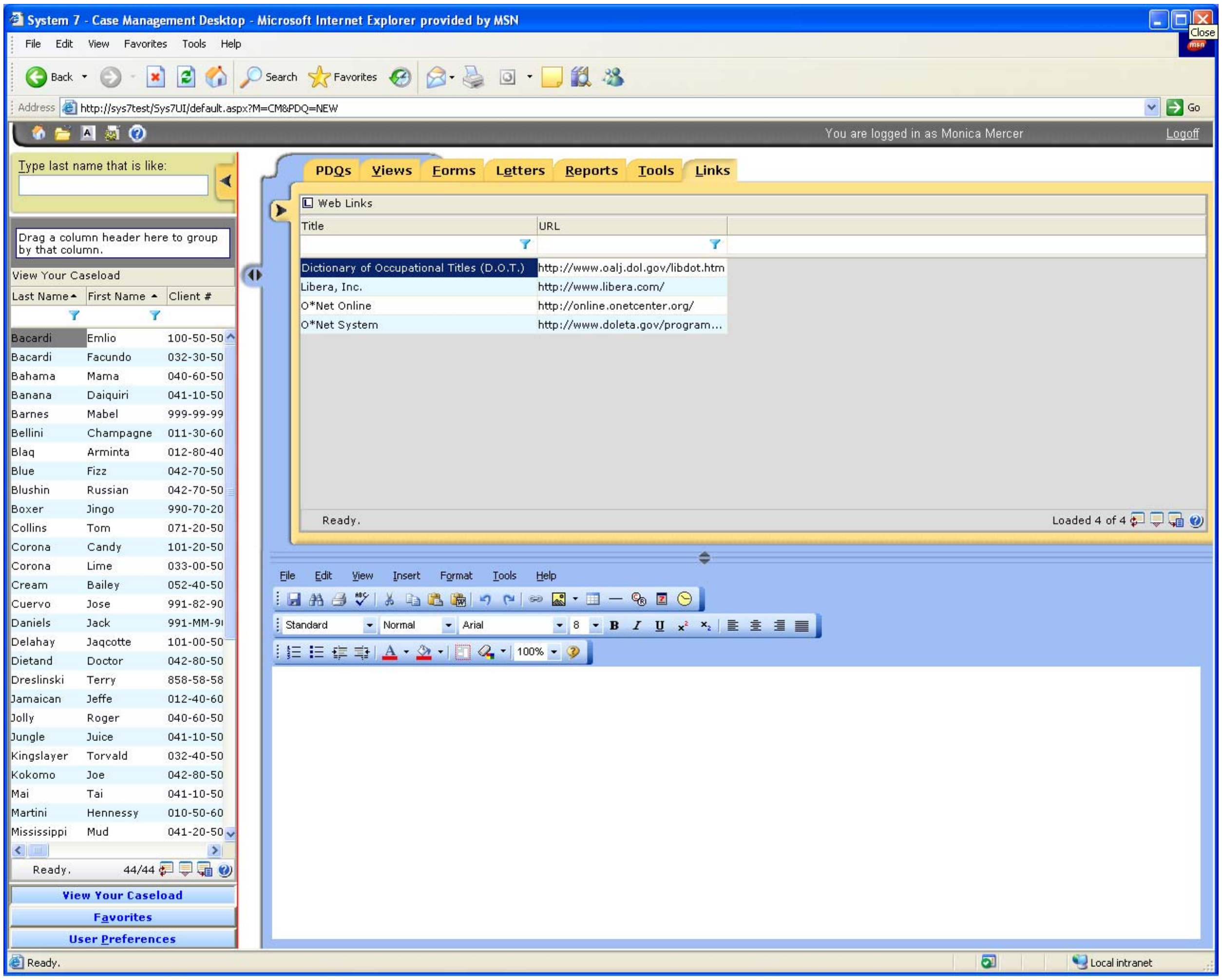


As discussed previously for the other tabs of the electronic file drawer above, user constructed Views that also meet with agency approval can be easily incorporated into the system without assistance from us.

Links

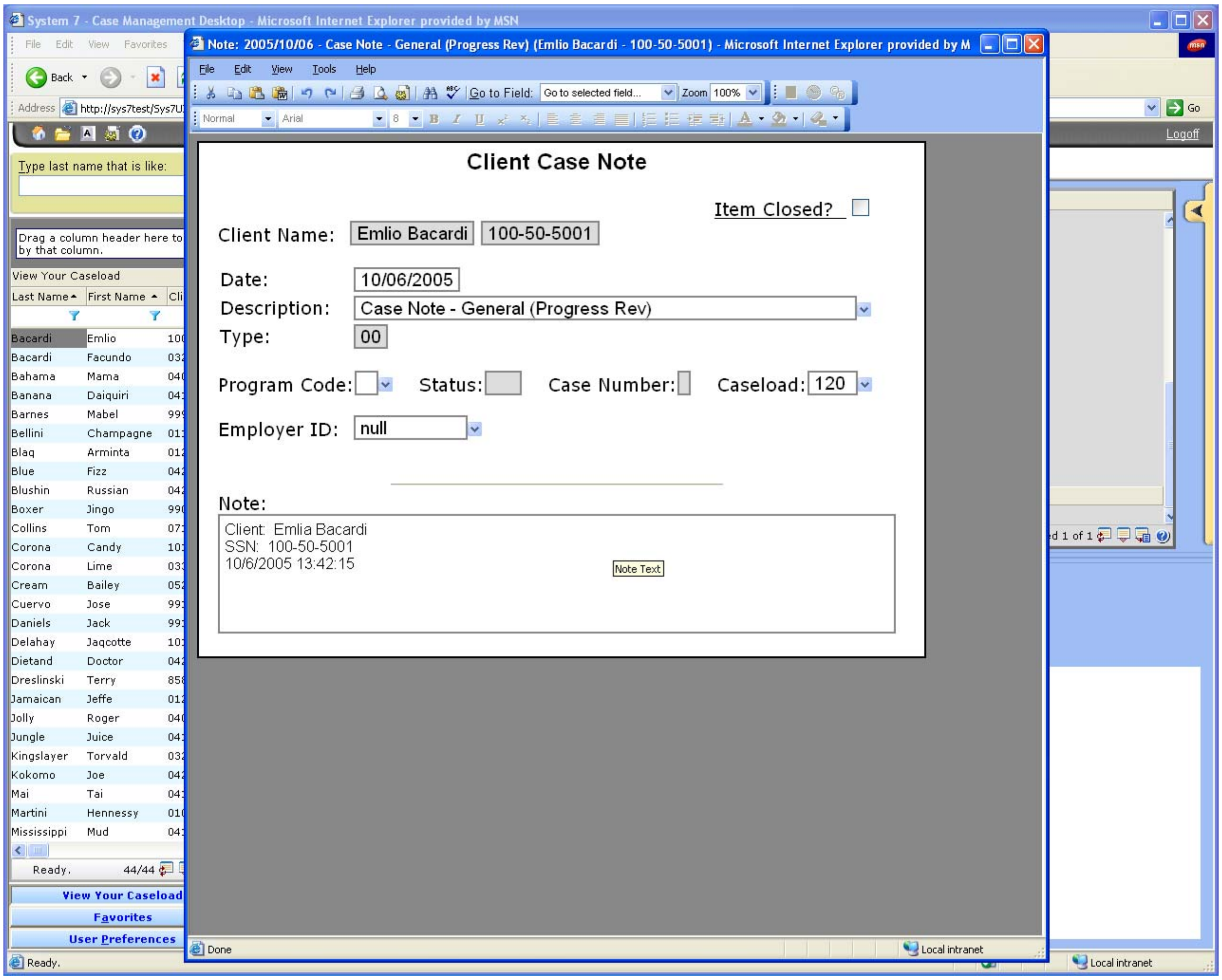
The Links tab can contain references to agency-relevant web sites, tools, information bases, technical support, and others. It makes them available for use from within the System 7™ application, and puts inter window copying of results from an information site into case notes at the staff's fingertips.

Because these entries are also stored in a table, they can be easily added to, removed, or changed by agency staff with this role without any programming experience.



Forms-Driven System (Screen #2)

When a consumer is highlighted in the tree and a new form is added or an existing form is edited, the word processing window is opened. As the window is opened, the agency business rules are checked to see if all conditions have been satisfied so that the form is appropriate when compared to agency policy and the status of the client. If they haven't, the system would notify the user and explain why. If all business rules check out, the form is opened, the data automatically fills in from the shared database so that data never has to be entered a second time, and the user is able to edit the data based on their role.

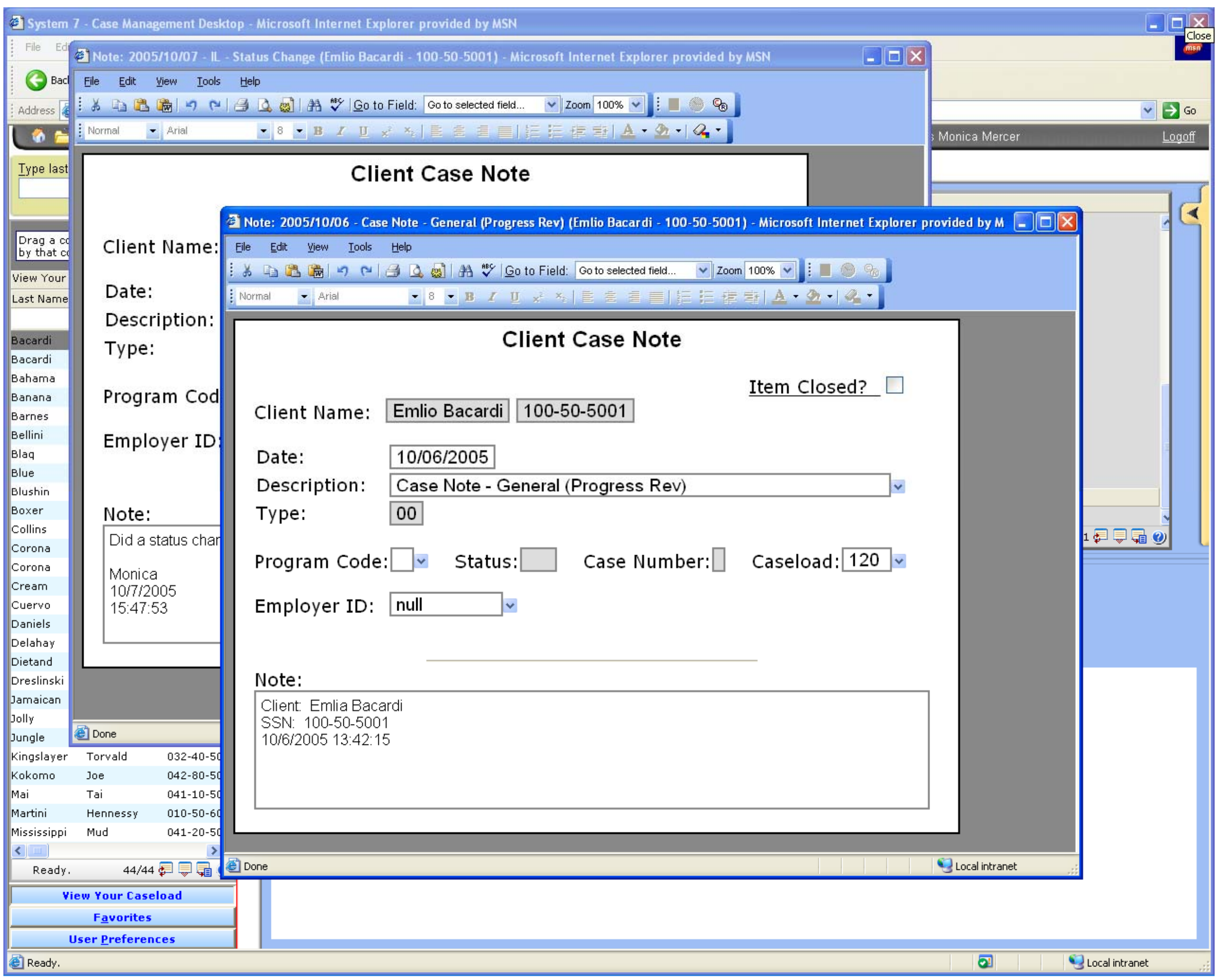


Role-based security is at play at all times. For example, certain users can only see certain forms. Even data on a form can be restricted or even hidden based on the role and its security setting.

Some forms are locked so that the form itself cannot be changed, only the data in the forms. Some data is locked such as reference data. Some forms such as form letters are unlocked so that the template letter (with filled-in consumer name, address and salutation) can be edited to express what the user wants to say.

As one fills in the form, fields can contain pop-up helps containing items such as codes and sample statements for narrative fields (e.g. eligibility statements, Intermediate Objectives, etc.). When selected, their content fills the field and expands it, pushing down the rest of the form text as in any word processor. This sample text can then be edited by the user or not, depending on the agency's business rules and the users' role-based security. This allows the user to work on a form and print it, send it to e-mail, or print it to paper or fax right then and there. There is no need for separate files or reports that look like forms, and no need to go to any other places in the program to get output.

Many forms can be opened all at once, supporting how staff works. For example, while working on an application, a staff member may get a call from another applicant and need to access their filed form. This is depicted below for a VR case management system.



All agency forms including applications, letters, financials, etc. are displayed in this browser word processing window. Therefore, once a user knows how to use this window, they know how to fill out all the forms. The System 7 Framework™ does not translate forms and processes into database screens; it uses the processes and forms already in place.

This dramatically reduces the impact of change management, training, and implementation. It also provides architecture for training new users in a shared workflow environment.

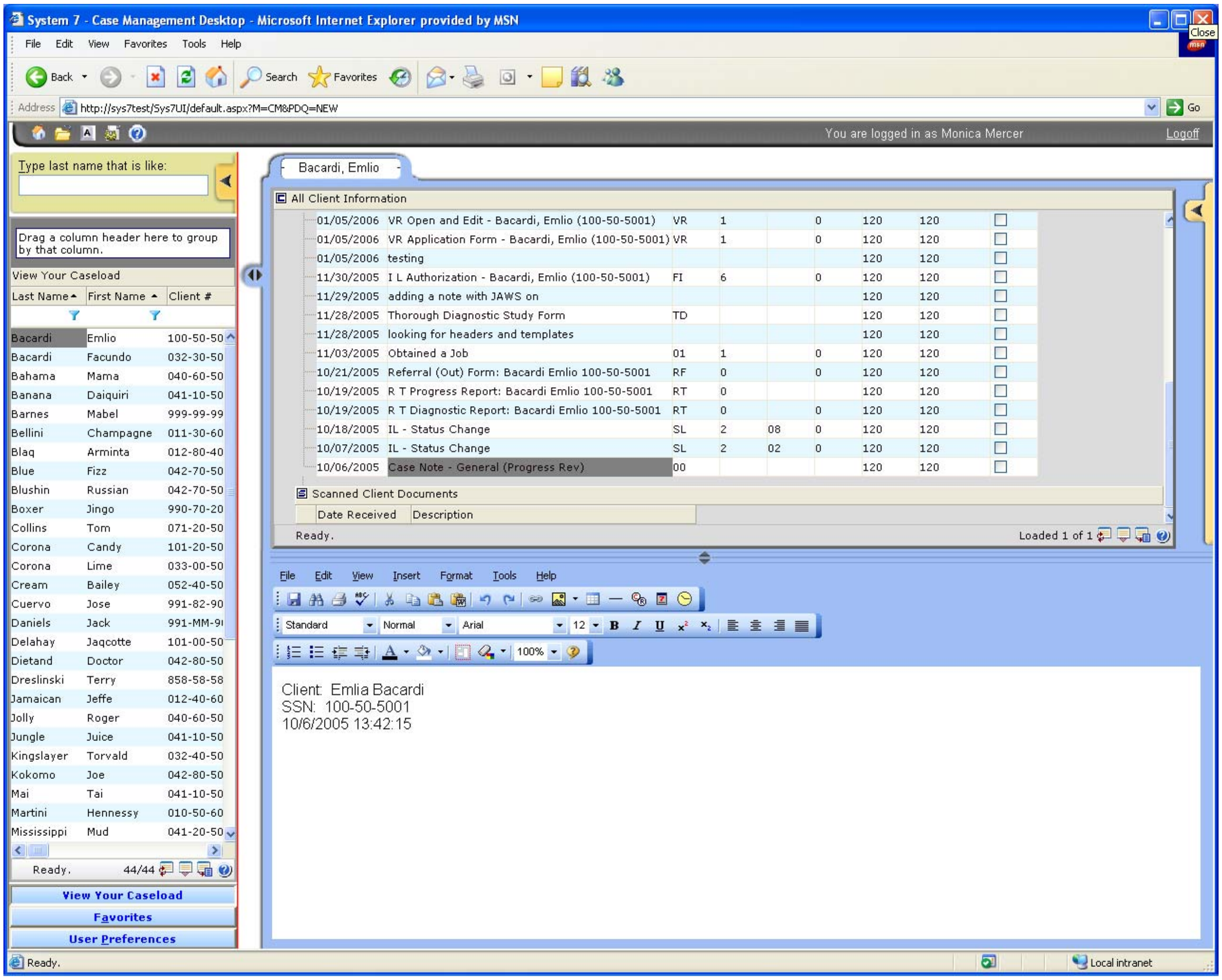
Notes Form

Notes are an integral part of information management. It's our experience that between 60% and 70% of a user's time is spent using notes to document, leave reminders, and do follow-up work. The System 7 Framework™ accommodates users' needs by providing:

- An unlimited number of notes per consumer, vendor, employer, etc. Each note is stored as its own record in a database table.
- Notes are ordered by most recent note first.
- Ability to mark a note for sharing with others including other agencies when appropriate.
- Searching of note text across notes.
- Copy text and graphics to and from MS word, Browser, or Windows-based program assessments, or any other tool that supports the MS Windows clip board.
- Ability to assign a program code so that notes can be specific to a program or generally. For example, concurrent cases (e.g. VR and IL).
- Multiple users writing notes about the same case, employer, vendor, etc. at the same time.
- Snapshots of forms going to case notes for the client.
- Full word processing built into the browser with no installations required on the user's machine.
- Spell Checking.
- Full accommodation.

Notes can be attached to any type of record including employers, office, employees, vendors, services, equipment, places, etc. The example below uses notes associated with client cases.

Depicted below is the Electronic Case Folder (ECF) showing the "View" of notes forms for the highlighted case.



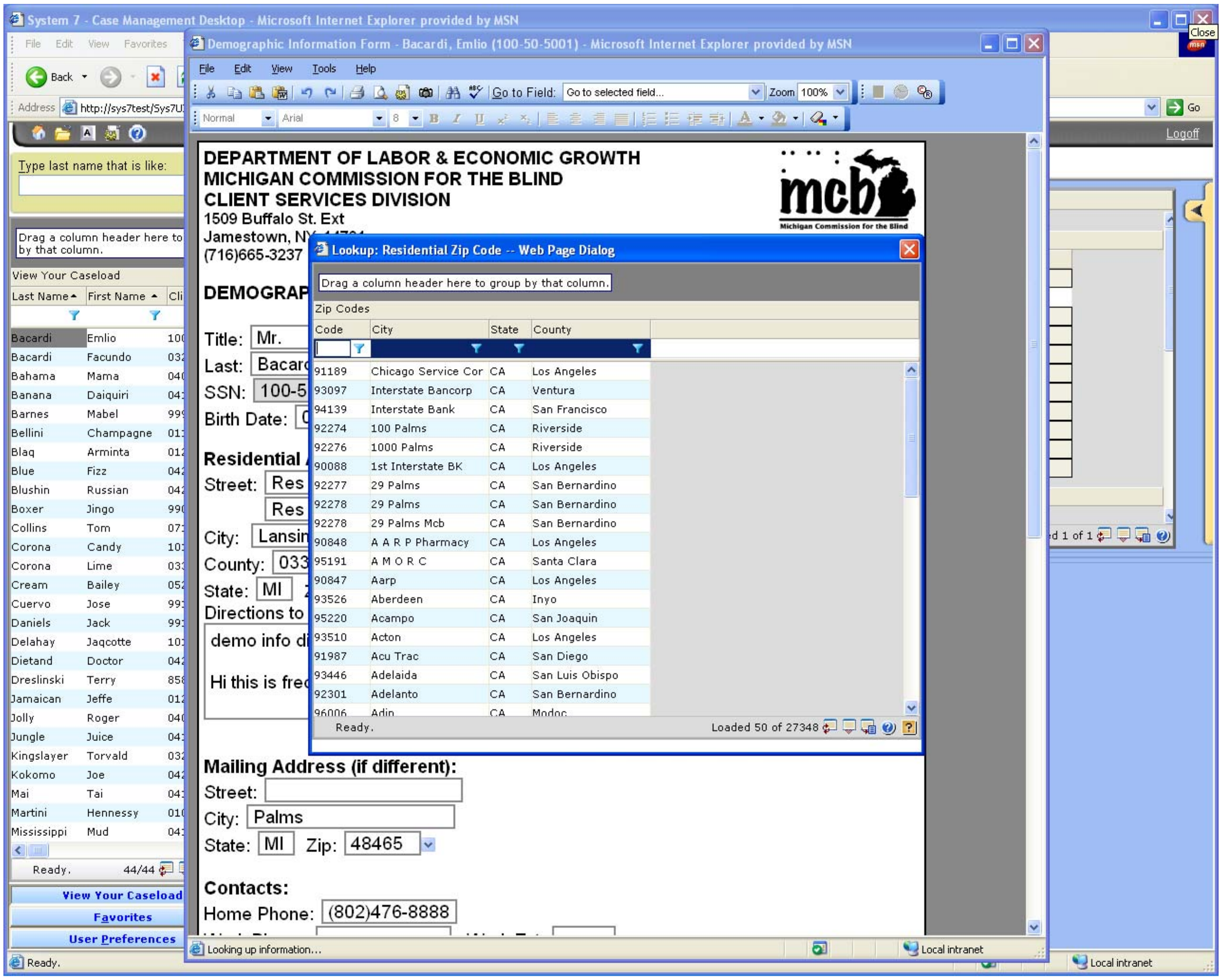
Since notes are an integral part of case status changes, System 7™ integrated status changes directly into notes so that a separate operation is not required.

Staff elects when to change a status. Based on the Agency's business rules, status can be automated to occur when a form and/or a field on a form is completed. However, usually users want to determine when a status change occurs and it is often not timed with the completion of a form.

During status changes, form-entered data is automatically checked for accuracy against agency business rules and federal/state regulations. If incomplete or not matching data is found, the system notifies the user and immediately offers him/her selections to correct the problem.

Popup Helps (Screen #3)

Field level context sensitive help is available by using the Alt + F1 while the cursor is in the field on the form or by clicking on the field label. Fields with help use the field label as a link to the selection list help. The list that is presented to the user can be searched by various user-specified criteria. Once found, the item can be selected and the form is filled in with the selected information. In the case of zip code depicted below, once selected, the zip code, city, county, and state information fields are all automatically filled.

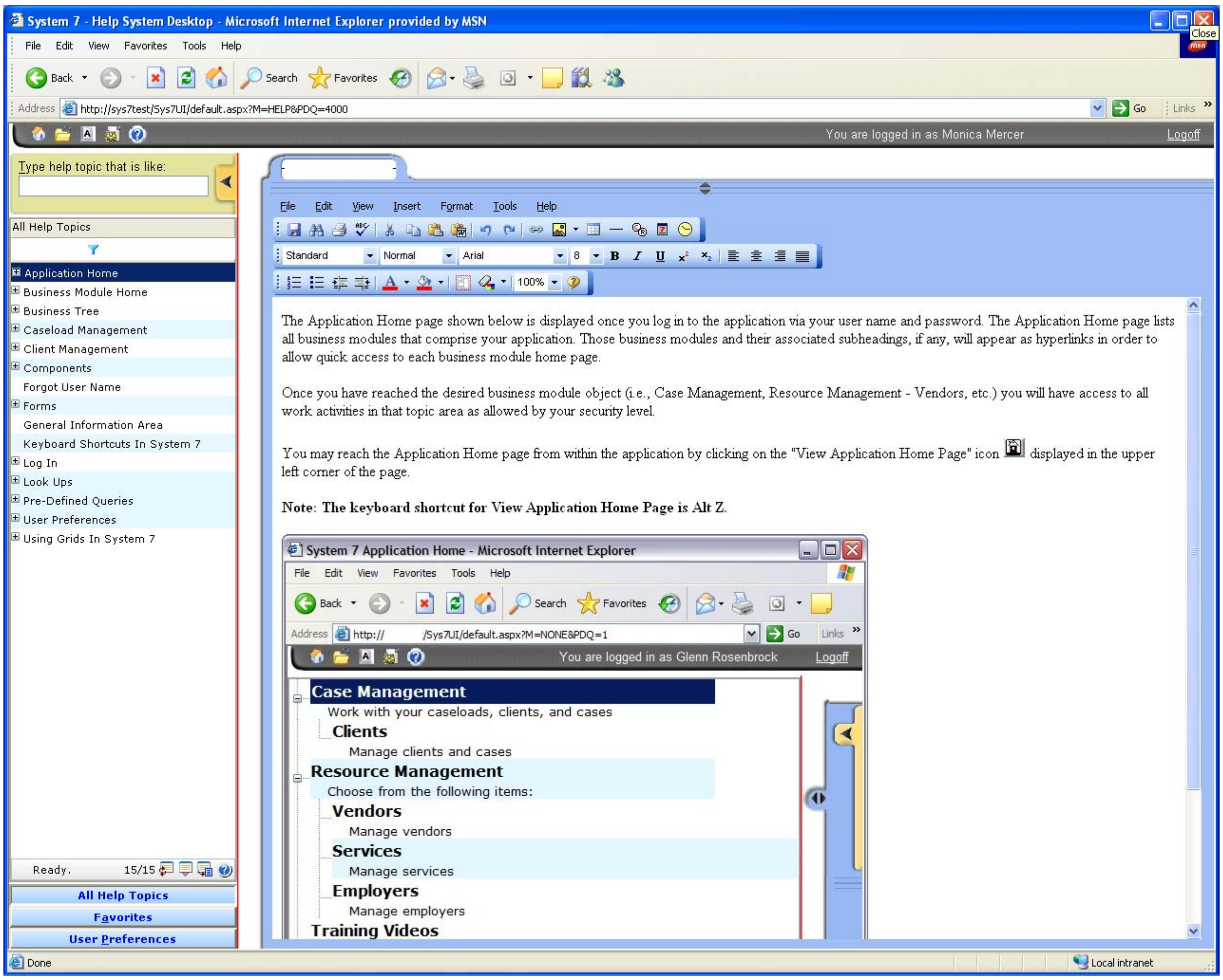


Additional help is also available from within the selection list help. This “Help to the Help” contains textual information related to the rules behind making the selection. A good example is when selecting from a list, the “Help to the Help” is extracted from the associated regulations. Policy and procedure and/or training manuals can have field-based information extracted from them as well and then used in the same fashion.

On-line Help File (same screen as the Main Desktop View**)**

Help is displayed within the System 7 Framework™ interface directly and as a result is a web-enabled help system. The system includes table of contents, index of information, and search features. The informational pages are written in HTML for service of the Internet and easy maintenance.

All user manuals are provided in this format. User manuals include general and administrative users. On-line manuals are at both the application level (describing how to use the system), and the form, field, and business rule level describing how, when, why, and where it is used.



The same thing is true for its field and text components. Form level help is context sensitive and will be associated with the agency form.

Full print capability is provided so that if a user wants a paper copy of any item, paragraph, or section, they simply print it to their local printer.

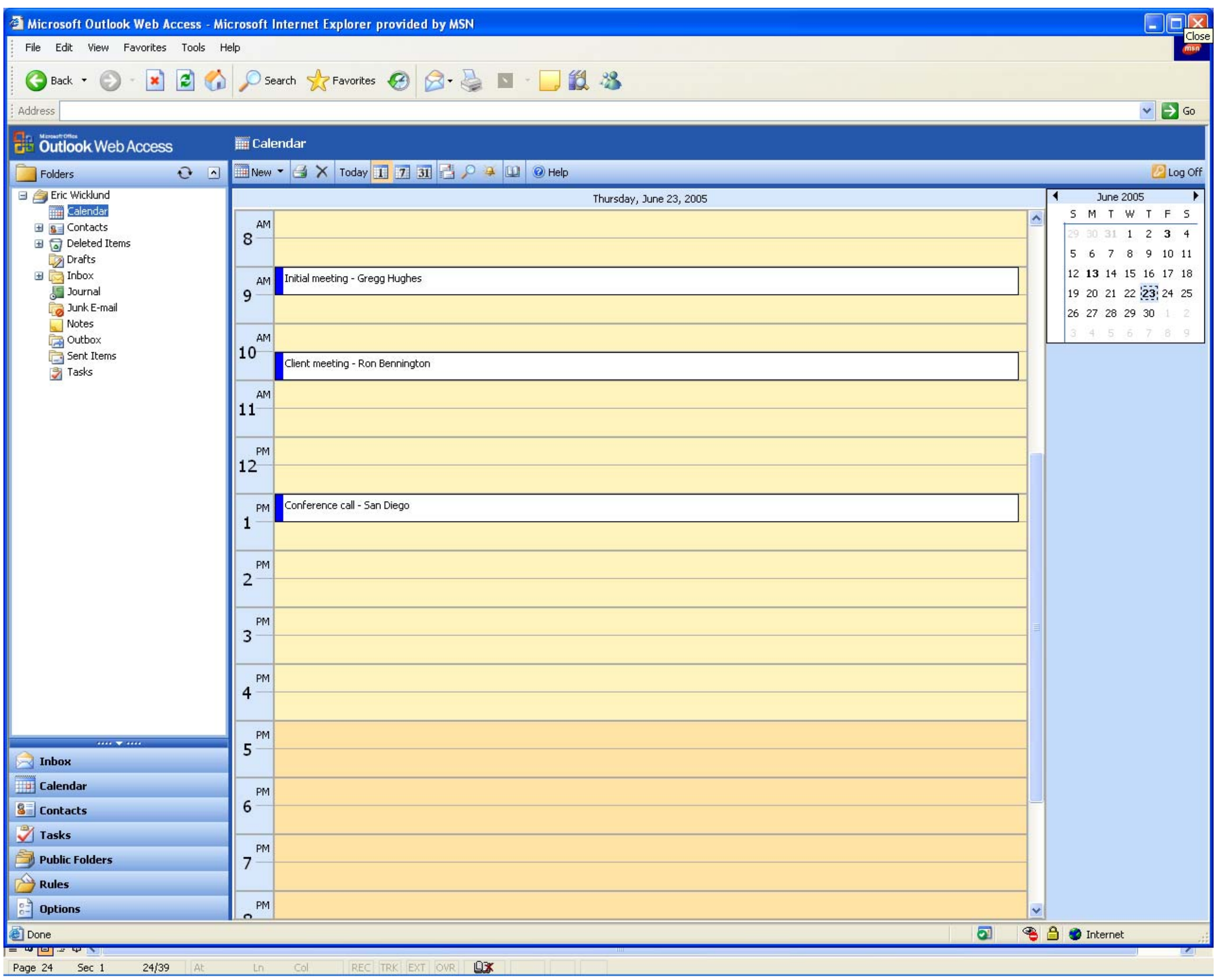
By using the System 7 Framework™ to also display helps, training and software support time is reduced.

Interfaces to Outlook Web Access® (OWA)/GroupWise (Screen #4)

The System 7 Framework™ communicates directly with Microsoft Outlook® OWA and GroupWise, both of which can be launched from within the System 7 Framework™ as another form window so that the user does not have to stop what they are doing to check e-mail and have notifications about impending meetings and/or tasks and required actions.

The following are examples of System 7's integration with Outlook Exchange OWA 2003:

- As system generates "ticklers" they are placed into the logged-on user's task list and in turn their Outlook calendar.
- E-mail notifications can be automatically generated and sent to the user's notification list. For example, when a referral form is filled out, e-mail can be automatically sent to the persons who should be expecting the client.
- Filled-out forms of any type can be automatically attached to an outgoing e-mail.



Technical Background

Performance

To maximize performance, the following guidelines have been incorporated into the design:

- Minimize data transfer per operation by performing the majority of the business logic on the server.
- Server side processing. With the locality of the IIS server to the DB server, data access and processing will be more efficient.
- ASP .Net is compiled code, performing 2-3 times better than traditional ASP (ASP .Net Performance).
- Modular component design makes inter-process communication simpler.
- XML/SOAP utilized for fast, text-based information exchange.
- Customized for the client's business processes through tables and XML.
- Simple navigational design using common Web protocols and designs.
- Optimize database design and indexing.

Scalability

To assure that the application can grow as the client's usage rises, the System 7 Framework™ has been designed and reviewed by Microsoft professionals for adherence to scalability recommendations.

- Distributed .Net Web services can reside on multiple IIS servers if required.
- Data access can be distributed among data servers if necessary.
- Users can be added with little impact on maintenance staff.
- Module functionality can be added or modified independent of other unrelated business processes.
- Business processes can be captured and automated with a modular approach.
- SQL Server, Oracle, and other RDBMS.

Interoperability

The System 7 Framework™ uses technologies that enable the application to operate on a maximum number of client configurations, and interface with 3rd party application when necessary.

- Use Simple Object Access Protocol (SOAP) and XML for standard interfaces with application and modules.
- .Net Web services can act as building blocks for applications and are available to provide their functionality to other development efforts and environments.
- Independent thin client configurations (must have IE 5.5 or higher).

Security

To make the application secure, the implementation of the System7 Framework™ utilizes industry standard security precautions for web-based applications.

- Firewall Protection
- Secure Sockets Layer (SSL)
- Application Level Security
- Role-based Security
- Field level read/write and read-only
- Audit Reports (who changed what, when?)
- Assignment security assigning caseworkers to cases.

System 7 Framework™ Technologies

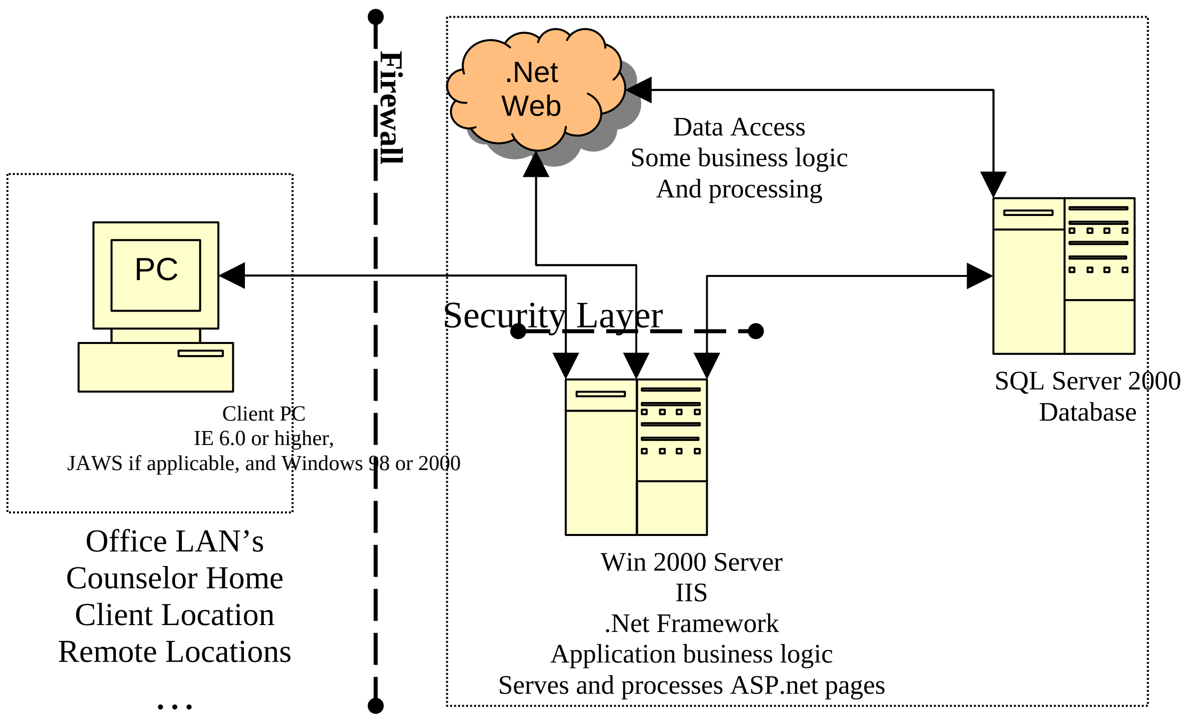
The following is a list of technologies used in the development of System 7™.

- Microsoft Visual Studio .NET (Enterprise Architect)
- ASP .Net
- ADO .Net
- .Net Web Services
- Simple Object Access Protocol (SOAP)
- MSHTML
- SQL Server/Oracle
- JavaScript
- HTML 4.0
- XHTML
- Microsoft Internet Explorer 5.5 or higher
- XML
- SQL Query Language
- Crystal Reports
- MS Access Reports
- Active Reports
- Microsoft Internet Information Service (IIS) 5.0 or higher
- VB .Net
- XSL

Architecture Diagram

The diagram below represents the base architecture implementation required to serve the System 7 Framework™. It is comprised of two server computers and numerous client machines. For an initial implementation of up to 300 concurrent users per database server, the server should exclusively run an RDBMS (relational database management system) such as SQL Server 200X or Oracle. As use of the system escalates, it may be necessary to move audit trail data onto another similarly equipped database server so that acceptable performance standards are maintained. A Windows 2003 server shall initially operate as both application and IIS server. In filling both of these roles, the .NET web services shall be served from this server, as well as the user interface application server pages.

The initial deployment architecture scales efficiently through the implementation of a web farm (multiple IIS servers) and utilization of a state server to manage session information. Once implemented, Windows load balancing service can be employed to operate the site efficiently. If the RDBMS system is SQL Server, active clustering with transactional replication can be employed to have several database machines serve the application simultaneously.



Performance can be monitored by the Agency on a daily basis and reported to Libera or Libera can access this information remotely. Knowledge of peak loads, concurrent users, and response times can be useful in our efforts to tune the infrastructure and software for better performance.

User & Role Views/Predefined Queries

Security

APPLICATION SECURITY

To make the application secure, the implementation of the System 7 Framework™ utilizes industry standard security precautions for web-based applications.

- Firewall Hardware Protection
- Firewall Software Protection
- Built in MS Windows security
- Secure Sockets Layer (SSL) (data encryption)
- Integrated with SiteMinder
- Application Level Security (Application Password)
- Role-based Security
- Field level read/write and read-only
- Data transmitted by field instead of by record.
- Audit Reports (who changed what, when?)
- Assignment security (e.g. assigning users to specific information).
- Application server to database server firewalls & log-in security.

ROLE & ASSIGNMENT SECURITY

Staff access to information about individual clients (including the scrolling display) will be limited to only those staff members who have:

- Case management responsibilities (caseworker and caseworker associates)
- Support functions (assistants)
- Caseload supervision responsibilities (District Administrators), or
- Oversight and Client Service management responsibilities (Administrative staff)
- Other roles as defined during the needs assessment tasks of the project

The system will ensure that when a user signs on to the case management system, the tree-grid will contain only records where the above criteria have been met. Logging into the System determines what roles the individual has. As a result, they view only those clients related to their role. Only functions and available forms related to the role are displayed. Roles are maintained from within the system by users with the appropriate role-based security to do so.

The Framework supports an unlimited number of roles. These roles and the functions that they can perform will be documented during the needs assessment phase. For example, a supervisor's role-based security could allow the supervisor assignment to any case under their auspices. The caseworker shall have the capability to perform additional assignments from this step. When individuals return to the office after training, their cases are accessible through the new Case Management System/Electronic Case Folder (CMS/ECF) to all parties concerned.

The ability to assign staff to cases as well as the appropriate role-based security to do so will be fully detailed during the Needs Assessment tasks.

Please note, that the concept of "security level" is not appropriate when discussing "Role-Based Security". Roles are based on "who" has access to "what" and can be mixed and matched in an unlimited number of ways without the restrictions that the "concept of levels" brings.

As with other forms, access to report forms and views is also role-based. Access to reports may also be restricted. The following are examples of possible criteria that will be learned during the Needs Assessment tasks:

- Caseworkers see only reports that relate to their cases and caseloads.
- Assistants see only reports that relate to cases and caseloads to which they are assigned.
- Regional Managers view only reports relating to cases and caseloads for which they are assigned responsibility. This includes summary reports within their responsibility.
- All central office users shall have access to all client information and all reports; however, all access to client data is read only.
- Staff providing maintenance support shall have full access to all data.
- Assignments to the case management system's features shall be determined and assigned on a per user basis.

Based on role assignments, any form, View/PDQ, and report can be made invisible or visible to the user. Reports and View/PDQ's are read only by nature.

For those individuals with appropriate role-based security, access is granted to the user-role maintenance section of the proposed solution. Roles are assigned on a per user basis on a system features/functionality basis.

Tickler System

The tickler system provides the ability to be reminded to do a specific task or to perform an activity.

Items in this category include, but are not limited to:

- Cases in Status related to “ready for closure”.
- Action alert list on Case Status Codes.
- Closed case review.
- Case note entries.
- Client follow-up.
- Outstanding forms needing signature.
- Management could demand a tickler report on caseworker activity due at any time and could direct it into the caseworker’s in-basket.
- Print out any or all of the items as a to-do list.

Ticklers are handled as predefined queries (View/PDQ’s) and e-mail notifications that will be interfaced to MS Outlook/GroupWise when appropriate. View/PDQ’s are also interfaced to case notes by using the open/closed case note checkbox to indicate types of notes that require follow-up. Once closed, they are no longer shown in the scrolling display when doing a predefined query for open case notes that require follow-up.

As discussed in the Overview Section above, the results of Views/PDQ’s fill the main screen tree-grid with the information requested by executing the View/PDQ from the View/PDQ tab in the file drawer. View/PDQ’s are defined during the Needs Assessment task and include the columns of data to be displayed, the hierarchical relationships of the data, and any initial filter parameters. Any information displayed in the tree-grid can be printed and/or exported directly from there.

The primary mechanism for gaining access to any data in an ad-hoc way is through the predefined query (View/PDQ’s) mechanism. View/PDQ’s are constructed to fill the main screen tree-grid with “views” of data. Views/PDQ’s can consist of items such as:

- Customer master list
- Work list by Program, office, status, caseworker, etc.
- Case Action
- Clients by referral source
- Open Client listing
- Cases by status
- Top ten cases by the amount of Agency resource time used
- Unlimited number of possible others

The View/PDQ's also support parameter entry to add filters on the basic premise of the View/PDQ that further filters the data. For example, the Open Case listing can provide a parameter for initially listing one or more than one desired open status.

Once displayed, the tree-grid of the main screen contains a filter row that allows powerful yet simplistic ad-hoc queries to further filter the tree-grid. Once filtered, highlighting the record provides instant access to the forms on file for that record that can then be opened in separate windows for simultaneous viewing.

A predefined query can be constructed for open cases and possess parameters for date range, office, type of case, etc. Once displayed, it can be further filtered by case status. By highlighting the record, the electronic case file is opened and any case form (depending on role-based security) can be loaded in a separate window. Many windows for different cases can be opened simultaneously.

In addition to those that are determined as a result of the Needs Assessment phase of the project, additional View/PDQ development can be added at any point after the initial system is implemented without impact.

User Interface

The user interface is discussed in detail in the Walkthrough section above. The reader should realize that the proposed solution provides:

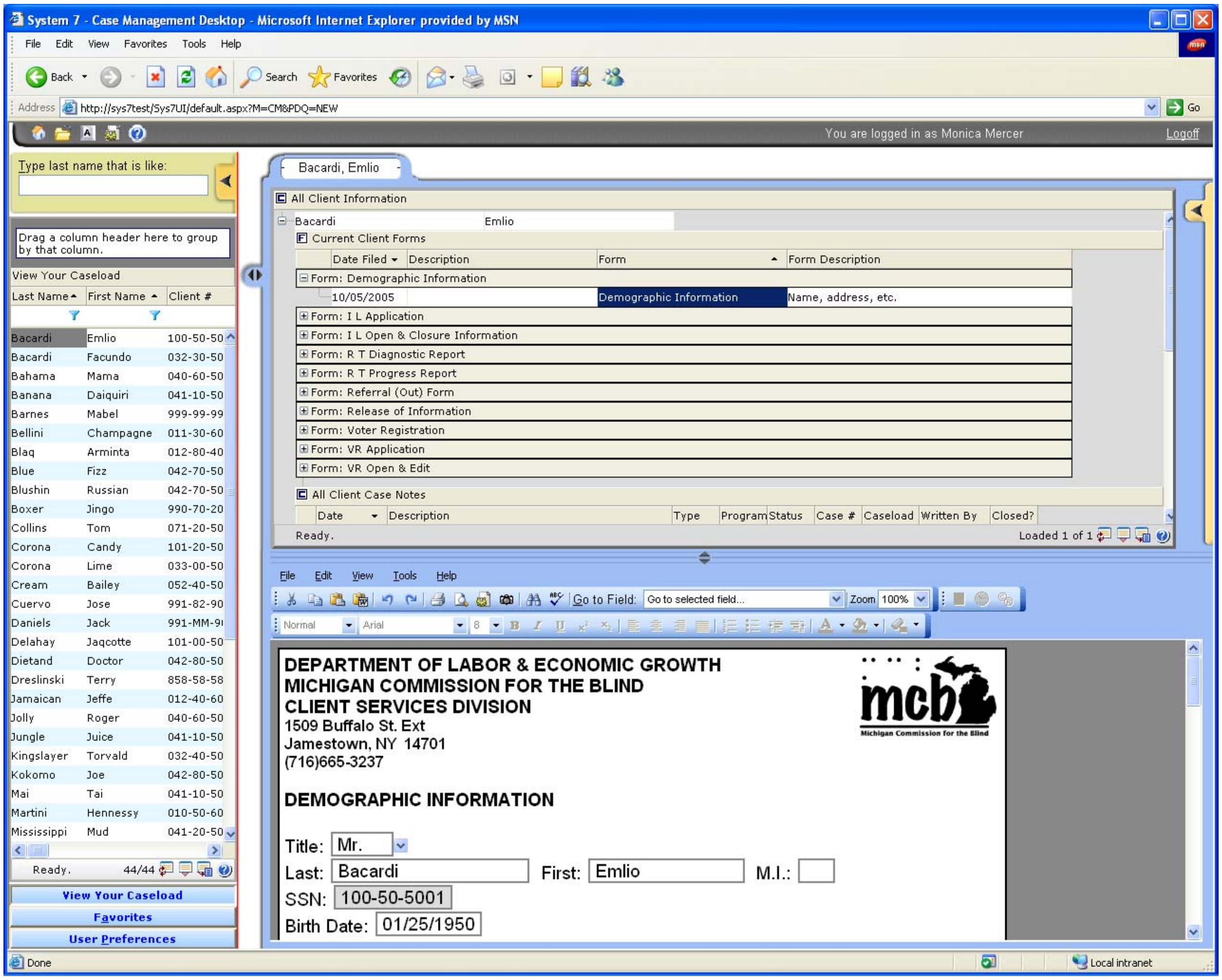
- A multi-windowing browser-based interface so the user does not have to exit one form to work on another.
- It only has 4 screens to learn.
- Opens forms directly from the client's "electronic" case folder (ECF) on the main screen.
- Adds new forms to the client's electronic case folder via opening the electronic "file drawer" on the main screen.
- Does not require an outside-of-system word processor since one exists within the browser of the Framework solution.
- Automatically attaches any form to e-mail through the "send" functionality of the browser.
- Provides for drill-downs through the main screen tree-grid and associated electronic case folder.
- Provides for an unlimited number of "ticklers" and Views by role.

The system provides a graphical user interface for the entry of data into the system and is designed to follow normal case-flow practices and offer standard reports. Cases that vary from agreed upon standards can be flagged.

When the name of any client/case is highlighted in a scrolling display, the information appears on screen, showing which standard agency forms have been initiated. The current status of the case is displayed. Users can simply highlight any form and select it for detailed review. Table driven business rules are developed during the Needs Assessment tasks. These rules help guide the user when they deviate from standard case practice. Deviation triggers a warning message or explanation stating why the request is being denied.

When adding a new form to the electronic case folder the user simply opens the file drawer to select the appropriate form. A scrolling list of available forms is presented to the user for their selection. The names of the forms are customizable to meet Agency naming conventions without system impact.

Accessing forms that are in process is accomplished by selecting the forms that appear in the client electronic case folder on the desktop once the client is highlighted.



Each form as well as each form field is considered to be an object. As a result, the following events are exposed for XML and table driven (not hard coded) business rules such as the edit check upon selecting a form as depicted below.

- Post-form selection event
- Pre-form load event
- When the field gets focus (e.g. clicked on or tabbed into)
- When the field loses focus (e.g. click on another field or tabbed out of)
- When the field changes
- Before form print
- After form print
- Before form exit

Information flows from form to form and from the main scrolling display into the forms. The data is saved whenever the field is exited. In this fashion the user does not have to remember to save. In addition, when the window is closed the last field's data is automatically saved because the action of closing the window exits the field.

The proposed solution is a multi-windowed solution so that the main screen is always available and forms, when opened, open in a new window. In this way the user can be interrupted, go to another case, client, employer, etc. and enter data into their form without closing the form window where they are working. In this process the user has access to the main screen with all of the query and reporting functionality of the grid to search for consumer (or other) records on which to work.

Reports can be targeted to run against different records. For example:

- Report forms can run against all clients/cases brought to the display by a View/PDQ that filters for eligible cases that have not already had a particular form printed.
- Mail merge form letters run against all clients filtered in the display or the single highlighted client.
- Federal/State/Agency reports can run independently of the clients shown in the display at the time of running the report.
- Data updating reports can change data (e.g. was printed flag) as each report form is produced. In this way, if the print process fails, the report forms that have not been printed will be printed the next time the report is run.
- The tree grid, and how it is filtered and ordered, also acts as a report and can be printed and exported.

The capability to operate the software utilizing a mouse and/or the keyboard is mandatory for all functions. For accommodation, both approaches for software operation are supported. Only minor functionality in third party tools is not currently supported through the keyboard (e.g. ad-hoc grouping by columns in the tree-grid).

Modular and Table Driven

The System 7 Framework™ is entirely XML and table driven for all business rules, forms, and reference tables. They can be modified to incorporate new or change existing rules and forms without .Net programming. All reference tables are accessible through the administrative module of the Framework providing the user has the appropriate role-based security.

The Framework solution provides feedback to the user in the form of error messages and messages indicating successful completion of functions. These messages may be in the form of pop-up windows or may appear in a status bar on each data entry form. Some common areas of the use of pop-up messaging include:

- Edit checking of data entered into a field on a form against data stored in reference tables
- Attempting to pre or post date data
- Edit checks at the time of case status change
- Closing a client with outstanding information

- Reminders to take snapshots of forms at the time of exiting

Forms & Electronic Documents

In addition to the information presented in detail in the Overview Section above, the proposed solution is based on the concept of using existing agency forms and form letters as part of an electronic case file from within the solution. Forms and form letters are called into a word processing browser window for entering data into fields and editing the data on template forms and form letters. The fielded data seamlessly flows from the supporting database tables and into the form as needed. If the template of the form is editable, the form with the data is then saved away to the electronic case folder for review and editing at a later time. If the template form is not editable, only the data is saved back to the database tables. All data is automatically saved as each field is exited.

Through this forms combined with workflow-based approach, the electronic case folder acts as a guide to where the client is in the process. The entire case record is the collection of forms. As such, role-based security and assignment security prevent unauthorized access to records. Assignment security requires individuals with appropriate roles to assign individuals to cases. Role-based security can be in effect down to the field level on forms. In addition, if role-based security allows, all electronic closed case forms can be opened with specific fields able to be modified. An unlimited number of roles are supported.

Users with appropriate role-based security can open and modify electronic Agency form data (e.g. demographic information, Name History, Address History, administrative utilities, report forms, views/predefined queries, etc.). If role-based security allows, all electronic case forms can be just opened, or opened and modified.

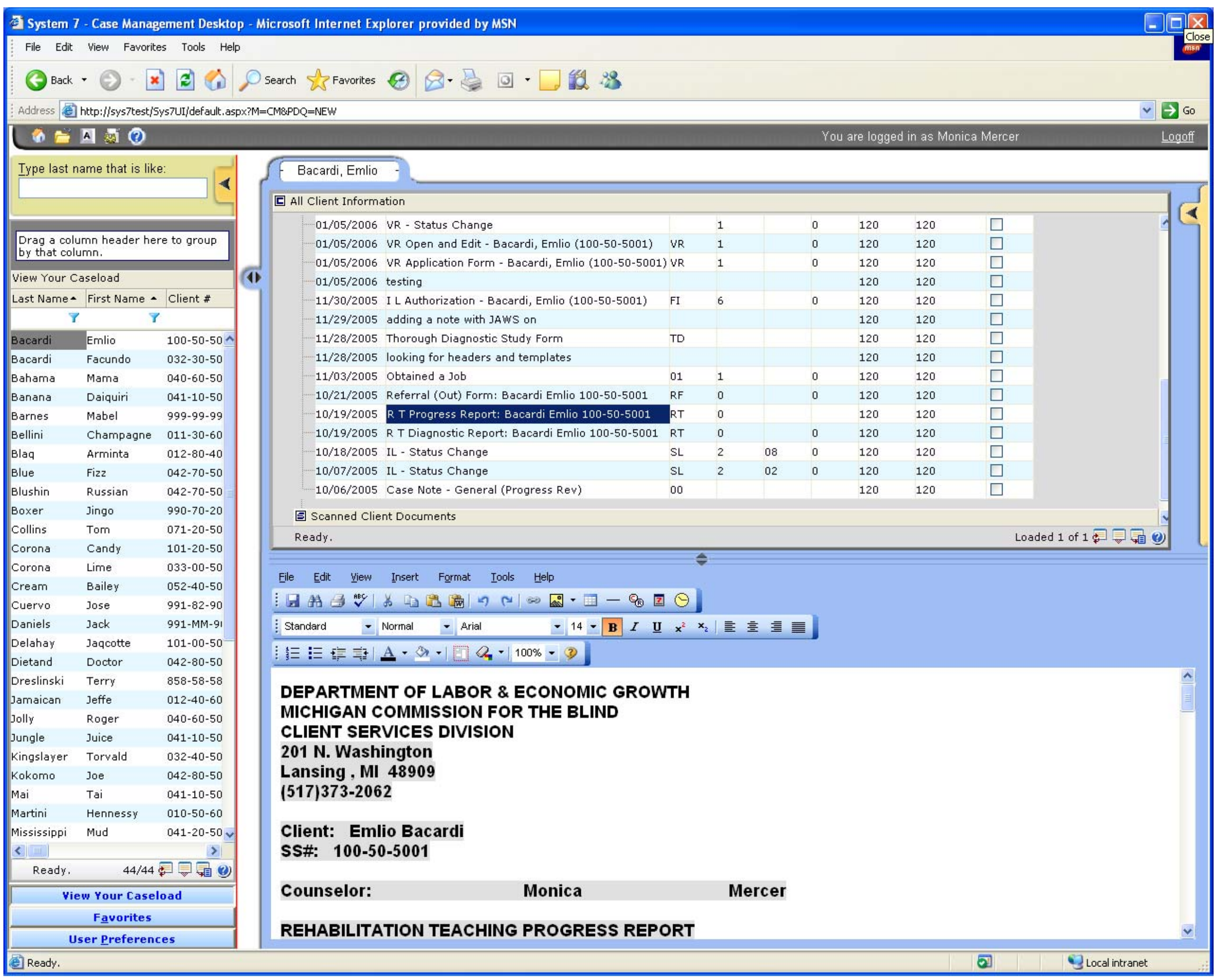
Help Screens

Help screens/dropdown menus are available to list and describe valid codes when codes are required on a data entry form. All codes in the system are presented as a tabular grid pick list that the user can search and select. The grid contains the appropriate columns including code(s) and descriptions as well as help to the pick list. The help to the pick list contains information such as instructional paragraphs associated with the displayed list of codes. When selected, the codes and/or descriptions are pulled down into the form auto filling the associated fields. Please refer to “Popup Helps (Screen #4)” in the “Walkthrough” Section above.

Word Processing & Printing

Browser-Based Word Processing

The browser-based word processing window for forms does not require the installation of any control and is based on HTML and therefore is compatible with other word processing programs such as MS Word, Word Perfect, and others in the future. It contains standard Word Processing tools such as Spell Checking as depicted below.



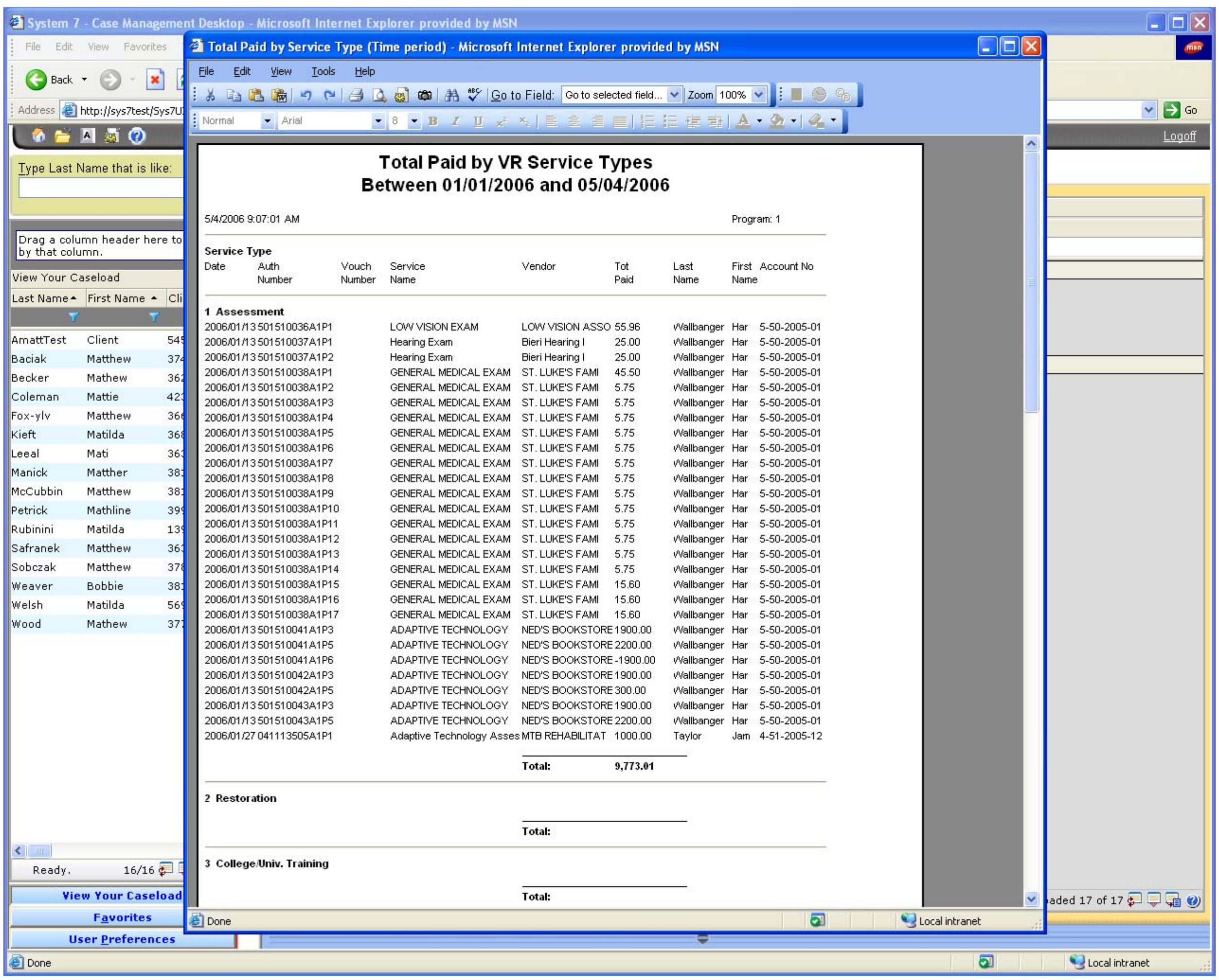
Form Printing

Simply pressing the print icon prints forms and data displayed in the Framework word processing window or form preview frame. Blank forms can also be printed from the open file drawer.

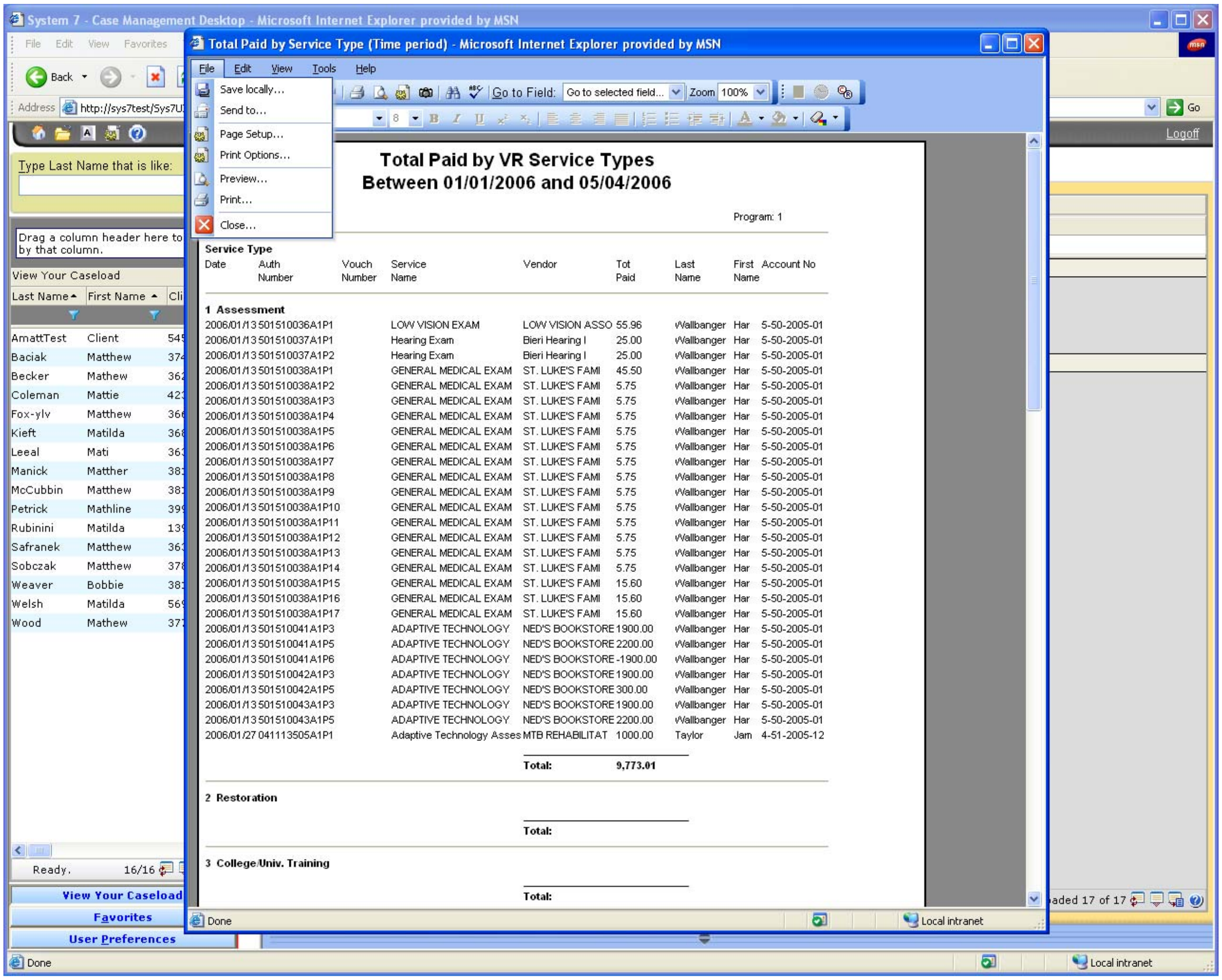
Report Printing

As depicted below, printing consists of picking the report, viewing the report and then selecting by icon to send it to a printer, a file, or attach it to e-mail. Since the proposed solution considers reports to be forms, this is the same process for selecting, viewing, and printing any form. By having the same program flow, user-training requirements are reduced.

For example, once selected, the Total Paid by Service Type report form flows into the viewing window shown below.



From here the report can be annotated and printed or sent via e-mail via the standard print icon and the send menu option as depicted below, respectively.



Accountability

Through the table-driven approach, the proposed solution supports the assignment of caseworkers to a case as will be specified during the Needs Assessment tasks of the project.

Table-driven Edit checks, as determined during the Needs Assessment phase, will be incorporated into the process that adds cases to the system to ensure that a caseworker is properly assigned at that time.

Administrative utilities are provided to allow for assignment of existing cases to new caseworkers as well as transferal of cases to a new primary caseworker. Assignment security also exists that restricts access to records until another caseworker has been assigned.

Edit checks during status changes will confirm that appropriate data, including case assignment, are in place.

Role-based Views/predefined queries will consist of accountability tools such as:

Form Description
Caseload Productivity
Action Alert List (Supervisor/Agency)
Action Alert List (For a Caseload)
Status Distribution (Agency, Office, etc.)
Caseload Productivity Audit
Closed Cases
Caseworker Caseload List
Case Note History

As part of the security audit system accountability is also provided, at the discretion of the Agency, for recording who has had access to what case records, forms, fields, etc. and for how long.

Workflow Flexibility & Mandatory/Non- Mandatory Processes

As previously discussed, the proposed solution models identically the way your agency currently works in paper. As a result, the Needs Assessment tasks discern and document the flexibilities already in the system and facilitate discussions concerning which to keep and which to tighten up. The *Express Solution* approach dramatically reduces the labor and time needed for implementation because the needs assessment is at a minimum. However, this approach does not model identically the way your agency currently works on paper because of the use of a different form set.

Management Notification & E-mail Delivery

E-mail functionality will be tightly integrated between the Case Management System and the Agency's e-mail system within the capabilities of MS Outlook. This link shall allow users to click and send encrypted case notes, messages, generated ticklers, and general communications from within the system over the Agency's enterprise e-mail system.

As discussed in the Walkthrough Section at the beginning of this section, the proposed CMS/ECF is able to directly interface with MS Outlook for automated e-mail noticing, task updates, ticklers, and scheduling. E-mail notifications are associated with both business rules that trigger them as well as additional individuals who should be notified.

Predefined queries such as the Action alert list play the role of "on-demand" ticklers and notices of cases that are not being managed within agency guidelines. Both PDQ and automated e-mail mechanisms are treated as business rules that are stored in XML and tables and do not require any .Net coding to implement and change.

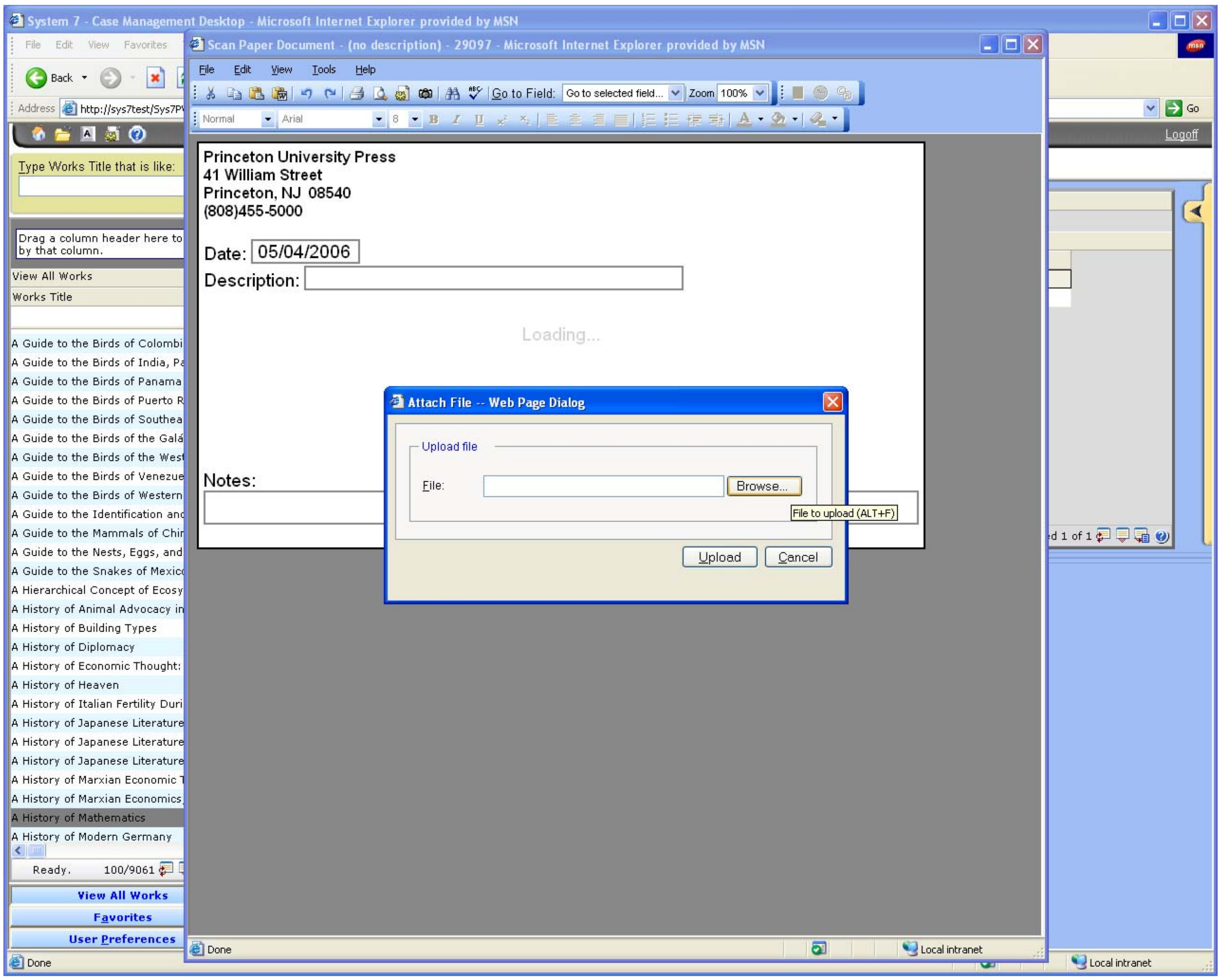
Our technical staff is available to assist in configuring e-mail security to support the automated functionality of the CMS/ECF solution.

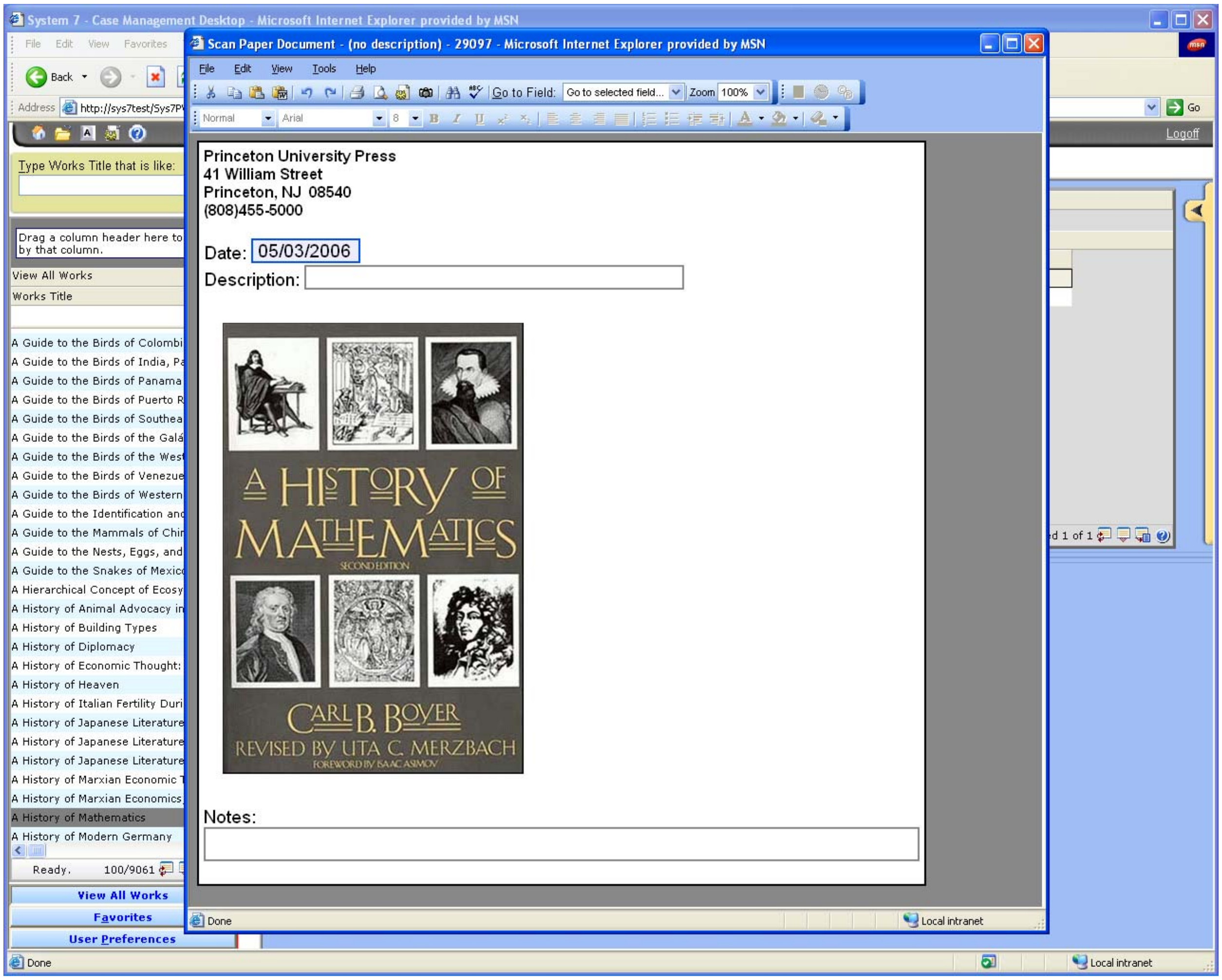
Document Imaging

The proposed solution can be equipped to smoothly and seamlessly integrate document scanning into a consumer's electronic case folder. At the same time, the solution can be integrated with sophisticated Document management solutions, if desired.

Libera provides the option of integrating data such as images, electronic signatures, and multi-media, in electronic forms as part of an electronic case folder (ECF). This includes the process of opening a new image form from the electronic file drawer. This adds the new form to the highlighted consumer's electronic case file and then prompts the user for descriptive information about the form to be scanned. The scanning process is then initiated and the form is saved and displayed as an image that is part of the consumer's electronic case folder. This image can in turn be annotated by the user and saved as part of the consumer's case record.

Libera would be happy to discuss a more sophisticated document imaging system if desired.




System 7 - Case Management Desktop - Microsoft Internet Explorer provided by MSN
Scan Paper Document - (no description) - 29097 - Microsoft Internet Explorer provided by MSN
File Edit View Tools Help
Go to Field: Go to selected field... Zoom 100%
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