

Response to

## UC Modernization Planning for Phase 3 RFI

October 28, 2009

**Submitted by:**

Jeff Lucien  
Cúram Software Inc.  
13800 Coppermine Road, Suite 410  
Herndon, VA 20171  
jeff.lucien@curamssoftware.com



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Cúram Software (Canada) Ltd.  
13800 Coppermine Road  
Suite 410  
Herndon, VA 20171  
USA  
Tel: (703) 738-9800  
Fax: (703) 738-9888  
E-mail: [info@curamssoftware.com](mailto:info@curamssoftware.com)  
Web: [www.curamssoftware.com](http://www.curamssoftware.com)

October 27, 2009

Sonja Stokes, Purchasing Specialist  
107 East Madison Street, B-047  
Tallahassee, Florida 323399

RE: Solicitation Number – 10-RFI-001-SS

Dear Ms. Stokes,

Cúram Software welcomes the opportunity to respond to the request for information issued by the Office of Procurement and Contract Administration for the UC Modernization Planning for Phase 3 to support the Agency for Workforce Innovation (AWI).

As the recognized worldwide leader in developing COTS business applications for human, social, and workforce services agencies, Cúram Software is uniquely qualified to meet the current and evolving requirements of the AWI. Our solution, based on the Cúram Business Application Suite™, is specifically designed to address the varied business and technology requirements outlined in the RFI. Our customers include Canadian Provincial Ministries, U.S. State Departments, and national Governments in Europe, Australia and New Zealand. These organizations use Cúram solutions to deliver a wide range of essential services to their citizens with user bases ranging in size from a few hundred to over 45,000 Cúram users.

Developing software solutions that serve citizens in need of care, protection and self-sufficiency is the mission of Cúram Software. We welcome the opportunity to present these solutions to the AWI as we demonstrate our capabilities and address the requirements covered in the RFI.

Please contact Mr. Jeff Lucien with any questions you have regarding this RFI response. Contact information for Mr. Lucien is as follows.

Mr. Jeff Lucien, Business Development Manager, Southeast Region  
Cúram Software Inc.  
13800 Coppermine Road, Suite 410  
Herndon, Virginia 20171  
Telephone: (910) 328-2706  
Email address: [jeff.lucien@curamssoftware.com](mailto:jeff.lucien@curamssoftware.com)

We thank you for your consideration and look forward to hearing from you.

Kind regards,

Mr. Ernie Connon  
Cúram Software Inc.  
13800 Coppermine Road, Suite 410  
Herndon, Virginia 20171  
Direct telephone: (703) 738-9802  
Email address: [ernie.connon@curamssoftware.com](mailto:ernie.connon@curamssoftware.com)



UC Modernization Planning for Phase 3 RFI  
Solitictation NO: 10-RFI-001-SS

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UC Modernization Planning for Phase 3 RFI  
Solitictation NO: 10-RFI-001-SS

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## Introduction

Cúram Software is pleased to provide this response to the UC Modernization Planning for Phase 3 RFI issued by the State of Florida Agency for Workforce Innovation (AWI). The Cúram Unemployment Insurance Suite™ supports the automation of business processes, benefit entitlement and distribution, case development and tracking and reporting responsibilities of agencies supporting America's workforce. The flexibility inherent in solutions developed by Cúram Software will facilitate enhancements or changes necessary to fully support the needs of AWI.

This response describes the Cúram Software solution as it relates to the specifications identified in RFI Section B.3. Section III Additional Information, of this response presents options as well as the costs and benefits of a Cúram implementation.

### Benefits of the Cúram COTS Product

The Cúram Unemployment Insurance solution can be further enhanced by the inclusion of additional optional modules (e.g. Cúram Service Planning™) if required. We believe our solution which is based on a social enterprise-based business model and provides extensive program support will satisfy AWI's key objectives and offers a:

- **System technology basis that is long-lasting, and well supported throughout the IT Industry.**  
Cúram employs industry-recognized object-oriented development standards and techniques built with industry-standard tools such as Java, HTML and SQL.
- **System platform(s) and technologies that are open standards-based and independent to the greatest practical extent.**  
The Cúram Business Application Suite utilizes a number of leading third-party products including operating systems, application servers, web servers and relational database management system (RDBMS).
- **System that is not dependent on any single vendor in any way that would inhibit free project product sharing and collaboration for any subsystem or component.**  
Cúram supports a range of operating systems, middleware products and RDBMS's which affords customers a choice and ensures that they are not subjected to vendor 'lock-in'. In addition, Cúram Software works closely with a wide range of world-class system integrators and technology partners who have major practices in government and workforce services thereby providing the flexibility for customers to choose their favored systems integrator(s).
- **System employs a Service Oriented architecture, and seamlessly integrates underlying technologies and implementation details to the maximum possible extent.**  
Cúram technology has achieved Service-Oriented Architecture (SOA) compliance validation by a third-party. SOA ensures that Cúram complies with industry standards and provides important business process flexibility and critical investment protection.
- **System possesses discrete modules that are seamlessly integrated.**  
The Cúram Unemployment Insurance solution delivers industry leading enterprise and solution modules, as well as an enterprise framework including common business processes and services to provide a seamlessly integrated solution.
- **System is easily and cost-effectively maintained, supported, and scaled**  
Cúram was designed and developed as an SOA-based COTS enterprise solution specifically to support building and maintaining flexible and scalable, high-performing, multi-tier transaction



systems capable of being deployed across a range of open platforms. Cúram Software periodically provides enhancements, updates and new modules.

- **System development stresses management, control and traceability of requirements throughout the software development lifecycle.**

Cúram implementation teams typically follow the development methodology adopted by either the customer or the chosen system integrator for each project. Cúram Software has also developed a set of Cúram Implementation Guidelines that we recommend be utilized.

- **System is “cost-effective” from total ownership view, including cutover from the legacy systems to the Unemployment Insurance System.**

Cúram provides on-going support and maintenance, technology refresh, system integrator independence, on-going industry best practices, legislative and statutory updates, and reduced administrative and IT costs.

Cúram also addresses the requirement for an effective development process by providing a modern, integrated, model-based development approach for developing user interfaces, server process and data access objects. Furthermore, demographic, legislative, federal/ state policy, political and economically-driven changes can be implemented far quicker than using traditional development approaches.

A recent report published by Forrester (*Market Update: Human And Social Services Enterprise Software*, Forrester Research, Inc., August 26, 2009.) reflects the Cúram Software’s commitment to social enterprise market space.

*“Dublin-based Cúram Software has continued on its course to provide a comprehensive solution for social enterprise management with a strong emphasis on the enterprise. What’s happened since 2006?”*

- **Still more program-specific out-of-the-box functionality.** Cúram delivered on its 2006 commitment to fully support unemployment insurance benefits and subsequently also added modules for out-of-the-box support for such programs as youth services (juvenile justice in the US), child care, and child and adult protective services.....
- **A continuing stream of new enterprise customers.** With more than 50 customers in North America, Cúram has continued to win significant new customers looking for enterprise-level modernization solutions each year. ....
- **An enduring commitment to the enterprise approach.** Cúram’s key differentiator is its longstanding commitment to the enterprise approach. It provides a robust and flexible platform plus program-specific functionality for the most common social programs. Cúram boasted the most program-specific out-of-the-box functionality in the 2006 Forrester Wave evaluation, and it has continued to add detailed support for different types of programs....  
*Cúram has also maintained its focus on technical architecture and strategic partnerships....”*

*“The flexibility, increasingly comprehensive program-specific functionality, and architecture of Cúram’s software, coupled with the company’s tight partnerships with major league software and service providers, make Cúram the solution of choice for large social enterprises.”*

We look forward to working with the Agency for Workforce Initiative in its efforts to acquire a web-based, integrated solution that will enhance its ability to serve claimants expeditiously and fairly.



## I. Description of Proposed Approach and Solution

Cúram Software is responding to this RFI as a supplier of Commercial off the Shelf (COTS) Software with specific functionality to address the business requirements of the Agency for Workforce Innovation (AWI). Our business model is to work with major System Integration (SI) partners to implement your solution requirements. These partners provide entities such as the State of Florida AWI with the implementation services needed to successfully deliver the UI modernizations envisioned in this RFI. As such, these organizations are best equipped to provide you with estimates on the overall time of the UC Modernization project.

Cúram Software is a software product company that delivers COTS solutions to social enterprises. Our business model is to work with major System Integration (SI) partners to implement solutions for government organizations using Cúram. The SI partner(s) typically assume the role of the prime contractor and Cúram Software provides the recommended level of business and technical resources from Cúram's Global Services organization. Cúram Software's goal is to help ensure your project success. A major advantage of this approach for Cúram clients is that they can choose the SI organization with which they have the most confidence. To date, Cúram Software has worked with many of the major global SI organizations including Accenture, IBM, Deloitte, CGI, EDS, Unisys, Ciber, Capgemini and others on a variety of projects both throughout North America and around the world.

Cúram consultants integrate with the methodology of the selected systems integrator or client. Through the Cúram best practice guides, the Cúram Implementation Guidelines, learning of multiple projects may be included to leverage the experience of successful implementations.

In general, all Cúram projects follow a methodology of requirements analysis/refinement, high level design, detailed design, development, unit testing, regression testing, performance testing, user acceptance testing and rollout.

- *Requirements analysis* - This phase includes JAD sessions led by functional/business experts. The focus of this phase of the project is to review the requirements as outlined in the RFP, determine if there are missing requirements, and provide documentation using an automated tool which will permit traceability of the requirements throughout the project lifecycle. Throughout this process, to best leverage the functionality of a COTS solution, Cúram recommends that Cúram consultants participate in the requirements process and that requirements and business flows be compared to the out of the box solution.
- *High Level and Detailed Design* -The purpose of this phase is to take the output of the requirements phase and create a blueprint that will guide the developers in the configuration, development, and extension of the Cúram solution. The level of detail required is based on the level of experience of the developers using Cúram.
- *Development* - During this phase, all configuration activity, and development of interfaces, database conversion, modifications to existing screens and business flows, and other development effort will be completed.
- *Testing* - Cúram recommends a thorough testing cycle to include at a minimum, unit testing, regression testing, integration testing, performance testing, and user acceptance testing. It is critical that there is active participation of the users and thorough performance testing before the application can be deployed.
- *Rollout* - It is at this phase of the project that the application is rolled out to the entire user population. Typically, this will be done in phases and will include a pilot phase.
- *Training and Change Management* - No project is successful without multiple levels of training. This includes training for the project team on the application selected as well as



customized training for the end users on the use of the application. Frequently, the end user training will include some level of train the trainer sessions with state employees participating in the rollout and training process. Projects must also pay careful attention to change management if there are changes to the business processes used today, increases in automation, or a general change to the application. Without the appropriate change management, application implementation may fail, as the natural tendency of the users is to resist the change and a different way of doing their day to day activities.

Based on Cúram's reliance on the systems integrators for a full project life cycle and the high level of requirements in the RFI, it is not possible for Cúram Software to provide you estimates on the overall cost/timeline of the project.

From our experience, Cúram's involvement in projects includes the following 4 types of consultant roles:

- **Project Team Lead:** Provide day to day management of the Cúram project resources and acts as the single focal point for the Cúram team. Interfaces with Cúram executive management to track the progress of the project. Provides an escalation path within Cúram when required. This individual will be your primary contact as well as the integrator's primary contact.
- **Business Consultants:** Business consultants participate in the requirements and design phases of the project and assist in translating the requirements into functionality provided by Cúram. The consultants will have both UI functional knowledge and will be Cúram certified business consultants.
- **Technical Architect:** Serve as the technical lead for Cúram, interpreting the business requirements into the detailed design artifacts. Creates the landscape for implementing Cúram including the technical infrastructure, integration with other systems, integration tools such as WebSphere, security, and testing environments. Mentors the state resources who will ultimately manage the application after rollout. Creates and implements development standards for quality development effort.
- **Developers** serve as mentors for those who may be new to the Cúram environment. Typically the developers will be split between workflow, rules modifications, external forms and correspondence, and screen modifications.

Mindful of the specifications identified in Section B.3 of the RFI description of the functionality provided by the proposed solution is presented below.

### Cúram Unemployment Insurance Suite™

The Cúram Unemployment Insurance Suite is based on research of multi-state requirements and is designed to "facilitate improved communications within AWI as well as between AWI, its consumers and employers:"



## Stakeholder Service Improvements - UC

Claimants	Employers	Management	Users	IT
Self-service <b>24X7</b> <i>Responsive</i> <i>Multi channel</i> <i>One stop: benefits, appeals, inquiries, update personal information</i> <i>Convenient</i>  Consistent service delivery  Accurate  Outcome-driven  Caseworker independence  Accessible WCAG / 508	Self-service <b>24X7</b> <i>Self registration</i> <i>Responsive</i> <i>Multi channel</i> <i>One stop</i> <i>Convenient</i>  Automated & efficient charging calculations  Automated re-calculation of charges  Fraud prevention & detection  Integration  Real-time collaboration  Streamlined processes	Reduced Risk <b>COTS</b> <i>Improved Control</i>  Faster Deployment  Analytics <i>Ad hoc queries</i> <i>Economic research</i> <i>Labor and Industry Reporting</i>  Streamlined processes  Workflow-based processes  Continuous Process improvement  Automated Overpayment processing  Transparency  Supervisor Dashboard	New generation of Caseworker tools <b>IEG</b> <i>Service Planning</i> <i>Eligibility &amp; Entitlement</i>  Ease of Use: <i>single sign on, efficient, consistent, common look and feel</i>  Empowering Caseworkers & Supervisors <i>Workflow</i> <i>Evidence scripts</i> <i>Office Integration</i>  Support for complex processes  Evidence Architecture  <b>WCAG / 508</b>  Runtime Administrator: real-time administrative changes  Support for real-time, deferred and batch	Documentation Center  Source Code  SOA Certified  Proven Scalability  Open Standards  N-Tier Architecture  Web-Based  Education & Certification  Partner Community  Model-driven development  Reduced dependence on Vendors

The success of the Unemployment Compensation System will impact millions of Floridians. As you move through the design and approach the implementation phase of your reengineering project, there key factors will impact the success of your modernization initiative. The Cúram Unemployment Insurance Suite, part of Cúram Business Application Suite, addresses these key factors required for a successful modernization strategy.

KEY FACTORS OF A SUCCESSFUL MODERNIZATION STRATEGY	THE CÚRAM SOFTWARE APPROACH
Integrated Benefits System	The Cúram Unemployment Insurance Suite is a COTS solution, incorporating industry best practices, standard business processes, and technology built on a services oriented architecture (SOA) to meet the complex business requirements inherent to unemployment insurance agencies today and tomorrow.
Modular Design to enable independent implementation	The Cúram Unemployment Insurance Suite can be implemented either as an integrated solution, or as a phased solution based on your time frames and funding.
Core Functionality	Cúram, in consultation with leading system integration partners, customers, and industry experts determined the core functionality to be included in each of the Cúram



	Unemployment Insurance Suite modules through a comprehensive analysis of federal and state legislation.
Common core vs. State specific requirements	Cúram delivers the common core federal and state specific requirements where there is commonality amongst states and is developed to be configurable and extendable in order to minimize the need for customization.
Avoid single points of dependency	Cúram has partnerships with all of the leading Systems Integrators, allowing each state to determine which vendor is best for them to work with for implementation services.
Flexibility and Control	Cúram provides the training and the ability to enable business users to make authorized changes within the system without the need for development resources or additional consulting fees.

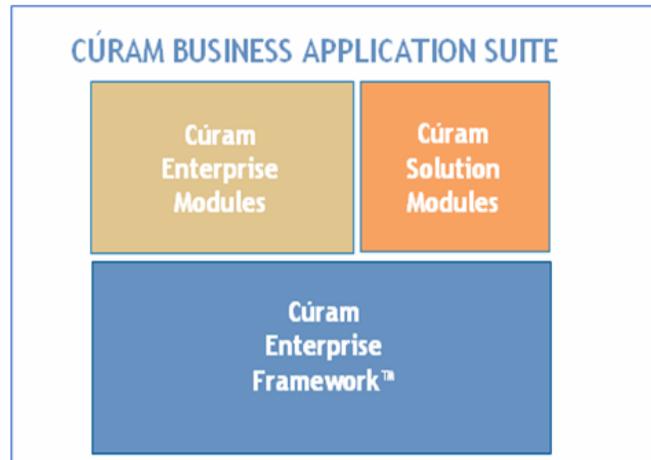
Cúram Out-Of-The-Box benefits to AWI include:

- Pre-built business processes that support the end-to-end unemployment insurance claim lifecycle
- Monetary and non-monetary eligibility rules that are easily adaptable to meet state specific requirements
- Flexible rules engine provides ability to easily adapt to organizational and policy changes
- A holistic approach to managing the client needs from initial filing, continued certification, reemployment, and appeals and adjudication
- The ability to create business workflows to improve efficiency, effectiveness, consistency and accuracy
- Multiple access channels enabling citizens and employers to work within a single system
- Automated support for change-in circumstance processing, overpayment processing and re-assessment
- COTS quality documentation
- Unsurpassed product and technical expertise provided by Cúram Global Services
- Industry leading education programs.

The benefits outlined above lead to a lower total cost of ownership for customers and a significantly reduce implementation risk

The Foundation of Cúram Unemployment Insurance Solution

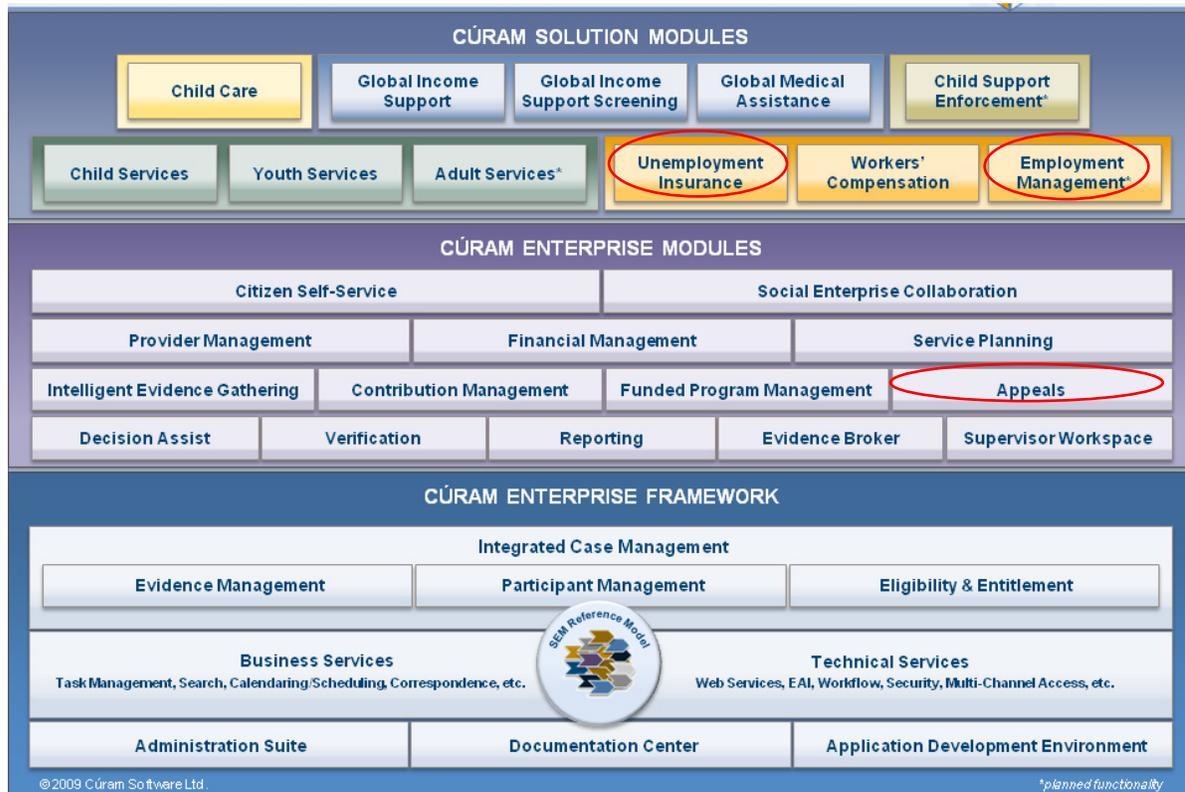
Cúram Software delivers COTS solutions through the Cúram Business Application Suite. The suite includes Enterprise Modules, Solution Modules and the Cúram Enterprise Framework™. These components enable rapid and low-risk deployment systems of Unemployment Insurance and Workforce Development functionality with a lower total-cost-of-ownership compared to transfer systems and custom solutions.



The Cúram Business Application Suite, outlined in more detail in Appendix 1, is designed exclusively to meet the needs of social enterprises. It consists of domain-specific business and technology components built on a modular enterprise architecture that provides rich functionality and fast, flexible deployment capabilities.

As illustrated below, the Cúram Enterprise Framework provides a common and extensible foundation that provides a broad range of feature-rich business and technology services applicable to all Cúram solutions. Cúram Enterprise Framework also incorporates the Cúram Documentation Center™, a comprehensive documentation repository for system design, management, and user documentation; the Cúram Application Development Environment™ which provides the capabilities to extend and tailor the solution; and the Cúram Administration Suite™ which provides the functionality to configure and maintain a broad range of system facilities, rules and workflow among others.

Cúram Enterprise Modules are offered as optional modules that that can be implemented incrementally to enhance the Cúram Enterprise Framework. The Cúram Solution Modules are also offered as optional modules that deliver extensive pre-built business functionality for individual agencies. **Cúram Unemployment Insurance Suite** is one such solution module.



## Cúram Business Application Suite™

### Cúram Unemployment Insurance Suite™

A strategic component of the Cúram Business Application Suite and powered by the industry leading Cúram Enterprise Framework, the Cúram Unemployment Insurance Solution is the first commercial-off-the-shelf (COTS), comprehensive solution that incorporates benefits, appeals and re-employment management functionality. This integrated solution allows agencies to take advantage of overlapping common capabilities and business processes while eliminating redundancy, leveraging existing assets and promoting consistent application of business rules. The services oriented architecture (SOA) of the Cúram solution allows agencies to implement in incremental phases or as a fully integrated solution. As AWI considers approaches to modernizing benefits and appeals systems, the Cúram Unemployment Insurance Solution can lower the cost, risk and time needed to achieve the desired results. Cúram provides a platform for the future that delivers true business and technology flexibility, significantly lowering the total cost of ownership (TCO).

The Cúram Unemployment Insurance Benefits is uniquely designed to address the complex business and technology requirements of states' unemployment insurance agencies responsible for administering unemployment insurance benefits. Built using flexible business rules and workflow-driven processes, the solution addresses the full range of AWI's business functions:

- Claim Intake (Internet & IVR)
- Wage Determination
- Adjudication



- Certification
- Employer Charges
- Reengineering
- Inquiry
- Special Payments
- Benefit Payment Control
- Special Programs
- Audits
- Federal Reporting

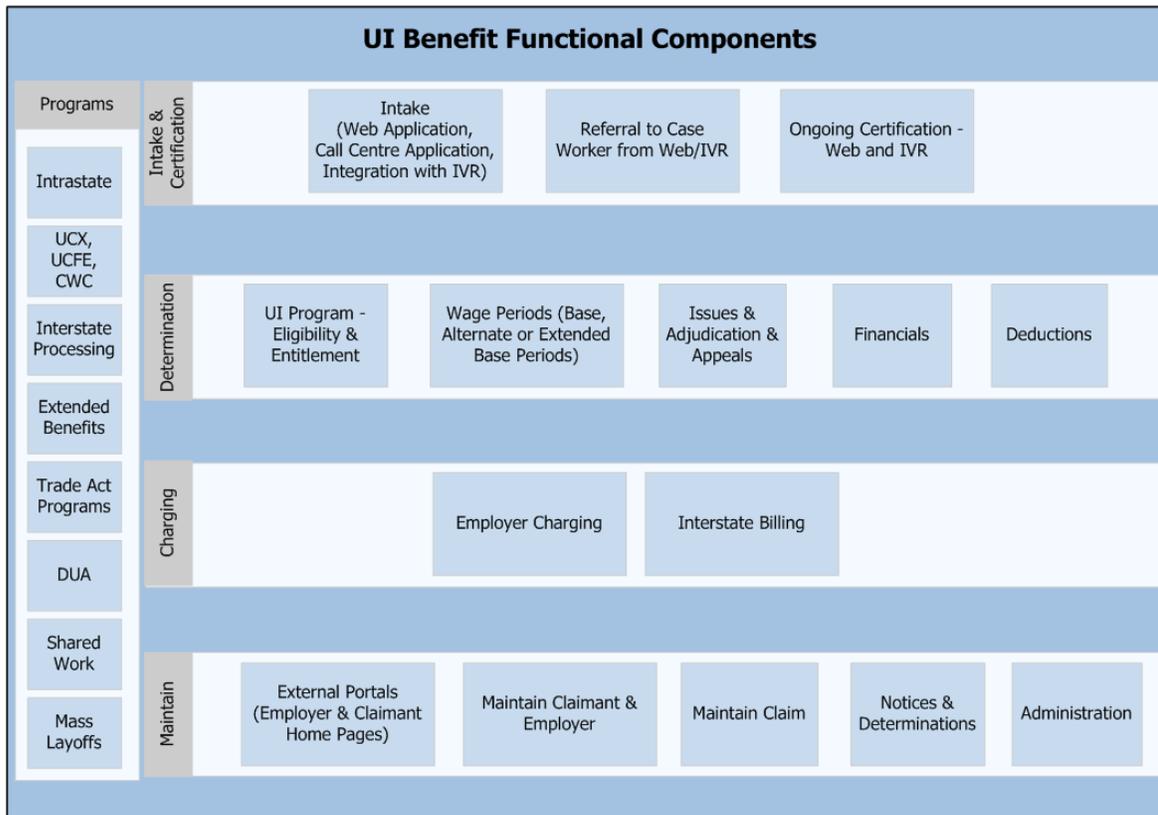
**Cúram Appeals™** provides comprehensive capabilities for managing the unemployment insurance benefit appeals process from initial filing through to decision addressing multiple levels of hearings and work allocation. Cúram Appeals addresses:

- Appellant appeal requests
- Appellant case initiation
- Appeal Case Hearing schedules
- Documentation of Hearing schedule and results
- Implementation of decision or movement to additional appeals
- Case is re-assessed (this may be automatic or may be requested on demand)

**Reemployment Management** provides the business processes and capabilities to define and manage the appropriate benefits and services needed for employees to achieve sustainable employment. This solution focuses on:

- Assessing the employees occupation, work history & skills
- Providing improved methods of identifying job opportunities
- Supporting no-touch job referrals when worker matches job openings
- Profiling for potential referral to WIA training or services
- Creating automated service plans for One-Stop Centers to track services
- Identifying the KPIs to be used to measure success
- Evaluating and measuring the effectiveness of the reemployment outcomes.

The various components of the Cúram Unemployment Insurance solution are identified in the following graphic.



*Cúram UI Benefits Functional Components*

Cúram UI supports the logical transition from one activity or task to another. Cúram will, as a result of workflow capabilities, schedule tasks and activities logically in support of each process or phase of UI case management. Screens or pages are presented to the worker based on user role and system access permissions. Additionally, required fields must be completed prior to exiting the view, ensuring that mandatory or required data is collected and maintained.

The remainder of this section will describe the inherent functionality built in support of UI case initiation, client management, plans developed in support goals established towards employment, and various administrative responsibilities including security and reporting.

### *UI Claims Intake (Internet & IVR)*

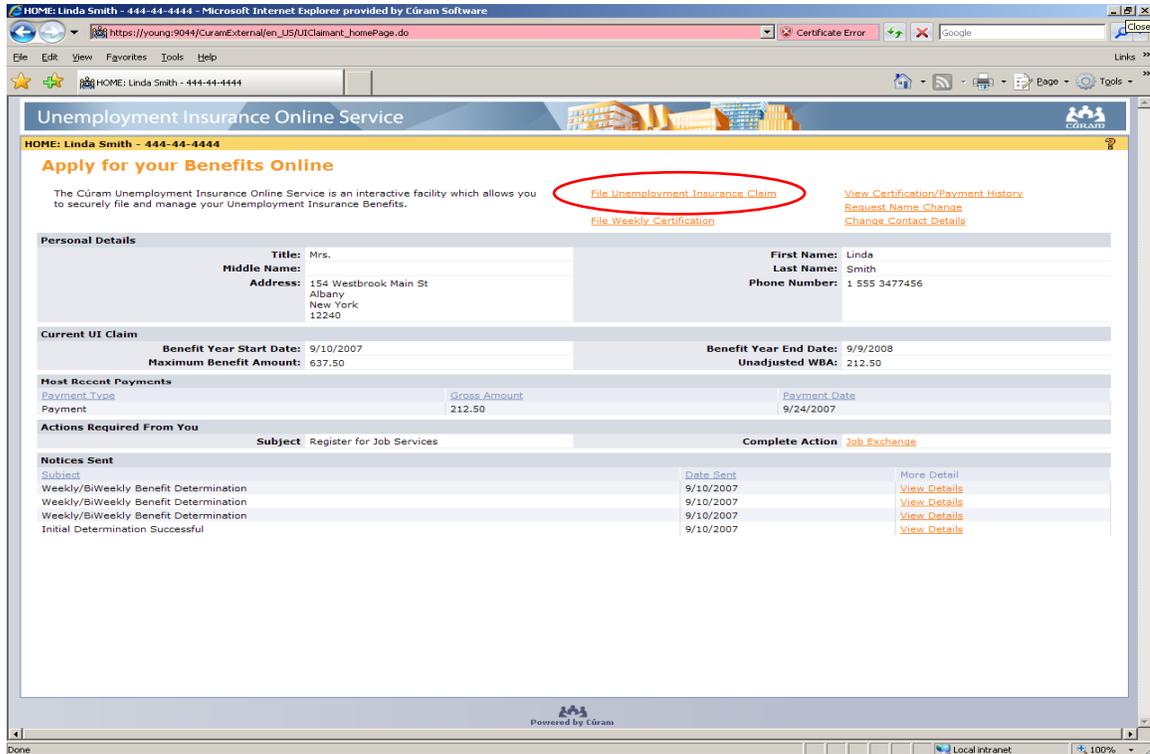
As a web-based solution, Cúram supports the initiation of a claim as a result of personal contact with AWI or via a client initiated activity which may occur via the Internet or Interactive Voice Response.

Initial contact of the claimant with AWI will involve the process of collecting data, commonly referred to as Intake. Our intake accommodates multi-channel access claims filing via Internet, telephone, fax and paper, interstate claims (ICON), Input data for multiple claim types and programs (initial and reopens) EB, DUA, TRA, CWC, UCX, UCFE, and TEUC. Multi-language requirements are also supported. Real time interfaces to wages and collection of additional employment data for both traditional and alternate base periods is achieved during this process, including the intake of



missing wages or deletion of incorrect wages. Cúram UI is designed to permit review of wages and to create forms issuance to appropriate base and lag employers and claimants as required. Automated scheduling of adjudication is achieved including the routing of cases based on adjudicator skills and organizational preferences.

A sample Cúram UI intake screen, Claimant Self Service, is presented below. Claimants are able to apply for benefits online.



Example Claimant Self Service Page with Claim Filing Link

Various pieces of data are gathered throughout the Intake process. For example, personal data is gathered using the Personal Details Page and the Call Center Work Page as seen here.



This wizard will guide you through the required application screens. - Microsoft Internet Explorer provided by Cúram Software

https://young:9044/CuramExternal/en\_US/UCOnline\_initialIntakeAgendaPage.do?concernRoleID=101&contextDescription=James%20Smith%20-%20... Certificate Error

File Edit View Favorites Tools Help

This wizard will guide you through the required applica...

Unemployment Insurance Claims Intake of 11 pages completed

**PERSONAL DETAILS: James Smith - 111-11-1111**

Enter your personal details below, then click the 'Next' button. Ethnic Origin and Race information is gathered for statistical purposes only. Your response will not affect your claim for unemployment insurance benefits. If you chose not to answer, make no selection and move to the next question.

* Country of Birth: United States	* Nationality: American
Ethnic Origin: Not Hispanic or Latino	* Marital Status: Married
Highest School Grade Completed: College Graduate	* Citizen Status: U.S. Citizen

Black or African American: <input type="checkbox"/>	Asian: <input type="checkbox"/>
White or Caucasian: <input checked="" type="checkbox"/>	American Indian or Alaskan Native: <input type="checkbox"/>
Hawaiian or Pacific Islander: <input type="checkbox"/>	Other: <input type="checkbox"/>

Driver License No: _____	License State: _____
--------------------------	----------------------

<b>Work Search Occupation</b> Select your primary occupation below.	<b>Alien Status</b> If you are not a US Citizen you must enter your alien details below.
Occupation Family: Computer and Mathematical	Alien Registration Number: _____
Occupation Category: Computer Programmers	Work Authorization Date: _____
OccupationType: Software Developer	Date Alien Status Granted: _____
	Work Authorization Expiry Date: _____

Previous Next Summary Quit

Example Claim Intake – Personal Details Page

This wizard will guide you through the required application screens. - Microsoft Internet Explorer provided by Cúram Software

https://young:9044/Curam/en\_US/UC\_initialIntakeAgendaPage.do?concernRoleID=6&contextDescription=James%20Smith%20-%202011-11-1111&agi... Certificate Error

File Edit View Favorites Tools Help

This wizard will guide you through the required applica...

Unemployment Insurance Claims Intake of 11 pages completed

**Personal Details: James Smith - 111-11-1111**

* SSN: 111-11-1111	* Date of Birth: 9/28/1964	Title: Mr.
* First Name: James	Middle Name: _____	* Last Name: Smith
* Gender: Male		

* Country of Birth: United States	* Nationality: American	Ethnic Origin: Not Hispanic or Latino
* Marital Status: Married	Highest Grade: _____	* Citizen Status: U.S. Citizen

Black or African American: <input type="checkbox"/>	Hawaiian or Pacific Islander: <input type="checkbox"/>	American Indian or Alaskan Native: <input type="checkbox"/>
White or Caucasian: <input checked="" type="checkbox"/>	Asian: <input type="checkbox"/>	Other: <input type="checkbox"/>

Driver License No: _____	License State: _____
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Occupation Family: Computer and Mathematical	
Occupation Category: Computer Programmers	
OccupationType: Software Developer	

Alien Registration Number: _____	Date Alien Status Granted: _____
Work Authorization Entry Date: _____	Work Authorization Expiry Date: _____
Expiry Date Adjudication Result: _____	

Previous Next Quit



### Example Claim Intake – Call Center Worker Page

The Work Requirements Page will be used to gather details concerning Union affiliation, days worked within a specified period and job search activities.

The screenshot shows a web browser window displaying the 'Unemployment Insurance Claims Intake' form. The browser's address bar shows a URL starting with 'https://tobago:9044/CuramExternal/en\_US/UCOnline\_initialIntakeAgendaPage.do?concernRoleID=101&contextDescription=James%20Smith%20-%20%'. The form title is 'Unemployment Insurance Claims Intake' and the user's work requirements are listed as 'James Smith - 111-11-1111'. The form prompts the user to 'Enter your work requirement details below and click the 'Next' button.' The form is divided into three main sections: 'Able To Work', 'Available To Work', and 'Actively Seeking Work'. Each section has a 'Yes' button and a dropdown menu for reasons if 'No'. The 'Next' button at the bottom of the form is circled in red.

### Example Claim Intake – Work Requirements Page

Three levels of occupational codes are collected to facilitate re-employment during the claims process to assist with the matching with employer job openings. When the client's work history/and or occupation titles matches existing job openings an automated referral to the open position can be created. (No touch employment referrals)

Electronic monetary determinations and employer notices are created following the claim filing process. If desired, non-monetary determinations are created when adjudication outcomes are known at the time of the claim filing and our workflow rules engine also offers AWI the option to wait until a week claimed or employer response is received prior to the adjudication of issues.

Cúram's new generation of self service solution is built on a highly configurable platform designed for flexibility so that Unemployment agencies can easily tailor the solution to meet their needs including:

- Editors for Scripts, Rules and Data Mapping allow agencies to configure and add functionality without hard coding
- Configurable & vendor-independent solution leads to lower implementation and maintenance costs
- The solution can be implemented swiftly and incrementally, allowing organizations to score a 'quick win' with internal and external customers while providing a solid platform for growth



- SOA-based integration with external systems allows agencies to interface with legacy systems or Cúram or print to forms (e.g. PDF)
- Web Services gives further flexibility when exchanging information with external systems
- Since the solution was developed around citizen needs, it is citizen centric and citizen driven.

We understand that AWI's current plans are to replace FLUID as the first step in its modernization project. With Cúram AWI will be able to do that very quickly and get an early, quick win leveraging the features outlining above.

### Monetary (Wage Determinations)

Monetary determinations for Regular Program, EB, DUA, TRA, CWC, UCX, UCFE, TEUC, and combinations thereof are processed with electronic or paper notices forwarded to both claimant and employers. When payment programs are extended or modified by US Department Of Labor (USDOL), these programs are easily added and tested prior to implementation. Our document handling system also supports storage of proof of wages as evidence to aid in producing accurate monetary determinations and employer charging for both traditional and alternate base period determinations. For claims requiring no future monetary investigations no touch claims are accomplished and the WBA/MBA is established for the claim. A sample Monetary Determinations Details Page is available below.

Monetary Determination: UI Benefits - 513 - Susan Smith - 222-22-2222 - Windows Internet Explorer

https://localhost:9044/Curam/en\_US/UIProductDelivery\_viewMonetaryWithFullRulesTreePage.do?caseID=23283610073505464328\_e3pu=UICProduct Certificate Error Google

File Edit View Favorites Tools Help

Go Google

Monetary Determination: UI Benefits - 513 - Susan S...

CURAM

NAVIGATION

- Decisions
- Deductions
- Delivery Patterns
- Employer Charges
- Employment
- Events
- Evidence
- Financials
- Monetary Determination
- Nominees
- Notes
- Over And Under Payments
- Related Cases
- Status History
- Tasks
- User Roles

RECENT ITEMS

- UI Benefits - 513 - Susan Smith - 222-22-2222

Monetary Determinations: UI Benefits - 513 - Susan Smith - 222-22-2222

UNEMPLOYMENT INSURANCE - 512 SUSAN SMITH REGULAR UI

View Wage Period Employers

Monetary Eligibility Summary

Claimant: Susan Smith	Decision: Eligible
Benefit Year Start Date: 9/24/2007	Benefit Year End Date: 9/23/2008
Benefit Year Type: First Benefit Year	Wage Period Type: Alternative Base Period
Unadjusted WBA: 300.00	

View Wage Period Employers

Wage Period Quarter Details

Action	Quarter	Gross Wages	Quarterly Usable Wages
<a href="#">View Employers</a>	3rd 2006	6,250.00	6,250.00
<a href="#">View Employers</a>	4th 2006	6,250.00	6,250.00
<a href="#">View Employers</a>	1st 2007	6,250.00	6,250.00
<a href="#">View Employers</a>	2nd 2007	7,058.82	7,058.82

Wage Period Summary

Total Usable Wages: 25,808.82	Total Gross Wages: 25,808.82
Maximum Benefit Amount: 2,700.00	

Monetary Eligibility Rules

- UIC Monetary Eligibility Ruleset Succeeded
- UIC Monetary Eligibility Rule Group Succeeded
- UIC Monetary Eligibility - Succeeded

View Wage Period Employers

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*Example Monetary Determination Details Page*

## Adjudications

The adjudication functionality includes electronic or paper notification of all separation and non-separation issues, automated case management, determination publishing, and integration with employer charging and electronic document management for evidence when required. As states are reengineering their UI processes, some prefer to collect claimant adjudication information at the time claim is taken via scripted interviews while other states are electronically notifying or mailing the claimant questionnaires. For employer information, some states are considering mailing specific questionnaires to employers tailored to their specific UI statutes while others are considering SIDES as part of the employer communications. Cúram offers the flexibility for the state to implement any of these approaches. More importantly, AWI can easily change or modify their approach to fact finding after they gain more experience on the impacts of implementation.

The screenshot displays the Cúram web application interface. The browser window title is "Issue Home: Work Separation Reason Discrepancy 1795 - Robert Smith 333-33-3333". The URL is "https://localhost:9044/Curam/en\_US/IssueDelivery\_homePage.do?caseID=1142788405445263360&concernRoleID=103&\_o3pru=UICOrganization\_list". The page content includes:

- Navigation:** Home, Attachments, Communications, Events, Notes, Related Cases, Resolution Approval Requests, Tasks, User Roles.
- Recent Items:** UI Benefits - 513 - Susan Smith - 222-22-2222
- Case Details:**
  - Type: Work Separation Reason Discrepancy
  - Member: Robert Smith
  - Start Date: 12/7/2007
  - Owner: UIC\_USER [Change]
  - Reference Number: 1795
  - Priority: High
  - End Date:
  - Status: Closed [Change Closure Details]
- Resolution:** Discrepancy Resulted In Disqualification. Resolution Status: In Edit. Created By: UIC\_USER. Creation Date: 12/7/2007.
- Evidence:** A table with columns: Action, Name, Effective Date, Submitter, Details, Status.

Action	Name	Effective Date	Submitter	Details	Status
<a href="#">View</a>	Robert Smith		Employer	Separation Reason: Gross Misconduct	Active
<a href="#">View</a>	Robert Smith		Claimant	Separation Reason: Permanent Layoff	Superseded
- Comments:** Edit

*Example Work Separation Issue Case Page*

Cúram has an employer home page where protests, questionnaires, and appeals can be returned to AWI via the web. This portal provides the employer with the capability to monitor claims and adjudication activity that could impact accurate and timely benefit payments, adjudication quality and ultimately their rates.



## Certifications

The UI certification process is handled within the Cúram UI solution. Certifications for weeks of UC can be tailored to be either weekly or bi-weekly processes based on state preference. If eligible weeks are certified to, payment (with the exception of waiting weeks) will be automatically released. If non-monetary, monetary, or appeals issues exist, payment will not be released until these issues are resolved. If issues are subsequently resolved in favor of the claimant, automatic release of weeks will occur.

Specific questions to determine week(s) of eligibility are easily configurable and claims intake is accomplished via the Internet, telephone, fax and email. Additional and reopened claims across all programs are processed through interfaces with our claims intake system. Earnings reported or not reported are easily modified. As extended programs are implemented, Cúram supports unique certifications by program.

This wizard will guide you through the required application screens. - Microsoft Internet Explorer provided by Cúram Software

http://localhost:9080/CuramExternal/en\_US/UIC\_initialCertificationAgendaPage.do?caseID=8615386087159758848&certific

This wizard will guide you through the required applica...

**Certification** 4 of 4 pages completed

WORK REQUIREMENTS: James Smith - 111-11-1111

Enter your work requirement details for the certification period 10/08/2007 to 10/14/2007 below and click the 'Next' button.

\* Were you able to work? Yes

If you were unable to work, select reason

If reason is 'Other', please provide explanation

How many days were you unable to work? 0

\* Were you available to work full time? Yes

What was your reason for being unavailable to work?

If reason is 'Other', please provide explanation

\* Were you actively seeking work? Yes

If you were not actively seeking work, select reason

If reason is 'Other', please provide explanation

**Employment Registration**

Have you registered with your employment agency? Yes

Previous Next Finish Quit

Local intranet 100%

*Example Continued Claim – Work Requirement Page*

At a glance summaries of the responses provided by the individual are provided on the Claim Summary Page as presented below.



This wizard will guide you through the required application screens. - Microsoft Internet Explorer provided by Cúram Software

https://russia:9044/CuramExternal/en\_US/UTC\_initialCertificationAgendaPage.do?caseID=75300185

Certificate Error

Google

Go

RS

Bookmarks

97 blocked

Check

AutoLink

AutoFill

Settings

This wizard will guide you through the required applica...

**Certification** 4 of 4 pages completed

**SUMMARY: James Smith - 111-11-1111**

You have completed your Unemployment Insurance Benefits certification. Links to your responses are presented below. It is your responsibility to verify that the information you have provided is complete and accurate.

You have either completed the details below, or were not required to complete them:

Page	Information Required	Information Added
<a href="#">Contact Details</a>	No	No
<a href="#">Employment Summary</a>	No	No
<a href="#">Work Requirements</a>	Yes	Yes
<a href="#">Pension</a>	Yes	Yes

I have reviewed all information and can verify that this information is true and accurate to the best of my knowledge.

[Submit Certification](#)

Previous Next Summary Quit

Local intranet 100%

Example Continued Claim Summary Page

## Employer Charging

Cúram integrates employer charging and adjudication functions including charging rules to accommodate both base and non-base period employers. Automated case management, electronic and paper charge statements are produced. Electronic document management and charges are traceable and changeable for each week paid across all programs. When reconsidered determinations/decisions are issued that result in benefit overpayments or benefit underpayments, employer charges are automatically recalculated.

Just as claimants are able to conduct business via the Internet, Cúram also supports the ability of registered employers to do so as well. The sample Employer Self Service Page presented below is one page that employers may access to conduct business.



**Unemployment Insurance Online Service**

Employer Home: Nuclear Power Plant - 11-2222222

**Employer Services** [Log Out](#)

[Submit Wages & Tax Reports](#)   [Search Benefit Charges](#)   [Maintain User Details](#)   [Post a Job](#)  
[View Financials](#)   [Active Claims](#)   [Maintain Third Party Agent](#)   [View Candidates](#)  
[View Tax Rates](#)   [Maintain Profile](#)   [Dispose or Purchase a Business](#)

<b>Name</b>	<b>Legally Registered Name:</b> Nuclear Power Plant	<b>Trading Name:</b> Nuclear Power Plant	
<b>Contact</b>	<b>Phone Number:</b> 1 555 3477463		
<b>Details</b>	<b>Industry Classification:</b> Engineering <b>Finance Method:</b> Contributory <b>Method Of Payment:</b> Check	<b>Organization Type:</b> Public <b>Tax Rate:</b> 5.5 <b>Next Payment Date:</b> 12/4/2007	
<b>Notices Sent</b>	<b>Claimant</b>	<b>Date Sent</b>	<b>More Details</b>
Employer Charge Notification Letter	Susan Smith	9/24/2007	<a href="#">View PDF</a>
Employer Charge Notification Letter	James Smith	12/7/2007	<a href="#">View PDF</a>
Employer Charge Notification Letter	John Smith	11/23/2007	<a href="#">View PDF</a>

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Example Employer Self Service Page with Link to View Charges



Unemployment Insurance Online Service

Employer Charge Transactions Search: Nuclear Power Plant - 11-2222222

Search Criteria

\* SSN: 222-22-2222

Start Date: End Date:

[Search](#) [Reset](#) [Return To My Homepage](#)

**Benefit Charges (Number of Items: 7)**

Action	Claimant	Certification Start Date	Certification End Date	Amount	Adjustment	Total
<a href="#">View</a>	Susan Smith - 222-22-2222	11/12/2007	11/18/2007	300.00	0.00	300.00
<a href="#">View</a>	Susan Smith - 222-22-2222	11/5/2007	11/11/2007	300.00	0.00	300.00
<a href="#">View</a>	Susan Smith - 222-22-2222	10/29/2007	11/4/2007	300.00	0.00	300.00
<a href="#">View</a>	Susan Smith - 222-22-2222	10/22/2007	10/28/2007	300.00	0.00	300.00
<a href="#">View</a>	Susan Smith - 222-22-2222	10/15/2007	10/21/2007	300.00	0.00	300.00
<a href="#">View</a>	Susan Smith - 222-22-2222	10/8/2007	10/14/2007	300.00	0.00	300.00
<a href="#">View</a>	Susan Smith - 222-22-2222	10/1/2007	10/7/2007	300.00	0.00	300.00

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Example Employer Self Service Page with List of Benefit Charges

Additional sample pages, including the Benefit Charges List Page and the Benefit Charge Details Page are also included.



Action	Employer	Certification Start Date	Certification End Date	Amount	Adjustment	Total
<a href="#">View</a>   <a href="#">Edit</a>	Nuclear Power Plant - 11-2222222	11/12/2007	11/18/2007	300.00	0.00	300.00
<a href="#">View</a>   <a href="#">Edit</a>	Nuclear Power Plant - 11-2222222	11/5/2007	11/11/2007	300.00	0.00	300.00
<a href="#">View</a>   <a href="#">Edit</a>	Nuclear Power Plant - 11-2222222	10/29/2007	11/4/2007	300.00	0.00	300.00
<a href="#">View</a>   <a href="#">Edit</a>	Nuclear Power Plant - 11-2222222	10/22/2007	10/28/2007	300.00	0.00	300.00
<a href="#">View</a>   <a href="#">Edit</a>	Nuclear Power Plant - 11-2222222	10/15/2007	10/21/2007	300.00	0.00	300.00
<a href="#">View</a>   <a href="#">Edit</a>	Nuclear Power Plant - 11-2222222	10/8/2007	10/14/2007	300.00	0.00	300.00
<a href="#">View</a>   <a href="#">Edit</a>	Nuclear Power Plant - 11-2222222	10/1/2007	10/7/2007	300.00	0.00	300.00
<a href="#">View</a>   <a href="#">Edit</a>	Drug Store - 12-3333333	10/1/2007	10/7/2007	300.00	-300.00	0.00

Example Benefit Charges List Page

Benefit Charge Details	
<b>Employer:</b> Nuclear Power Plant - 11-2222222	<b>Related UI Case ID:</b> 513
<b>Certification Start Date:</b> 11/12/2007	<b>Certification End Date:</b> 11/18/2007
<b>Amount:</b> 300.00	<b>Percentage Amount:</b> 100
<b>Status:</b> Issued	

Adjustments			
Employer	Adjustment Date	Type	Amount

Example Benefit Charge Details Page

While we understand that the Department of Revenue is responsible for UC Tax, Cúram does offer an employer portal where responses can be received electronically. Paper documentation or



protests received from the employer is electronically stored and easily retrievable for review or adjudication.

### ***Special Payments***

Ensuring that daily UC payments are issued and mailed is a mission critical process for AWI. Maintenance of activities such as ensuring lost or forged checks are issued and replaced, correcting inaccurate social security numbers and supplemental payments following monetary determinations are automated functions within Cúram. When these occur our complete audit history enables AWI to view data and create downstream automated transactions to ensure that correct claimant balances are maintained and correct charges are made to the employers. The issuance of 1099-G is achieved through our correspondence system

### ***Benefit Payment Control***

The overpayment/underpayment process leverages a core Cúram change-in-circumstance process. That means whenever there is a change in a claim that would impact monetary/non-monetary determination, the system automatically runs a re-assessment. As a result, if an overpayment/underpayment is detected a record is established and related processing occurs. Automated workflow, multiple models for case type, integration with adjudication/charging, recording of billings and cash payments or recoveries from benefits payable, are also key features of our solution.

As mentioned previously, Cúram will accept updated information, comparing that change to data available. Discrepancies in specified data elements will trigger a reassessment of benefit eligibility. Cúram will generate a decision for each assessment/reassessment conducted. Those decisions may be viewed on the Over and Under Payment screen, a sample of which is provided.



Action	Date	Nominee	Amount	Type
<a href="#">View Statement</a>	12/7/2007	Susan Smith	2,400.00	Overpayment

*Overpayment Decision within a Claim*

Cúram stores a complete history of case data. At the time of reassessment, it is important that the worker have the ability to review data used to generate a decision concerning not only eligibility but also the level of benefit to be authorized. Cúram allows authorized personnel to view the comparison of old and new information via the Reassessment Details view as seen here. This information may also be used to notify the client of a change and the basis for that change.



The screenshot displays the Cúram software interface in a web browser. The main content area is titled "Evidence Comparison: UI Benefits 513 - Susan Smith 222-22-2222". It features a "Details" section with "Decision Reason: Result of Case Adjudication" and "Status: Current". Below this, there are two columns: "Original Decision" and "Reassessed Decision". Each column contains a table of "Evidence Items" with "DecisionDetails" for various dates. The "Original Decision" table shows items for 9/24/2007, 9/30/2007, 10/1/2007, 10/2/2007, and 10/3/2007. The "Reassessed Decision" table shows items for 9/24/2007, 9/30/2007, 10/1/2007, 10/7/2007, 10/8/2007, 10/14/2007, 10/15/2007, and 10/21/2007. The results for these items are "Not eligible", "Eligible", and "Not Eligible".

DecisionDetails [20070924T000000]	Value
The date that this decision is active from.	9/24/2007
The date that this decision is active to.	9/30/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Not eligible

DecisionDetails [20071001T000000]	Value
The date that this decision is active from.	10/1/2007
The date that this decision is active to.	10/1/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Eligible

DecisionDetails [20071002T000000]	Value
The date that this decision is active from.	10/2/2007
The date that this decision is active to.	10/2/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Eligible

DecisionDetails [20071003T000000]	Value
The date that this decision is active from.	10/3/2007
The date that this decision is active to.	10/3/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Eligible

DecisionDetails [20070924T000000]	Value
The date that this decision is active from.	9/24/2007
The date that this decision is active to.	9/30/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Not eligible

DecisionDetails [20071001T000000]	Value
The date that this decision is active from.	10/1/2007
The date that this decision is active to.	10/7/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Not Eligible

DecisionDetails [20071008T000000]	Value
The date that this decision is active from.	10/8/2007
The date that this decision is active to.	10/14/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Not Eligible

DecisionDetails [20071015T000000]	Value
The date that this decision is active from.	10/15/2007
The date that this decision is active to.	10/21/2007
The result of the decision. This result is taken from the Case Decision Result code table.	Not Eligible

*Comparison between Old and Reassessed Decision*

In the event that the claimant was overpaid, Cúram will create an overpayment case and track repayment of benefits allotted the client based on inaccurate information or data not reported in a timely fashion.



Sample Benefit Overpayment Home: Benefit Overpayment 2048 - Susan Smith 222-22-2222

[Edit](#) [Manage](#) [Reassess](#) [Check Eligibility](#)

Case Details	
Product Name:	Benefit Overpayment
Primary Client:	<a href="#">Susan Smith</a>
Start Date:	10/1/2007
Priority:	High
Provider:	<a href="#">VHI Midway</a>
Owner:	<a href="#">UIC USER [Change]</a>
Objective:	
Certification Frequency:	Day 1 of every 1 month(s). <a href="#">[Change]</a>
Case Reference:	2048
Status:	Open
Expected End Date:	11/25/2007
Classification:	Medium Risk
Location:	Downtown Midway Office <a href="#">[Change]</a>
Date Received:	12/7/2007
Outcome:	
Billing Pattern:	Weekly by Invoice <a href="#">[Change]</a>

Comments

[Edit](#) [Manage](#) [Reassess](#) [Check Eligibility](#)

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Benefit Overpayment Case

The following screen shot reflects an example of how adjustments can look and be tracked within Cúram.

View Benefit Charge Details: UI Benefits - 513 - Susan Smith - 222-22-2222

[Close](#)

Benefit Charge Details			
Employer:	Drug Store - 12-3333333	Related UI Case ID:	513
Certification Start Date:	10/1/2007	Certification End Date:	10/7/2007
Amount:	300.00	Percentage Amount:	100
Status:	Issued		

Adjustments			
Employer	Adjustment Date	Type	Amount
<a href="#">Drug Store - 12-3333333</a>	10/8/2007	Over Charging	300.00

[Close](#)

Example Benefit Charge Detail Page with Adjustment



Fraud is addressed through prevention, detection and collection. Prevention is achieved by not putting controls in place that preclude entering individuals into payment status until all tracked issues are resolved. Detection is achieved by cross matches against wages, New Hire and Social Security data. Our integrated modules are built to prevent, detect and deter overpayments and fraudulent activity. These activities include but are not limited to: detecting suspicious clustering of payments to same address, electronic communications to speed information gathering for adjudication, and identification of previously fraudulent claimants prior to entering them into pay status.

### ***Reengineering***

The Reengineering group has many roles within AWI. This group is responsible for technological enhancements, process changes, centralizing functions in fewer locations, and expanding the use of the Internet as a service delivery mechanism. We understand that one of the improvements targeted for this group is to allow script and web changes, whether business rule or wording, to be altered by Agency employees. Cúram is inherently designed to support this objective.

The administration module of Cúram allows authorized individuals to make real-time updates to many areas using administrative screens such as:

- Business Rules
- Workflows
- Work Allocation
- Tasks / Ticklers
- Organization structure
- Evidence Collection Scripts
- Service Plans
- Service Plan Templates

Some elements that can be configured within each area are as follows:



Finance	Organization	Programs	Service Plans	System	Workflow
Banks	Organization Calendar	Benefit Products	Expected Outcomes	Code Tables	Process Instance Search
Bank Accounts	Facilities	Liability Products	Goals	Clauses	Process Instance Errors
Finance Calendar	Locations	Services	Good Causes	Security	Workflow Events
Currency Exchange	Offices	Delivery Methods	Plan Items	XSL Templates	Workflow Processes
Insurance Returns	Resources	Integrated Cases	Service Plans	MS-Word Templates	Work Allocation
	Jobs	Assessments	Sub Goals	Batch	
	Structures	Screenings	Templates	Rate Tables	
	Search	Rules		Rules Editor	
	Working Patterns	Provisions		Property Admin	
		Delivery Patters		Intelligent Evidence Gathering	
		Approvals			
		Evidence Metadata			

For example, the Cúram UI solution comes with an extensive set of rules out-of-the-box and a powerful rules editor. This allows the agency to view, clone, update, activate or deactivate any rule through the administration module. The agency can also use the simulation capabilities to test the changes and assess the impact of the change. This would empower the authorized business users by allowing them to make necessary changes efficiently and with ease. Rules are just one example; the list above displays the range of configuration capabilities offered by Cúram that can assist the reengineering group to meet their goals.



## Inquiry

Cúram can support customer inquiry in various ways. It offers a robust self service solution for claimants and employers that have a wide range of pertinent information displayed such as list of payments made to a claimant, copies of notices sent, remaining balance of the benefit for the period and so on. This eliminates the need for claimants to call in and find out such information. If the required information is not available through self service the claimant always has the option of calling and talking to a case worker. Cúram consolidates all information on a claimant and his claim into an integrated case making it very easy for the case worker to access any piece of data by navigating through the case.

Three sample pages available based on user access permissions are presented below.

The screenshot displays the 'Unemployment Insurance Online Service' interface for a user named Susan Smith. The page is titled 'Claimant Services' and includes a 'Log Out' link. A brief description states: 'The Cúram Unemployment Insurance Online Service is an interactive facility which allows you to securely file and manage your Unemployment Insurance Benefits.' Navigation links include 'View Certification/Payment History', 'Request Name Change', and 'Change Contact Details'. A 'File Weekly Certification' link is also present.

**Personal Details**

<b>Title:</b> Miss	<b>First Name:</b> Susan
<b>Middle Name:</b>	<b>Last Name:</b> Smith
<b>Address:</b> 154 Westbrook Main St Albany New York 12240	<b>Phone Number:</b> 1 555 3477459

**Current UI Claim**

<b>Benefit Year Start Date:</b> 9/24/2007	<b>Benefit Year End Date:</b> 9/23/2008
<b>Maximum Benefit Amount:</b> 2,700.00	<b>Unadjusted WBA:</b> 300.00
<b>Remaining Balance:</b> 300.00	

**Actions Required From You**

**Subject:** Register for Job Services      **Complete Action:** [Job Exchange](#)

**Most Recent Payments**

Payment Date	Payment Type	Gross Amount
12/7/2007	Payment	300.00
11/19/2007	Payment	300.00
11/19/2007	Payment	300.00
11/5/2007	Payment	300.00
11/5/2007	Payment	300.00
10/22/2007	Payment	300.00
10/22/2007	Payment	300.00
10/8/2007	Payment	300.00
10/8/2007	Payment	300.00

**Notices Sent**

View	Subject	Date Sent
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	11/19/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	11/19/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	11/5/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	11/5/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	10/22/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	10/22/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	10/8/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	10/8/2007
<a href="#">View PDF</a>	Initial Determination Successful	9/24/2007
<a href="#">View PDF</a>	Weekly/BiWeekly Benefit Determination	12/7/2007

Example UI Online Service – Claimant Service Page



Employer Home: Drug Store - 12-3333333

### Unemployment Insurance Online Service

Employer Home: Drug Store - 12-3333333

#### Employer Services

[Submit Wages & Tax Reports](#)    [Search Benefit Charges](#)    [Maintain User Details](#)    [Post a Job](#)  
[View Financials](#)    [Active Claims](#)    [Maintain Third Party Agent](#)    [View Candidates](#)  
[View Tax Rates](#)    [Maintain Profile](#)    [Dispose or Purchase a Business](#)

[Log Out](#)

Name	
<b>Legally Registered Name:</b> Drug Store	<b>Trading Name:</b> Drug Store

Contact	
<b>Phone Number:</b> 1 555 3477464	

Details	
<b>Industry Classification:</b> Education	<b>Organization Type:</b> Private - Limited
<b>Finance Method:</b> Contributory	<b>Tax Rate:</b> 5.5
<b>Method Of Payment:</b> Check	<b>Next Payment Date:</b> 12/4/2007

Notices Sent			
Subject	Claimant	Date Sent	More Details
Employer Charge Notification Letter	Robert Smith	11/19/2007	<a href="#">View PDF</a>
Employer Charge Notification Letter	Susan Smith	9/24/2007	<a href="#">View PDF</a>
Employer Charge Notification Letter	Linda Smith	9/10/2007	<a href="#">View PDF</a>
Employer Charge Notification Letter	James Smith	12/7/2007	<a href="#">View PDF</a>
Employer Charge Notification Letter	John Smith	11/23/2007	<a href="#">View PDF</a>

Example UI Online Service – Employer Service Page



Regular UI Home: UI Benefits - 513 - Susan Smith - 222-22-2222 - Windows Internet Explorer

https://localhost:9044/Curam/en\_US/UCProduct\_homePage.do?caseID=2328361007350546432&concernRoleID=1058\_o3pu=UICOrganization\_ListCas Certificate Error Google

Regular UI Home: UI Benefits - 513 - Susan Smith - 22...

CURAM

Regular UI Home: UI Benefits - 513 - Susan Smith - 222-22-2222

UNEMPLOYMENT INSURANCE - 512 SUSAN SMITH REGULAR UI

**Manage**

<a href="#">Submit for Approval</a>	<a href="#">Approve</a>	<a href="#">Suspend</a>	<a href="#">Close Case</a>
<a href="#">UI Activate</a>	<a href="#">Reject</a>	<a href="#">Unsuspend</a>	<a href="#">Change Closure Details</a>
<a href="#">Check Eligibility</a>	<a href="#">Reassess</a>	<a href="#">Reopen Claim</a>	<a href="#">Retrieve From Tax</a>
<a href="#">Certify</a>	<a href="#">Back Date Case</a>	<a href="#">Reactivate</a>	<a href="#">Edit Details</a>

**Case Details**

<b>Benefit Type:</b> UI Benefits	<b>Status:</b> Active
<b>Claimant:</b> Susan Smith - 222-22-2222	<b>Claim Category:</b> Intrastate
<b>Effective Date:</b> 9/24/2007	<b>Certification Activity Frequency:</b> Recur every 2 week(s) on Monday.
<b>Benefit Year Begin:</b> 9/24/2007	<b>Benefit Year End:</b> 9/23/2008
<b>Case Reference:</b> 513	<b>Program Type:</b> Regular UI
<b>Payment Method:</b> Weekly By Check <a href="#">[Change]</a>	

**Comments**

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Example UI Benefits Page



## Special Program

Cúram utilizes its citizen self-service, decision assist, case management, electronic forms storage and retrieval capabilities and rules engine to process special program claims. These special programs include TRA, ATAA, Short Time compensation, DUA and Federal Extended Benefits. Separate eligibility rules are maintained for each of these special programs. Program designations, monetary determinations/wage determinations, adjudications, benefit calculations, s, certifications, payments, appeals, reports and BPC functions are maintained by each of the specific program designations. Multi-language requirements are supported. Both claimant inquiries and internal views are supported via on-line inquiry.

The screenshot shows a web browser window with the following content:

- Browser title: ails - Windows Internet Explorer
- Address bar: m/en\_US/UCAdministration\_viewExtendedBenefitProgramPage.do?extendedBenefitProgramIDParam=6%2C511%2C079%2C
- Page title: Details
- Navigation bar: Home, Back, Forward, Print, Page, Tools
- Content area:
  - A yellow bar with the text "View Extended Benefit Program Details" circled in red.
  - Buttons: Edit, Delete, Close
  - Extended Benefit Program Details**

Trigger Start Date:	11/2/2007	Trigger End Date:	2/1/2008
Extended Benefit Period Start Date:	11/23/2007	Extended Benefit Period End Date:	2/22/2008
Extended Benefit Program Type:	State	State:	New York
Period Of High Unemployment:	No	Status:	Active
  - Comments**

--
  - Buttons: Edit, Delete, Close

Example View Extended Benefit Program Details Page



The View Benefit Details for Certification Period screen presents the user with details concerning the availability of extended benefits, total benefits received and employer charged.

**View Benefit Details for Certification Period: UI Benefits - 257 - Linda Smith - 444-44-4444**

[Close](#) [View Monetary Determination](#)

Certification Period	
Period From:	11/19/2007
Period To:	11/25/2007

Unemployment Insurance Benefit Details	
Claimant:	Linda Smith
Total Benefits For This Period:	212.50
Unadjusted WBA:	212.50
Income Adjusted WBA:	212.50
Total Dependents Allowance:	0.00

Unemployment Insurance Regular Benefit Details Year To Date	
Remaining Balance:	0.00
Maximum Benefit Amount:	1,912.50
Total Benefits Received:	1,912.50

Unemployment Insurance Extended Benefit Details Year To Date	
Remaining Extended Balance:	743.75
Maximum Extended Benefit Amount:	956.25
Total Extended Benefits Received:	212.50

Income Deducted For This Period		
Income Type	Employer Name	Amount Deductible

Employer Charges for this Certification Period		
Employer Name	Charge Percentage	Charge Amount
Drug Store - 12-3333333	50	106.25

**Certification Rules**

- UI Product Succeeded

[Close](#) [View Monetary Determination](#)

View Benefit Details for Certification Period



Special Work Search questions are asked during the Certification Process as claimants certify for extended benefits, an example of which is shown below. If a state desires, Cúram provides the capability for the claimant to record work search documentation for each week claimed.

This wizard will guide you through the required application screens. -- Webpage Dialog

**File Weekly Certification** 1 of 2 pages completed

**WORK SEARCH: Linda Smith - 444-44-4444**

Enter details for all work searches carried out during the certification period beginning on the 11/26/2007 and ending on the 12/02/2007. When you have finished entering details for a work search, select the 'Add to List' link.

**What was the name of the employer you contacted this period?** Nuclear Power Plant [Search](#) | [New](#) | [Clear](#)

**\* What date was contact made?** 11/27/2007

**Did you file an application for work with this employer?** Yes

**What is the name of the person you contacted?** James Brown

**What is the role of the person you contacted?** HR

**\* What was the method of contact used?** By Phone

**What was the outcome of the contact?** Pending

**Type Of Work Applied For**

**Occupation Family** Computer and Mathematical

**Occupation Category** Computer Programmers

**OccupationType** Programmer Analyst

[Add to List](#)

Work Search	Employer	Application Filed	Contact Outcome	Contact Date	Action
-------------	----------	-------------------	-----------------	--------------	--------

Previous Next Summary Quit

*Example File Weekly Certification Page*

## **Audits**

Cúram supports comprehensive system auditing and data tracking by maintaining a transparent history of all transactions on the main Cúram database. The Cúram auditing features provide full before-and-after imaging of records for all inserts, updates and deletes carried out, along with information about both the user and business object (program module or function) that acted on the data. Full details can be restored in the event of hardware or database failure.

If required, Cúram can also be configured to audit all database reads. Generally, Cúram Software recommends that a detailed transaction path analysis be carried out to assess the impact on database traffic if 'read' transactions are audited, to help ensure that end-user performance will not be compromised within the production application.

The following information is captured by the Cúram auditing service:

- Date and time - the date and time of the transaction
- User ID - the ID of the user who invoked the transaction
- Table name - the name of the database table that was modified



- Program name - the specialized function identifier (FID) of the function that invoked the transaction
- Transaction type - indicates whether the transaction was online, batch or deferred
- Key info - the key that was provided to this operation. Note that this may identify one or many records
- Details of changed data - these details are logged in an XML format

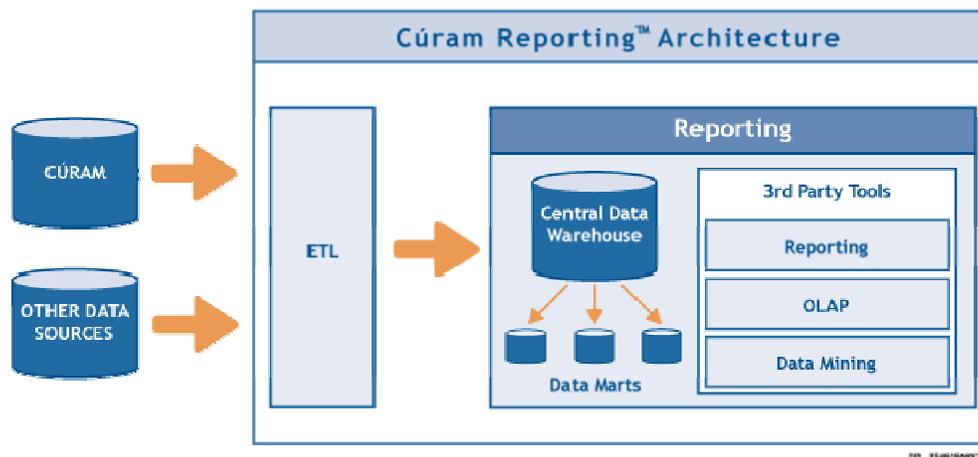
Audit data can be processed at a later time to support tracking, investigations or problem analysis. The specifics of the auditing and the parameters to be audited can be tailored to meet specific implementation requirements. In addition, where a certain audit event occurs, workflow events can be raised to perform certain actions, such as to generate an alert to a designated user for appropriate action to be taken.

Cúram also maintains a number of log files in which various system messages are recorded. In addition, database tables are provided which maintain security logging details. For example, authorization and authentication log tables capture attributes such as username, last login, date/time, login failures, login status and processes used.

System level reporting and monitoring facilities are provided by the application server software deployed (e.g. IBM WebSphere, BEA WebLogic, SAP NetWeaver). Additional system access monitoring can be provided by third-party products which a chosen systems Integrator may recommend and support.

### ***Federal Reporting***

Cúram Reporting provides comprehensive capabilities to support Department Of Labor (DOL), agency, program, participant and case reporting. This configurable reporting environment is designed to support both end-user and technical personnel. Cúram Reporting operates in conjunction with a customer's preferred reporting tool (for example, Cognos® Business Intelligence Suite, Crystal Reports®, Microsoft® Access) and can accommodate the generation of both standard Employment and Training (ETA) and ad-hoc reports, and statistical analyses.



*Cúram Reporting Architecture Overview*

Cúram Reporting is made up of the following elements:

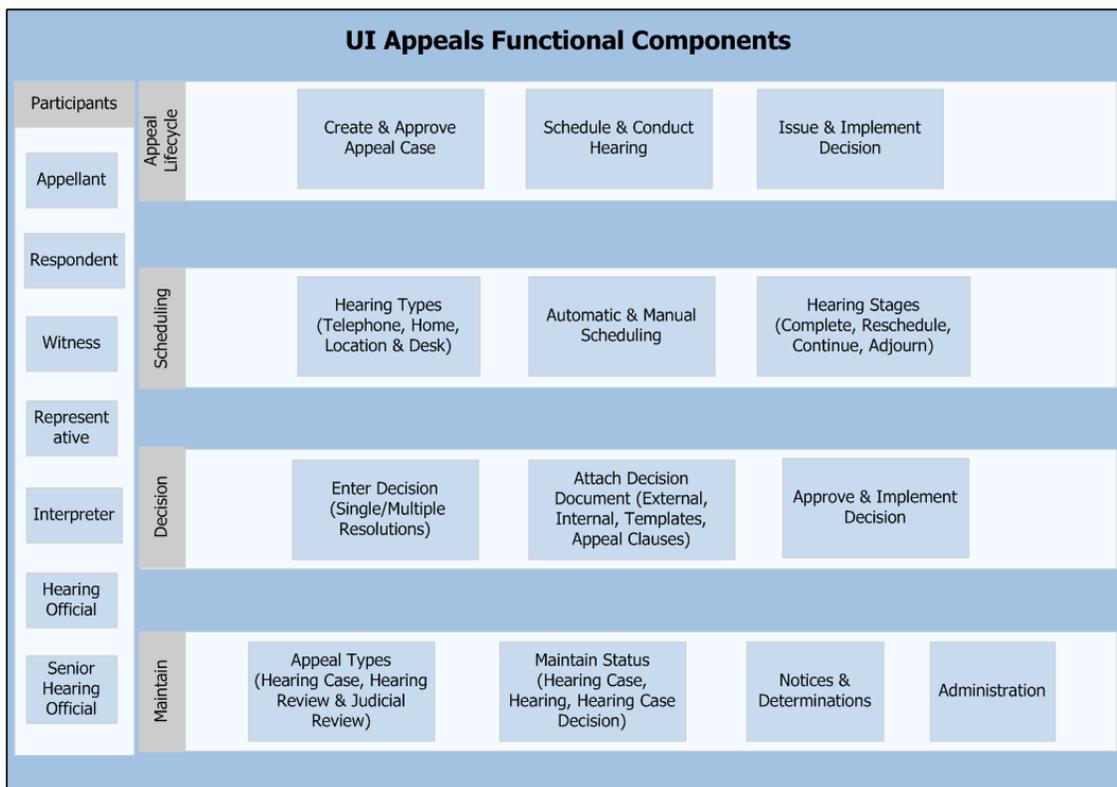


- A set of Cúram Data Models that are relational and dimensional, and are optimized to support the reporting needs of an enterprise organization using Cúram.
- A set of Extract Transform and Load (ETL) process definitions that define how data is moved and transformed from the Cúram On-Line Transaction Processing (OLTP) data source to the Cúram Reporting data sources. These are provided for both IBM DB2® and Oracle® platforms.
- Comprehensive Documentation covering the development and implementation of a complete reporting solution.

### Cúram UI Appeals Functional Components

The UI Appeals are covered process areas within Cúram UI Appeals solution. It supports lower and higher level appeals for both monetary and non-monetary determinations and decisions. Integration with employer charging is automated once resolution has been achieved.

The UI Appeals Functional Components graphic provides and high level view of the functionality supported by a Cúram solution.



*UI Appeals Functional Components*

Cúram Appeals provides agencies with the opportunity for rapid deployment of a modern, functionality-rich application to manage the administration and resolution of appeals. Cúram Appeals provides social enterprises—including unemployment insurance, worker's compensation



organizations, labor, and human services agencies—with support for multi-level appeals. Cúram Appeals provides a comprehensive solution to support the intake, hearings, and decision processes, including work allocation and work scheduling, notice generation, and data or evidence collection and management. Many of the Cúram Enterprise Framework components are utilized including Case Management, Participant Management, correspondence and calendaring.

**Hearing Cases:** Participants in the hearing may include the appellant, witnesses, representatives, interpreters, and other attendees as required. After a case is created and the hearing scheduled, notices of the hearing will automatically be generated for all parties of the appeal. Appeal hearings can be scheduled for a specific agency location, by phone, or other agency-defined location.

**Automated Scheduling:** Cúram Appeals includes automated scheduling of the Hearing's Official. Based on the required location of the hearing, adherence to timeliness standards, and the hearing official skills required, the system will search for the next available date.

**Documentation:** Both the transcription and the recorded hearing can be attached to the appeal case. Because all parties to the appeal will have access to the case, the time currently spent pulling file folders together for agency participants and the court is almost entirely eliminated.

**Desk-based Hearing:** There are situations when a Hearing's Official may determine that a hearing is not required and a decision can be rendered based on evidence and documentation submitted by the participants.

**Hearing Case Disposition:** After a hearing has been held, the Hearing Official has many options available. The case can be completed, continued, rescheduled, remanded, adjourned, or sent back to an adjudicator for reconsideration.

**Notices:** Any time a decision is rendered; standard comments can be utilized to communicate to all parties to the appeal. In addition, through the use of the Cúram Enterprise Framework correspondence management function, pro forma documents can be created.

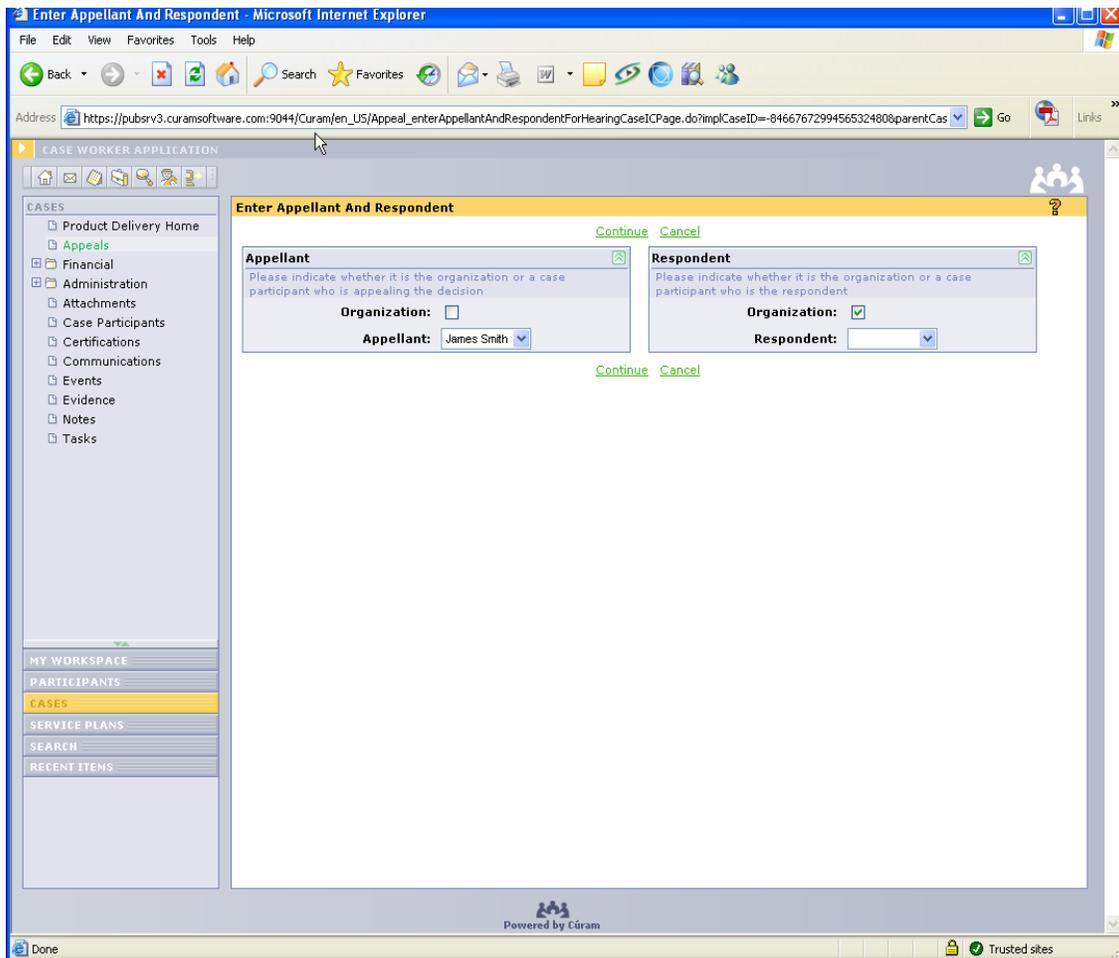
**Clause Administration:** Decision documents often contain lengthy clauses describing the precedents for the decision and the legal articles that affect it. Clause Administration allows clauses to be stored and maintained. When creating documents, users can search these clauses and dynamically add those that are relevant.

**Payment Continuance / Payment Suspension:** At any point within the appeals process, Cúram Appeals allows the caseworker to decide if benefits should continue to be issued at the same rate as at the time the appeal case was created or to discontinue the issuance of benefits for the duration of the appeal. Cúram provides the capability to define the rules associated with the suspension of payments.



Screenshots below provide a glimpse of the module's functionality:

The process will begin with the user entering Appellant and Respondent information.



*Example Enter Appellant and Respondent Page*

The user will then be presented with screens that will allow them to schedule a hearing, including specifying date and Hearing's Official.



User	Duration	Schedule
<a href="#">Supervisor User</a>	1:00	09:00 10:00 11:00 12:00 13:00 14:00 15:00
<a href="#">Supervisor UIUser</a>	1:00	09:00 10:00 11:00 12:00 13:00 14:00 15:00
<a href="#">Intake Worker</a>	1:00	09:00 10:00 11:00 12:00 13:00 14:00 15:00
<a href="#">Intake Supervisor</a>	1:00	09:00 10:00 11:00 12:00 13:00 14:00 15:00
<a href="#">Investigation Worker</a>	1:00	09:00 10:00 11:00 12:00 13:00 14:00 15:00

*Example Schedule Hearing Officials*

Additional screens will be scheduled and presented to the worker in line with the AWI process used to schedule hearings.

### ***Re-employment Management***

Unemployment Agencies have always had close ties with their respective state's workforce and job placement activities. In most states, as with Florida, registering for employment, (with few exceptions) is a legal requirement for a claimant to receive benefits. Cúram satisfies the legal requirement by offering states the opportunity to perform job registration either during or after claim filing depending on your preference for conducting business. Employment assessment or profiling is conducted by using either the DOL methodology or by a customizable assessment processes we have developed again based on your preference. When occupational codes match job openings, Cúram can produce immediate no touch referrals following claim acceptance.

WIA, in Florida, is administered by a separate agency that has responsibility for providing claimant/client core/intensive services, job training, and job referrals. Following job registration, Cúram produces automated service plans for use by a One-Stop Center to aid in reducing paperwork for all agencies involved. It also facilitates achievement of faster return to work outcomes by providing a single source for agencies, clients and providers to monitor those outcomes.

Features of our Cúram Employment Management include:



- Options for using existing Profiling Systems or development of regional Profiling Systems
- Useable by all agencies that have “work as an intended outcome”
- Functionality reflects requirements gather from multiple workforce stakeholders
- Facilitates cross agency collaboration to reduce barriers to successful return to work activities
- Provides continuous case management across agencies
- Configurable solution that provides ability to easily adapt to legislative, organizational and policy changes
- Supports multiple access channels enabling claimants and employers to work within a single system
- Adaptable to phased implementation
- Integrates with existing placement systems or commercial job systems
- Facilitates faster placements reducing UI Trust Fund expenditures.

## General Requirements

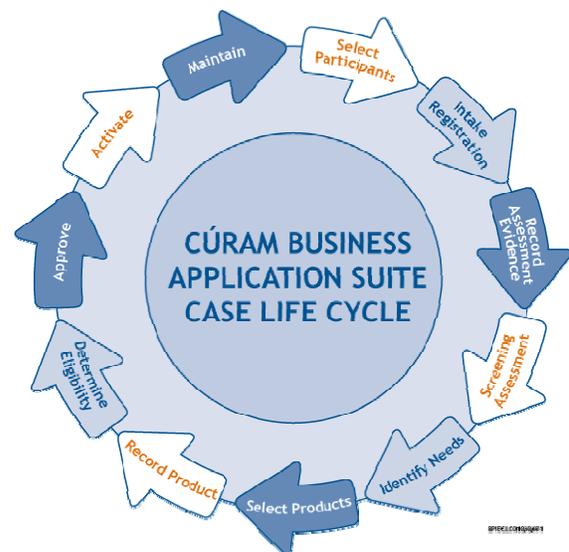
### Case Management

In Cúram, the business processes associated with managing UI cases, determination of eligibility and entitlements, and program and service delivery (programs and services are generically referred to as “Products” in Cúram) are handled within the context of a case. Cúram supports a full case life-cycle, from case inception, through various intermediate stages to case closure. Although the business processes can vary across different case types - for example, the characteristics of a hearing case will be different than those of an “adjudication” case which is typically used to manage payments received - most cases will follow some or all of the steps shown in the diagram across.

Cúram Case Management supports all of the activities shown in the case life-cycle to handle changes, inquiries and other agency processes. It is flexible in how the case life-cycle supports individual agency needs and what data needs to be gathered – for example, claim documents, case-related parties, accommodation details, etc.

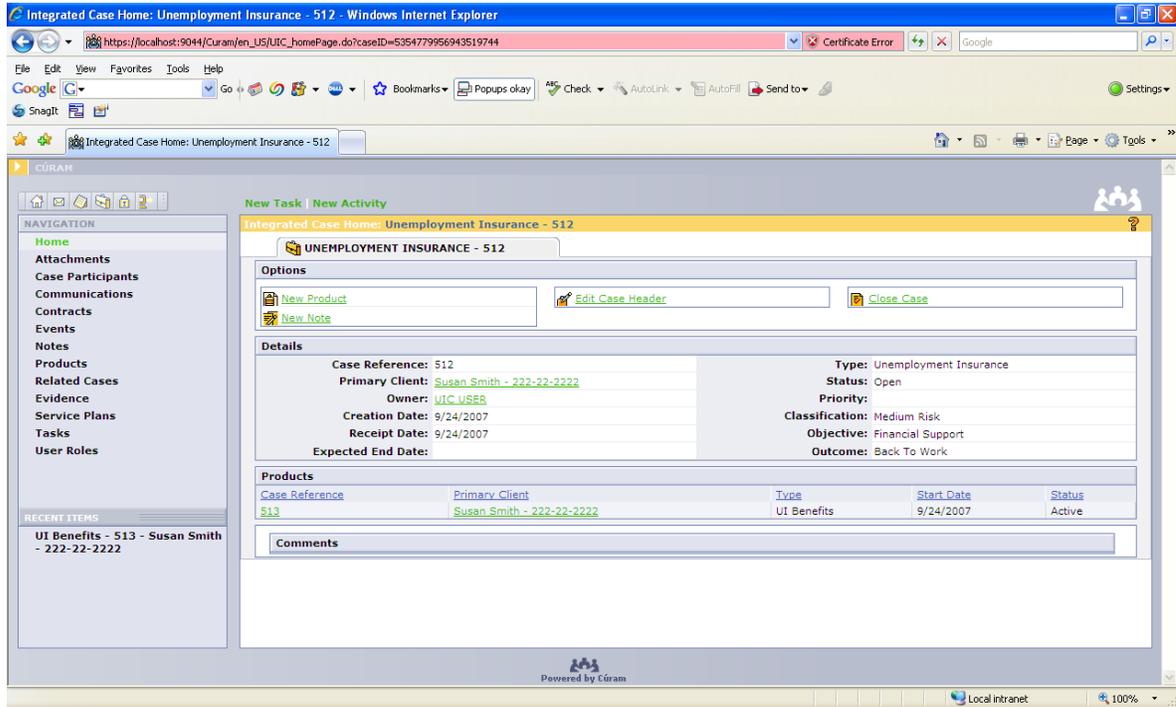
Cúram Case Management incorporates the workflows as they apply to each type of case or task supported by the application and does so supporting each worker’s role identified within the user community.

Cúram cases are presented in an “electronic case folder” which maintains the relevant details about the case including the case participants (e.g. clients, family members, providers/suppliers, etc.), the products (e.g. services) involved and the various interactions, decisions, tasks, events, calendars, notes, documentation, notices and other case-related activities. When the initial basic case details





are collected, Cúram assigns a unique case number and sets up the electronic case folder “shell” as shown below.

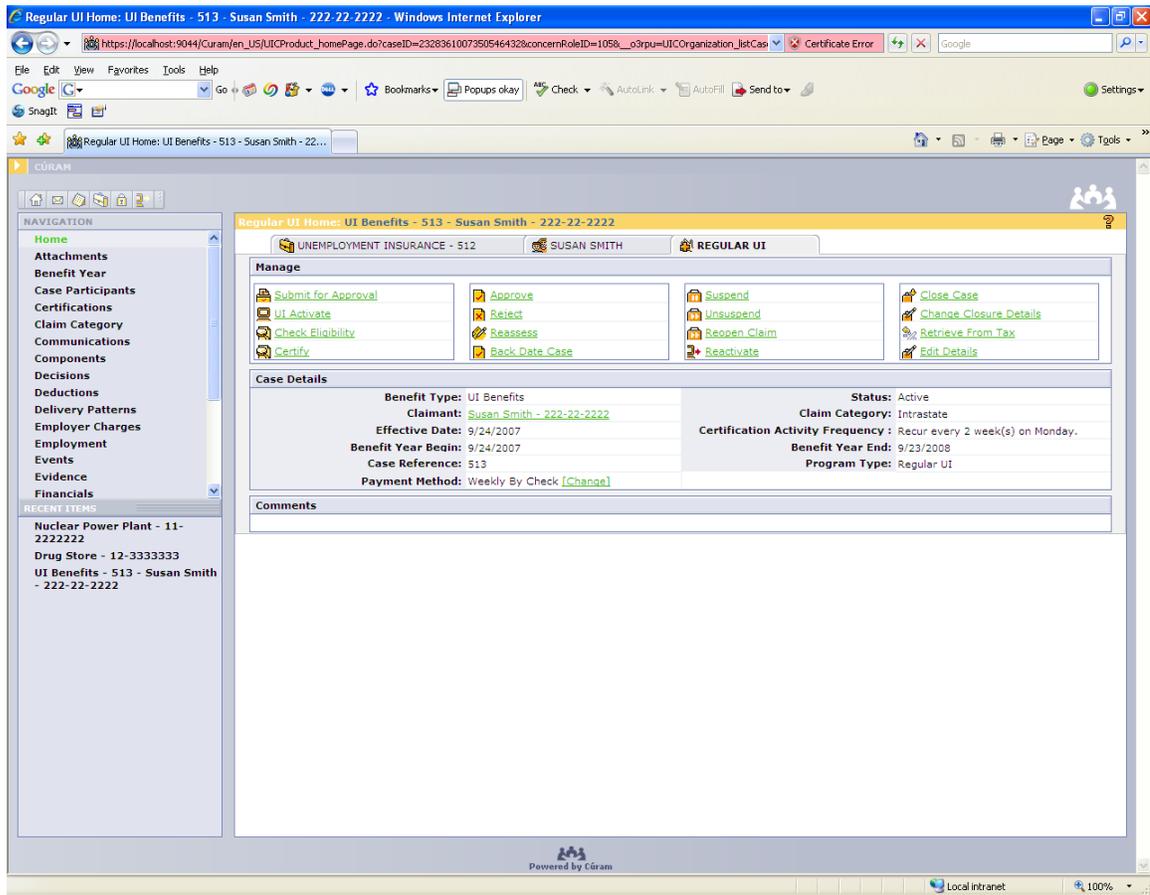


*Example Initial Electronic Case Folder*

Cúram Software frequently uses the term “Integrated Case Management” because it provides a full 360° view of the client. This means that once a client is identified and displayed through Cúram, it provides a view of all the products (e.g. services, appeals, benefits, liabilities, etc.) in which the client is involved as well as details of other parties such as employer cost control firm, training providers or other agencies that may have an involvement with that client.

Cúram supports this functionality through the use of its unique “integrated case” structure. The integrated case is used to manage the delivery of a set of services and/or liabilities (e.g., payments received, etc.) to one or more related claimants and programs. Integrated cases extend the concept of both case-centric and claimant/employer-centric views of interactions with stakeholders by allowing staff to manage multiple related cases and participants within the context of a single overall case.

The case view provides authorized users with access to associated document attachments, communications/correspondence, decisions, contacts, notes, tasks and many other elements of the case. Following the case folder model, the available views are displayed using “tabs” such as might be used in a physical case file. As shown below, one tab or view is associated with the “integrated case”; another tab provides a detailed view of the relevant client (i.e., James Smith) and finally a tab for each service or program (these are referred to generically as “products” in Cúram) – in this example, a Regular UI case.



Example Regular UI Case Home Page

From the claimant's perspective, all of the cases in which a participant is involved are accessible from the home page. In the following example, the home page for a claimant - James Smith - is displayed.



**Person Home: James Smith - 24684** [Edit](#)

**Name**

<b>Title:</b> Mr.	<b>Middle Name:</b>
<b>First Name:</b> James	<b>Suffix:</b>
<b>Last Name:</b> Smith	<b>Initials:</b> JS

**Contact**

<b>Address:</b> 1333 Atlantic Ave Atlantic City North Carolina 08401-6297	<b>Phone Number:</b> 1 555 3477455
--	------------------------------------

**Details**

<b>Marital Status:</b> Married	<b>Preferred Language:</b> English
<b>Birth Last Name:</b> Smith	<b>Place of Birth:</b> North Carolina
<b>Gender:</b> Male	<b>Date of Birth Verified:</b> Yes
<b>Date of Birth:</b> 9/26/1964	<b>Special Interest:</b>
<b>Number of Children:</b> 2	<b>Country of Birth:</b> Great Britain
<b>Mothers Birth Last Name:</b>	<b>Preferred Communication:</b>
<b>Preferred Public Office:</b> Raleigh Head Office	<b>Ethnic Origin:</b>
<b>Status:</b> Active	<b>Sensitivity:</b> 1
<b>Nationality:</b> American	

**Current Activities**

<b>Open Tasks:</b> 0	<b>Open Cases:</b> 0
----------------------	----------------------

**Comments** [Edit](#)

Powered by Cúram

*Example Participant (Client) Home Page*

From this page, authorized personnel can access a range of information relating to the client.

## **Interfaces**

Integration with AWI legacy systems and external systems will be achieved through the use of Cúram EAI Connectors, which are provided as part of Cúram Technology Services. EAI Connectors are a set of services designed to accelerate the development and implementation of integration points with both legacy and external systems. EAI Connectors support a range of middleware technologies to enable information exchange, file transfer and direct database access between disparate systems. Currently, EAI Connectors are available for Web Services, Java Message Service (JMS)-compliant Message-oriented Middleware (MOM) products such as IBM WebSphere MQ (formerly MQ Series) and SQL. These connectors are designed to service real-time or near real-time integration requirements.

Cúram does not differentiate between internal and external interfaces, in terms of the technical approach to be adopted for individual interfaces. During the design phase of the project, the typical approach is to firstly consider the overall desired approach for interfacing with other systems and applications, then categorize each interface based on its main characteristics – e.g., internal/external to AWI, type of interface required (real-time, queued, batch), security requirements, incoming/outgoing, etc. Each interface requirement will then be considered on its merits, within the context of the overall integration strategy, and an appropriate interface solution implemented. Cúram Software will be happy to work closely with the AWI and its chosen systems integrator(s) to develop an overall integration strategy and approach.

The Cúram Unemployment Insurance Suite includes call-outs to Social Security Administration, INS (Homeland Security), Department of Motor Vehicles, ICON interfaces as well as interfaces with other database such as New Hire Reporting.



Further information on the Cúram Enterprise Application Integration (EAI) Connectors architecture is provided in Section 6 Additional Material Appendix 2 of this RFI response.

### ***Document Imaging and Routing***

Cúram provides capabilities which permit the association of attachments such as documents or other files to claims, adjudications, workers, etc. However, should the Department require specialized document management features such as scanning, indexing and retrieving off-line documents, existing customers have successfully integrated Cúram with popular products by such companies as Kofax®, Hummingbird®, IBM® and FileNet®. If required, Cúram Software can provide further information regarding these solutions.

Typically, Cúram Software will work with its SI partner/s and customer personnel to define and implement the most appropriate document management strategy for the customer's specific needs.

### ***Cúram Correspondence***

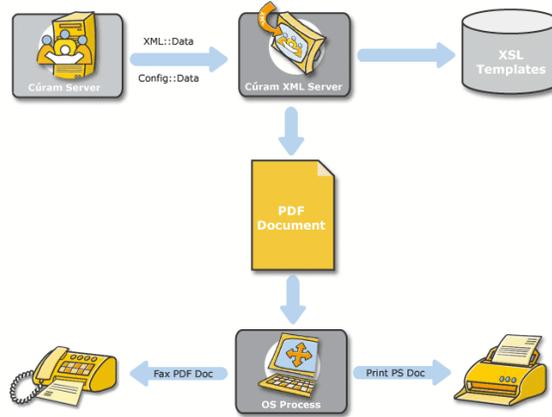
Cúram incorporates a modern, standards-based correspondence architecture. Users can use Microsoft Word ® as an editor to create free-format documents which are stored in the Cúram database. Pro forma documents are also supported. Output can be generated in a number of formats including Adobe PDF® files, e-mail, paper, fax etc.

Form templates are created using XSL style sheets and XML data is combined with the templates to create output.

Cúram's correspondence functionality caters for both pro forma communications (i.e. form letters) and free-form correspondence, storing and associating them with the claim and / or caseworker. Form letters draw relevant information from claim and other relevant data sources, populating the correspondence with appropriate information. All correspondence is created in XML and XSL style sheets are used for templates, allowing communications in a variety of formats including MS-Word documents, faxes, PDF files, and e-mails.

Cúram keeps track of both the template and the data used to create the specific correspondence item. This ensures that all communications are easily accessible from the worker and claim homepages, and can be produced exactly as originally issued even if templates, policy citations, or data elements have changed.

The following diagram outlines Cúram's Correspondence Architecture.



*Cúram's Correspondence Architecture Overview*

Authorized personnel are able to access and choose from a list of available correspondence templates based on the situation. Once edited, the document will be linked to and become a part of the electronic case file.

Action	Description	Checked Out By	Relates To	Template Type	Locale
<a href="#">View</a>   <a href="#">Edit</a>	Case Closure Client Notification		Case	Letter	English (United States)
<a href="#">View</a>   <a href="#">Edit</a>	Case Closure Client Notification		Case	Letter	English (Great Britain)
<a href="#">View</a>   <a href="#">Edit</a>	Case Closure Client Notification		Case	Letter	English
<a href="#">View</a>   <a href="#">Edit</a>	Case Closure Supplier Notification		Case	Letter	English (United States)
<a href="#">View</a>   <a href="#">Edit</a>	Case Closure Supplier Notification		Case	Letter	English (Great Britain)
<a href="#">View</a>   <a href="#">Edit</a>	Case Closure Supplier Notification		Case	Letter	English
<a href="#">View</a>   <a href="#">Edit</a>	Case Reactivation Client Communication		Case	Letter	English (United States)
<a href="#">View</a>   <a href="#">Edit</a>	Case Reactivation Client Communication		Case	Letter	English (Great Britain)
<a href="#">View</a>   <a href="#">Edit</a>	Case Reactivation Client Communication		Case	Letter	English
<a href="#">View</a>   <a href="#">Edit</a>	Registration Acknowledgement			Letter	English (United States)
<a href="#">View</a>   <a href="#">Edit</a>	Registration Acknowledgement			Letter	English (Great Britain)
<a href="#">View</a>   <a href="#">Edit</a>	Registration Acknowledgement			Letter	English
<a href="#">View</a>   <a href="#">Edit</a>	Unemployment Benefit Client Form		Unemployment Benefit	Letter	English (United States)
<a href="#">View</a>   <a href="#">Edit</a>	Unemployment Benefit Client Form		Unemployment Benefit	Letter	English (Great Britain)
<a href="#">View</a>   <a href="#">Edit</a>	Unemployment Benefit Client Form		Unemployment Benefit	Letter	English
<a href="#">View</a>   <a href="#">Edit</a>	Case Appeal Creation Supplier Notification		Case	Letter	English (United States)

*Sample list page showing correspondence templates*

## **Workflow and Work Allocation**

### **Introduction**

Cúram Workflow is an integral part of the Cúram Enterprise Framework and is based on the standards for workflow management that have been defined by the Workflow Management



Coalition (WfMC) – an independent body whose aim is to define a set a common standards for the implementation of workflow management tools.

Cúram Workflow provides the ability to implement business processes consistently, effectively and with the flexibility to rapidly respond to changing business needs. It serves two main functions. The first is to support the automation of business processes and the second is to manage the allocation of work items associated with workflow activity steps. It includes the necessary tools to define and maintain both the business process flows and the strategies that govern the allocation of work items among machine resources, individuals and / or organizational units.

## Business Process Automation

Business process automation is achieved through the definition of workflow processes which describe the activities in a workflow and the transitions between them. An activity may be manual or automatic. Manual activities typically involve user intervention, whereas automatic activities are typically performed using system resources. Transitions describe the sequence of activities and how they are linked together. They may be associated with conditions that are used to determine a particular flow through the process.

The Process Definition Tool (PDT) provided with Cúram is used to define and maintain workflow process definitions. It is presented to authorized users in a graphical user interface available in the Cúram Administration Suite. An example of the PDT showing a workflow process home page is illustrated in the following screenshot.



*Example Workflow Process Home Page*

The development of a workflow process involves defining the workflow activities, the transitions between these activities, and the data that passes through the workflow process. The necessary data required to start a new enactment of a workflow process is also defined.

The following outlines the main components of a workflow process:

### **Activities**



An activity in a workflow process definition specifies a discrete item of work that must be completed before a workflow process can progress. There are a number of standard activity types available when creating a process definition. Each activity type performs a different function as follows:

- Start and End activities are part of every workflow definition and denote the start and end of a workflow.
- Manual activities require human intervention to carry out a task.
- Automatic activities invoke some application function/s.
- Loop activities represent a sequence of activities that continues to execute while a particular condition is true.
- Event Wait activities specify an event that must occur before the workflow can proceed.
- Route activities are used to anchor transitions — similar to Start and End activities, but can be placed anywhere in a workflow.
- Decision activities provide for situations where an end-user can be asked a question, the answer to which can be used by other activities, or to make routing decisions in the workflow.
- Subflow activities provide for the enactment of separate workflows.

### ***Transitions***

Transitions determine how the flow of execution proceeds in a workflow. A transition may optionally be associated with a transition rule which is an expression that evaluates to “true” or “false” and is, effectively, a condition or set of sub-conditions that must be met before the transition will be followed.

Where multiple transitions are involved in an activity, these are termed as splits or joins depending on whether it is entering or exiting the activity. Splits and joins can be defined as Parallel (AND) or Choice (XOR) transition types. From a Parallel (AND) split, the flow of control within a workflow can therefore take multiple branches simultaneously, with each branch executing in parallel.

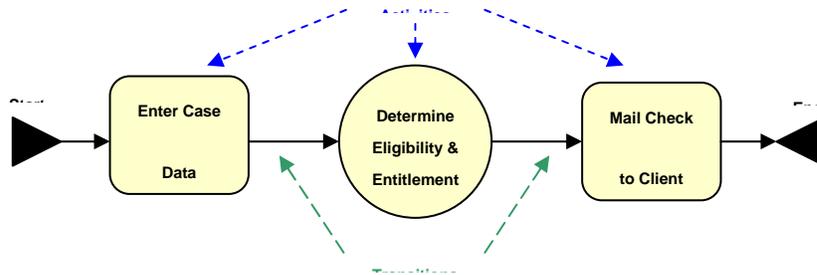
### ***Workflow Data Objects***

Workflow Data Objects (WDO's) act as containers to hold relevant data items used throughout the workflow. WDO's can be mapped to any item in a workflow such as activities, transition conditions, loop conditions and parameters, that requires data to be passed into or out of it. The WDO's can contain a number of attributes which represent the individual data items that will be mapped to the activities.

### ***Enactment Mappings***

Enactment Mappings relate to the specific data required to carry out a workflow process. For example, in order to enact a workflow process for a particular case, a 'case ID' would typically be required to identify the relevant case. Enactment Mappings provide the mechanism to retrieve the data necessary to start a new enactment of a workflow process and how this received data should be mapped onto the WDO's.

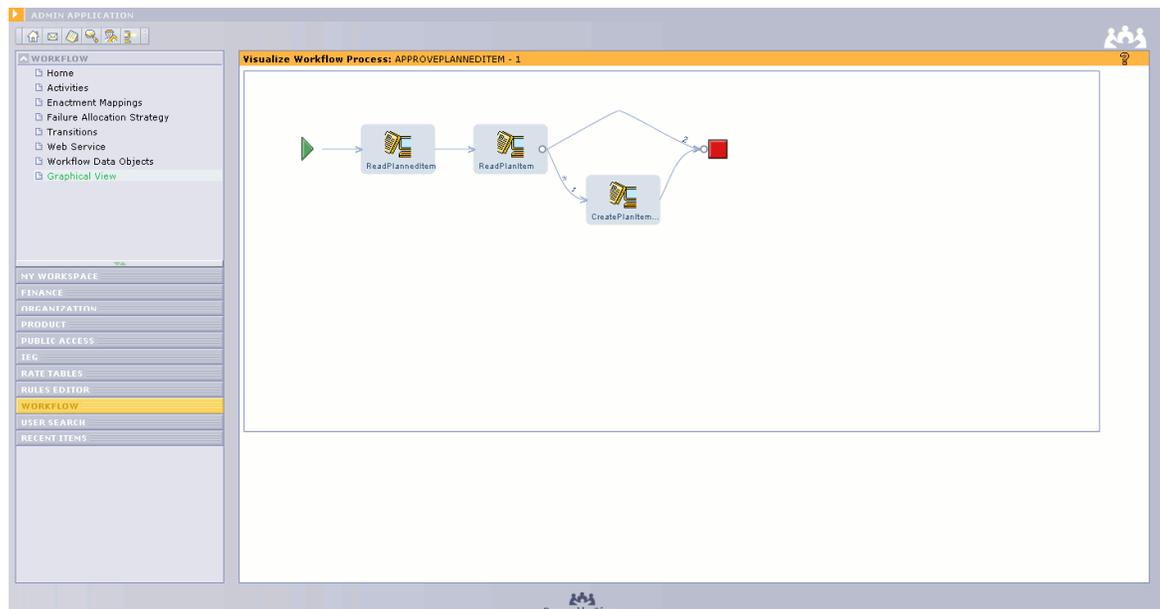
The following diagram illustrates an example of the components of a simple workflow process definition:



*Example Workflow Process Definition Components*

Notifications – often referred to as “ticklers” - can be also be defined and associated with any workflow activity. Notifications provide information that may be of interest to a user or a group of users. For instance, if a workflow process automatically closes a case, a notification can be sent to the relevant user/s advising of this action. Notifications differ from tasks in that they typically do not require a user to carry out a specific action. Notifications contain subject text, body text and links to relevant application pages. They can be issued in the form of an Alert, an email message, or both. Alerts appear in a user's list of notifications, available from their Inbox, until such time as they are acknowledged by the user. E-mail notifications appear in the inbox of the user's e-mail system (e.g. Microsoft® Office Outlook®).

The PDT incorporates a visualization tool which provides a graphical image of a workflow. The following screenshot shows an example of a simple workflow as displayed by the visualization tool.



*Graphical Representation of a Simple Workflow*

The ability to validate workflow process definitions before they are released into production is also provided in the PDT. This functionality is used to check the process definition against a series of



validations and to report any errors arising in either the overall workflow or in specific activities or transitions. These checks assist in producing a valid and well-formed workflow.

## Security

The Cúram Business Infrastructure delivers comprehensive security features to meet the needs of organizations dealing with large amounts of mission-critical information that is accessible by multiple channels. Managing system security is highly flexible and can be readily configured through the online Cúram Administration Suite application. As well as providing role-based security capability, Cúram provides a comprehensive set of features and methods for controlling access to data based on parameters such as user location, program types and clearance level. Cúram also includes auditing functionality that can log system transactions by user and time for subsequent analysis and investigation.

### Cúram Security Features

Security-related functionality provided with Cúram includes:

- Authentication
- Authorization
- Role-based Security
- Product(program)-based security
- Location/region-based security
- Sensitivity-based Security
- Field-based security

### Authentication

Authentication dictates who can logon to the system through the use of user IDs and passwords. Cúram can perform the password validation in a standalone manner or through integration with an LDAP server. An LDAP server can be utilized for password validation thus creating a single point of login. This lookup can be configured to obtain any extra information that is required.

When operating in a standalone manner password validation is performed through a standard UNIX-style encryption mechanism (a password encrypted using a secure one-way mechanism is compared to an encrypted password stored on the database/file-system). Once the password has been validated, Cúram provides facilities for augmented checking such as ensuring that passwords must be changed at regular intervals and that a user is only able to login between certain times of day. A break-in mechanism ensures that repeated attempts at an invalid login will result in an account being disabled until operator intervention occurs.

### Authorization

Once a user has been authenticated it is the responsibility of the Cúram authorization functionality to control access to the various types of securable features. In Cúram, typical securable features include screens, fields and server interfaces (functions). These are controlled through a generic Security Identifier (SID) that is assigned to each securable feature.

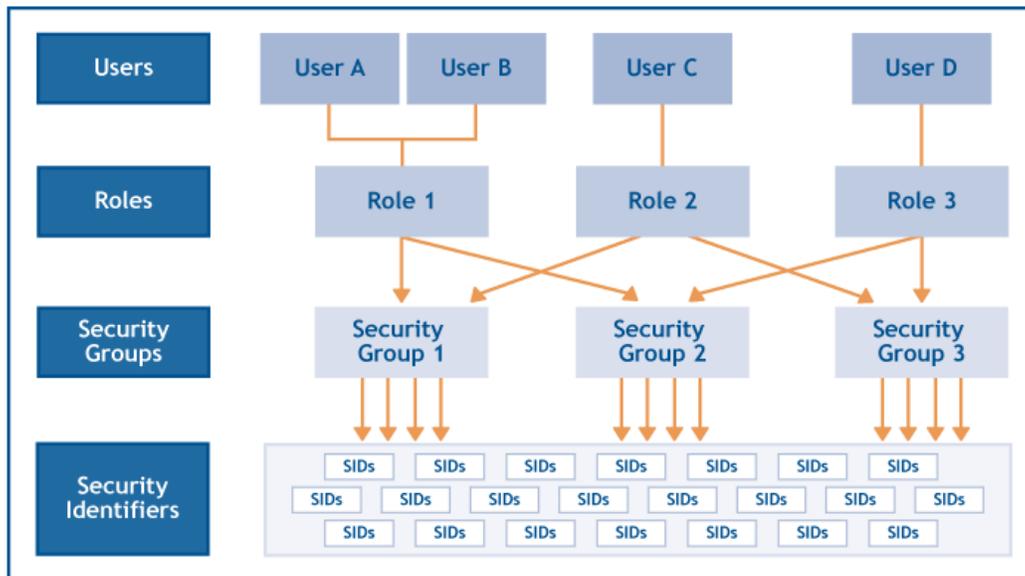
Each interface in Cúram is assigned a Function Identifier (FID) that is a specialized form of the SID. The central Cúram UML model controls whether security is enabled for a given interface and as such the required support code and persistent data is generated automatically. Once security is enabled for an interface, access is provided to roles rather than individuals. This allows for groupings of individual users according to identified security policy. Using the Cúram Administration Suite, groupings can be created and maintained as changes occur within an organization.



### Role based Security - Cúram Security Hierarchy

Users are assigned unique user IDs and passwords, which the system utilizes to authenticate them as valid users. The root level of the Cúram security hierarchy is the security role assigned to a user. Cúram users can be assigned one or more security roles which determine which functions each user can access, which data they can view, and which data they can modify.

Every function, field, and product available within Cúram is assigned a Security Identifier (SID). These SIDs are combined into security groups, which in turn are combined into security roles. A security role within Cúram may have one or more security groups assigned to it. Thus, a logical security role is defined by the combination of all of the associated security groups, as depicted in the schematic below.



DP\_SID01060622

High-level view of the Cúram security hierarchy

The Cúram role-based security infrastructure ensures that a suitably secure environment can be deployed to enforce comprehensive authorization and access controls to protect confidential information. In addition to facilitating internal user security controls, Cúram enables selected functions to be made available to clients and other relevant stakeholders. This can be implemented as a secure facility which requires an external user to be registered on the system and to gain access via a user ID and password. This approach would enable such users to access whatever elements of their own information that an agency chooses to make available, as well as relevant functionality such as enquiry, maintenance of demographic data, and other details.

The security infrastructure in Cúram also allows access for the general public to be implemented. In this more general type of access, Cúram security would be configured to limit what could be accessed by such users. For example, it is likely that an agency would only permit access to functions such as applying for programs or viewing registered details.

Through its role-based security infrastructure, the comprehensive and customizable Cúram security infrastructure provides the controls necessary to protect client information as required by your confidentiality requirements.

### Product-Based Security



Product based security restricts user access to specific programs. Cúram product (program) based security provides a mechanism to restrict access to specific programs thereby preventing certain users from processing cases associated with those programs. It is also used to control the types of actions that authorized users may carry out on cases for specified programs, such as case creation or approval. Using the Cúram Administration Suite, product type SID's can be created, associated with the relevant program/s and assigned to the relevant security roles. In this way, only users within that particular role have the assigned privileges for the program(s) in question.

### **Location-Based Security**

The locations of an enterprise organization are the work places of its users. An organization may, for example, define its locations types as local offices, field offices, or regions. Locations can also be public offices where the public can interact with the organization and there may be multiple locations at the same physical address. Cúram supports location-based security such that user access to case and client information can be limited based on a comparison of the user's location and the location of the case/client information.

Location Based Security in Cúram is configured by setting the location data security value on the organization home page to one of four options, namely, Off, On, Restricted View or Read Only.

- If Location Data Security is set to "Off" there are no restrictions on users viewing and maintaining case and client information.
- If Location Data Security is set to "On" users will only be able to view and maintain cases and client information in their own location and sub-locations.
- If Location Data Security is set to "Restricted View" users will be able to see that a case or client exists in other locations but will not be able to view and maintain case or client details outside of their own location.
- If Location Data Security is set to "Read Only" users can view and maintain cases in their own location and sub-locations. Users will be able to view client and case information associated with other locations, but will not be able to amend or maintain such information.

In addition, location administration can be secured so that only specific users may be assigned the privileges required to update administration details (including security details) for a given location. As for other elements of Cúram security, security identifiers (SIDs) are used to determine which users have access to the administrative details for a location.

### **Sensitivity-Based Security**

Sensitivity based security restricts access to what are termed "sensitive" data items. Each user, participant, work queue and note on the system is designated a sensitivity level. Additional sensitivity security is also available for service plans whereby a sensitivity level can be applied to service plan contracts, sub-goals and plan items.

In order for a user to have access to the specific participant, user, work queue, note or service plan element, the user must have an appropriate sensitivity level. This provides the facility to restrict user access to sensitive information such as that relating to secure participant types – for example public figures, fellow employees, security forces personnel, and so forth, or to other sensitive participant and case-related data that should be available only to those users who have an explicit need to access that data.

### **Field-Based Security**

Field based security governs the user's ability to view information in specific fields. As with FID-based security, the central UML model controls whether security is enabled for a given field. Once security for a field has been enabled and the associated SID added, the new SID may be added to



the appropriate user profiles. When field security is in place, only users who have been granted the specified SID may view the field; all other users will see a masked out version of the field.

## II. Corporate Profile

Cúram Software is a privately owned company, founded in 1990, and is the premier provider of commercial off the shelf (COTS) software solutions for governments worldwide. Cúram Software has one of the largest R&D investments in the SEM market with more than 55 percent of its staff directly involved in product development. Since 1996, more than 1000 work years have been invested in building the Cúram Business Application Suite – the flagship product, fifth generation released in 2008. This investment continues to accelerate along the guiding principle of helping clients improve the quality, effectiveness, and efficiency of their services by providing an agile, up-to-date platform. Clients thus save time and money and reduce risk as they modernize their IT systems and deploy new services.

Cúram Software is committed to producing and delivering innovative COTS software products solely for their government clients and invests significant resources into its operations. Cúram Software has a staff of 500+ full time employees with continued growth planned throughout 2008.

Cúram Software's Global Services business and technical consultants are certified Cúram practitioners with exceptional domain and product expertise. The consultants who work in key roles with systems integration partners and clients to assist them throughout the system development lifecycle — technical architecture, application development, and implementation support services. Cúram Software's Global Services helps clients maximize Cúram out-of-the-box functionality and minimize customization which, in turn, maximizes the client's Return-On-Investment (ROI).

Cúram Software's Global Learning Services provides clients and partners with a range of technical and business learning products, including a certification program, to ensure that practitioners have the appropriate Cúram skills and knowledge to successfully implement and maintain Cúram enterprise solutions.

Cúram Care is a set of high-quality support services that include software maintenance, upgrades, trouble-shooting, problem resolution and on-site services. The Cúram Response Center provides product support to customers, systems integration partners, and Cúram Software's Global Services consultants around the world. It is also a pre-emptive source of Cúram product knowledge providing periodic information bulletins (KnowledgeSolve) and access to the Cúram Knowledgebase — a repository of technical and business FAQs.

Cúram Software maintains ongoing dialogue with clients, federal and state agencies, and industry leaders through structured information-sharing sessions, engagements, enhancement requests, and the Cúram Software User Conference. Cúram Software is also involved in industry groups such as the Human Services Information Technology Advisory Group (HSITAG), the American Public Human Services Association and its IT Solutions Management affiliate (APHSA-ISM) and the National Association of Workforce Agencies (NASWA).

Cúram Software works closely with system integrators and technology partners who have major practices in government and human services. Through the Cúram Software Partner Program, worldwide social enterprises have access to a competitive array of experienced and certified Cúram practitioners. The company's systems integration partners include Accenture, BearingPoint, CGI, Deloitte, EDS, and IBM. Technology partners include such major vendors as BEA, Cognos, Hewlett-Packard, IBM, Oracle and SAP. Cúram Software's dedication and leadership in the SEM market, together with its practice of engaging with world-class system integrators and technology partners, have resulted in an expanding list of government clients worldwide who are enhancing



their business capabilities, lowering costs and improving results by focusing on outcome-based service delivery.

Cúram Software is headquartered in Dublin, Ireland with its North American headquarters in Washington, DC, and offices in Canberra, Australia. Additional affiliates are located in the United States, the United Kingdom, Canada, India and Australia.

Cúram or Cúram-based implementations are in use worldwide automating business processes and providing agencies with a comprehensive, integrated view of the clients they serve. The following table provides a sample of Cúram-based implementations similar in size and/or scope to the solution sought by AWI.

<i>Project</i>	<i>Business Solution Overview</i>
Electronic Resource and Eligibility Product (eRep) State of Utah	The electronic Resource and Eligibility Product (eREP) is a multi-phased enterprise automation project across multiple social service agencies in the State of Utah that integrates eligibility requirements and the calculation of benefits for a wide range of social and human service programs. The eREP system, using the Cúram solution, is replacing the Public Assistance Case Management Information System (PACMIS) which supports a range of programs including TANF, Food Stamps, Medicaid, Child Care, General Assistance program and Refugee Assistance across the Department of Workforce Services (DWS), Department of Health (DOH), and the Department of Human Services (DHS) in Utah. In addition to determining eligibility, the new system notifies clients regarding eligibility, issues benefits, establish claims for debts owed to the State, tracks client history, tracks benefit history, interfaces data to external systems, and generates the required State and Federal reports required by law.
A Comprehensive Enterprise Social Services System (ACCESS) Department of Social Services Louisiana State of Louisiana	Cúram Software has been engaged with DSS on a multi-phased project named ACCESS (A Comprehensive Enterprise Social Services System) since 2004. The ACCESS project facilitates an agency-wide business transformation to a client-focused integrated service delivery model that enables caseworkers to achieve better outcomes for clients across multiple programs areas, including child welfare, and needs based programs such as income, food, and rehabilitation assistance, child care, and others.  Most recently DSS engaged Cúram Software with the enhancement of its existing Disaster Food Stamps (DFS) system and process for the 2009 hurricane season. DFS went into production in August 2009.
City of New York Department of Information Technology and Telecomm (DoITT) (on behalf of 13 Human Services Agencies) New York City, New York	ACCESS-NYC is the first step in New York City's Integrated Human Services System (IHHS) initiative which leverages a common enterprise software infrastructure and business model across its thirteen human services agencies to improve service delivery, increase operational efficiency, and enhance visibility to better manage client outcomes.  The Cúram Business Application Suite provides the software framework and business model for IHHS. The ACCESS-NYC project utilized the Cúram COTS modularity and SOA-based flexibility to deliver a secure, on-line, and integrated screening and eligibility service for citizens in need of human services benefits.



<p>Department of Industrial Relations, Division of Workers' Compensation State of California</p>	<p>To overcome the existing issues with managing case processing and to improve the overall efficiency in this area, California selected Cúram as the basis for their Electronic Adjudication Management System (EAMS). The EAMS system will serve as the primary Web-based case management repository for Division of Workers' Compensation staff and management. The system will collect and track personal and business contact information for all parties to a case. The new integrated, web-based system will provide the following functionality:</p> <p><b>Case Management</b> includes workflow and business rules processing, as well as tracking of personal and business contact information for participants, including workers, employers, insurance companies, claims administrators, attorneys, counselors, care providers and court officials. Rules-based workflow will route work items to the users for action and ensure items are worked within the appropriate timeframes or escalated for management attention, as needed. Appropriate ticklers required. The system will allow authorized technical staff to create, modify and delete workflows to respond to changing business needs. Tracking of work is also required for management reporting.</p> <p><b>Document Management</b> includes scanning, imaging, and data capture of documents. Appropriate forms will be available via the Internet, either for direct electronic submission or as "fill-and-print" forms, which can be printed and submitted via U.S. Mail or Fax for subsequent capture. This element of the system will be facilitated through integration with FileNet.</p> <p><b>Calendaring and Scheduling</b> will allow staff to manage calendars for facilities, equipment, judges, court reporters, and parties to a case. External users will be permitted to view the calendars appropriate to their case and to request changes based on personal availability. The system will use the information in the calendars to determine an appropriate date, time and location for appointments.</p> <p><b>Cashiering</b> will track and generate receipts for payments received, such as payment for copies, transcripts, records retrieval, and lien applications. In addition, the system will support recording check and EFT payments and attempts to recoup funds from defaulting employers. The system will generate standard reports for tracking, reconciliation and auditing purposes. This functional area of the system is being facilitated through integration with CyberSource &amp; Cognos.</p>
<p>WorkSafeBC British Columbia, Canada</p>	<p>WorkSafeBC, the third largest Workers' Compensation Board in Canada is the sole provider of workplace insurance coverage in the province of British Columbia. It is legislatively mandated to ensure safe workplaces through education, financial incentives and enforcement of health and safety regulations for over 2 million workers.</p>
<p>Worker Safety &amp; Insurance Board (WSIB) Ontario, Canada</p>	<p>Integrated Case and Account Management (ICAM) is an online employer self-service initiative encompassing all aspects of the worker claim and employer account lifecycles. The project objective is to integrate case and account management through improved access and business processes and new technology.</p>



Disability Services Queensland Queensland State Government Brisbane, Australia	Disability Services Queensland (DSQ) provides direct services to people with a disability and also funds a number of non-government organizations to provide similar services to its clients. The DISQIS project is utilizing the Cúram Business Application Suite to implement a system which will support DSQ's shift from a program-based approach to a client-focused approach. Users of the system including approximately 800 DSQ staff, 600 providers and 10-15,000 clients will enjoy a number of benefits from the new system including greater efficiency, streamlined processes and a single point of entry to provide access to and make available services for people with disabilities.
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Please contact Mr. Jeff Lucien with any questions you have regarding this RFI response. Contact information for Mr. Lucien is as follows.

Mr. Jeff Lucien, Business Development Manager, Southeast Region  
Cúram Software Inc.  
13800 Coppermine Road, Suite 410  
Herndon, Virginia 20171  
Telephone: (910) 328-2706  
Email address: [jeff.lucien@curamssoftware.com](mailto:jeff.lucien@curamssoftware.com)

### III. Additional Information

#### III.1 Feasibility Options

At its most basic level, the choices facing AWI are whether to develop a custom-built system, transfer a current UI system, subsystem or framework created for another state, or implement a COTS product that can be uniquely tailored and/or extended to fill any functional gaps.

Historically, a viable approach has been custom software development. A custom software development does present some potentially attractive features such as a "perfect fit", minimization of organizational change, built for the existing technical environment, and maximization of the agency's investments in technical staff training and experience.

However, there are many drawbacks to custom development. There has been a very strong movement within the industry to consolidate around standard frameworks for the services layer of an application. Using an industry standard, open product encourages use of standard design patterns - a significant consideration since a custom-developed system often results in overly complex, proprietary code completely understood only by those involved in its development. The inevitable turnover of staff over time means lost maintenance, operation, and enhancement productivity as new staff is brought up to speed on the intricacies and nuances of the custom code. Furthermore, changes in policy, procedures, regulations, and enhancement requests require the continued application of this relatively inflexible development approach.

In theory, transfer systems are a realistic proposition, but in practice, they have not delivered the expected results. Essentially, a transfer system is one that is built to meet the



specific needs of a specific customer at a specific time and are unlikely to suit the precise needs of the customer it is transferred to. The benefits of a transfer system are, therefore, often oversimplified. Systems available for transfer are locked into usability features, local terminology, and workflow designed to meet the needs of the particular agency for which they were developed. Although it may be easy to modify terminology – and to a lesser extent usability – for another agency’s needs, it is usually significantly more difficult to adjust the system to support the receiving agency.

Transfer systems are rarely, if ever, designed to be flexible or to cope with high levels of change. System documentation, if it exists, is frequently out-of-date while the technologies used are often outdated and not designed for modern, web-based solutions. Not only are the technologies often outdated but they are based on the requirements of the agency for which the application was originally developed. Regardless of the functional scope of a transfer system, it will contain either more or less than the required functionality, typically necessitating extensive analysis to determine the end product design. While the look, feel, and functionality of the transfer system may appear suitable on the surface, it is typically the case that considerable time, effort, and expense is required to modify the transfer system to meet their own unique requirements.

Total cost of ownership is generally high for both transfer and custom developed systems. Because of the relatively “one-time-only” development of the system, the pool of analysts experienced with the product is extremely small and documentation tends to be neglected after the initial development. These factors result in increased time to research and design enhancements and implement changes, which in turn results in overly complex routines that are not well integrated. Maintenance and enhancement costs for these types of systems over their lifetime can be many times the initial investment.

Cúram Software is not recommending the development and implementation of a custom UI system or the transfer of a current UI system/subsystem or framework created for another state. We are recommending the Cúram Unemployment Insurance solution as outlined in the Introduction above. This is a purpose-designed COTS solution for unemployment insurance that can be configured, tailored and extended to meet the unique needs of the AWI. We believe that our solution will provide the creative and “outside-the-box” innovative approach desired by AWI.

Potential Alternatives for AWI’S UI System

The options available to AWI afford the following relative risks and challenges that are discussed below.

Option	Business Related Challenges/ Risks	Resource Related Challenges/ Risks	Technical Challenges/ Risks
#1 Cúram UI solution	Low	Low	Low
#2 Custom build	Medium	High	High
#3 Transfer system	High	Medium	High



### Option # 1: Cúram Unemployment Insurance Solution

We recommend the implementation of the Cúram Unemployment Insurance solution on a phased basis. We believe our solution will contribute significantly towards minimizing the risks and challenges of the project as follows:

- **Business**

- 
- Leverages industry best practices.
- Provides legislative and statutory updates in new versions of the Cúram UI solution.
- Incorporates business rules which maximize the number of claims that can be processed without requiring human intervention.
- Accommodates changes as they occur:
  - ✓ Easily configured using rate and code tables where appropriate;
  - ✓ New business rules are easily created and enacted;
  - ✓ Rules and rates can be enacted with effective dates negating need for special program runs.
- Allows the agency to focus on the business problems to be solved rather than on the complex technical elements of the solution.
- Delivers the common core federal and state requirements out of the box where there is commonality amongst states and is developed to be configurable and extendable in order to minimize the need for customization.

- **Resource**

- Cúram is vendor independent allowing states to determine which systems integrator(s) they would like to work with for implementation and ongoing support.
- Cúram provides the ability to enable business users to make many changes within the system without the need for development resources.

- **Technical**

- Services Oriented Architecture allows Cúram to readily integrate within enterprise information systems.
- Source Code: Cúram ships with application source code thereby facilitating customization and extension.
- Underlying technology is kept current, ensuring the technology is not outdated when the project is complete and into the future.
- Architecture: The Cúram n-tier architecture ensures that it can scale across each of the three main application tiers - the presentation tier, the application tier and the persistence tier.



### **Option #2: Delivery of a Fully Integrated System (Custom Build)**

The Custom Build alternative allows the agency to design and develop a system that meets the agencies specific needs. Some of the risks and challenges include the following:

- **Business**
  - Business Process: Risk of repeating current business processes and not leveraging industry best practices.
  - Documentation: Challenge of creating and maintaining system documentation during long implementation processes.
  - Business requirements often replicate current environment and don't re-engineer current business processes – lost opportunity for new way of doing business.
  - Documentation: Often incomplete or nonexistent may hinder knowledge transfer.
- **Resource**
  - Staffing: Dependence on selected vendor; agency staff does not have skill set required to maintain.
  - Design Specifications: Lengthy implementation process to review every business requirement to determine design specifications.
  - Workforce: Heavily dependent on staff that have historical knowledge and are the most 'tapped' resource; resources that are retiring.
  - Documentation: Often incomplete or nonexistent may hinder knowledge transfer.
- **Technical**
  - System Modification/Enhancement: Changes are labor intensive and costly to implement.
  - Unproven Technologies: Higher risk than implemented, working solutions.
  - Multiple Vendors/Multiple Technologies: The agency becomes heavily dependent on the selected vendor to update code when vendors release new versions of their software.
  - Documentation: Often incomplete or nonexistent may hinder knowledge transfer.

### **Option #3: Leveraging a System or Subsystems from other States (Transfer)**

The System Transfer option allows the agency to implement a system or subsystem that has been developed for another state Unemployment Insurance Agency.

- **Business**
  - Requirements: Customer specific; not necessarily good fit for AWI.
  - Review: Every business requirement needs to be reviewed for applicability.
  - Implementation: Typically ends up being more like a custom build.
- **Resource**



- System Maintenance: System changes require IT or vendor intervention.
- Modifications or Enhancements: labor intensive and costly.
- Staffing: Project staffing requirements similar to a custom implementation.
- Process Re-engineering: Limited opportunity if changes from another state are accepted.
- **Technical**
  - Technology: typically out of date before implementation is complete.
  - Options: Lost opportunity to select preferred technology -inheriting choices of previous state/agency.
  - Ongoing Support: Unsupported technology – no refreshes.
  - Vendor Dependency: Dependent on vendor for upgrades.

### III.2 Total Cost of Ownership

The total cost of ownership (TCO) of a system relates to the financial cost of the system over its lifetime and includes many elements such as initial cost of the application design, development and implementation, ongoing maintenance and support costs as well as operational, infrastructure and training costs. The Cúram product suite is a core component of a solution - but it is not the only component and there are, therefore, many other factors that affect the TCO including, for example, an application's ability to adapt to changes that occur over time.

Cúram Software has an extensive network of System Integration partners who deliver Cúram-based solutions. Such Integration partners are best suited to address overall TCO costs. However, Cúram Software is committed to your long term success and as part of that commitment we believe it is important to outline our licensing and support/maintenance options. We would like AWI to consider these options when developing the RFIRFI and include any information regarding the types of users of the applications.

#### **Cúram Licensing**

The standard metrics offered under the standard licensing and pricing model are listed below. Cúram license metrics include "Internal Named Users", "External Named Users" and "Public Access Users". The following section defines these license terms in more detail.

##### *Internal Named Users*

This metric is used to license individual customer employees, contractors or outsourcers who are accessing Cúram and who directly or indirectly provide all or part of any program, scheme or service for the licensed customer. Internal Named User pricing is charged on a per user basis and is discounted based on volume of user licenses purchased.

##### *External Named Users*

This metric is used to license individual employees, service provider users, contractors, outsourcers, secondary organization users or kiosks/machines that access Cúram from outside the internal network of the licensed organization(s). They directly or indirectly provide all or part of any program, scheme or service for the licensed customer. The



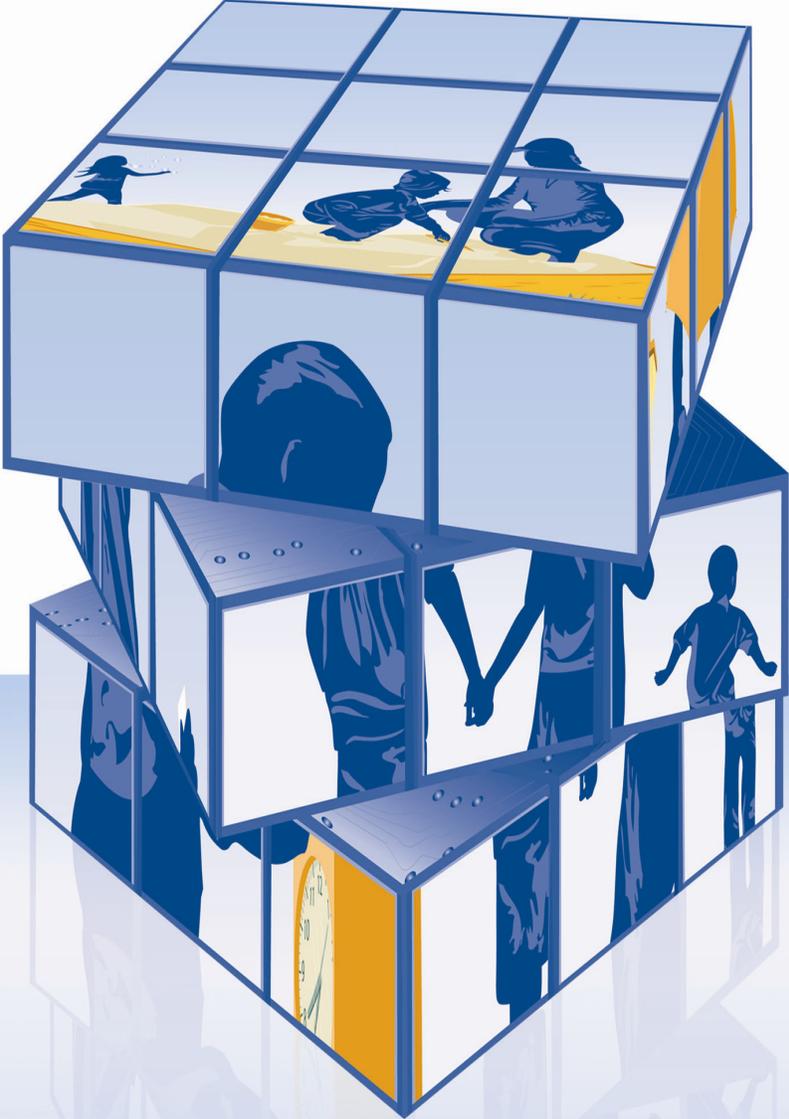
pricing model for these users is on a per user basis. The differentiation between internal and external professional users offers a reduced price for external users and is unique to the Cúram pricing model. The external named user licenses are priced at 25% of the Internal Named User list price.

#### *Public Access Users*

This metric is used to license individual citizens or external organizations that are recipients of any program, scheme or service and are accessing Cúram using electronic channels such as the internet, IVR, etc. Public Access pricing is set at 10% of the overall total list charge for the Internal Named Users plus External Named Users purchased. This pricing reflects the added value to organizations of enabling external “self service” capabilities.

Cúram Software has an extensive product support organization and provides options for on-going support and maintenance, new modules, enhancements, and program updates. Our support offerings, which are provided under a support services agreement, can be summarized as follows:

- Cúram Product Support provides ongoing software support and maintenance including system updates, bug fixes, service packs, point releases and pre-emptive support for licensed components.
- Cúram New Version Protection (NVP) program provides major functional upgrades to Cúram products covered by Product License Agreements.



IV. Appendices



Cúram Software is pleased to provide you with a range of Cúram product-related info that we believe will be of particular relevance and interest to AWI. This information is arranged in a number of appendices as follows:

Appendix	Title	Summary
Appendix 1	Cúram Business Application Suite Overview	This appendix outlines the various components of the Cúram Business Application Suite.
Appendix 2	Cúram Enterprise Application Integration Connectors	This appendix outlines the capabilities of Cúram to interface with existing legacy and/or external systems.
Appendix 3	Service Oriented Architecture	This appendix outlines Cúram support for Service Oriented Architecture concepts and implementation mechanisms.
Appendix 4	Cúram Application Security	This appendix provides an outline of the security features of the Cúram Business Application Suite.

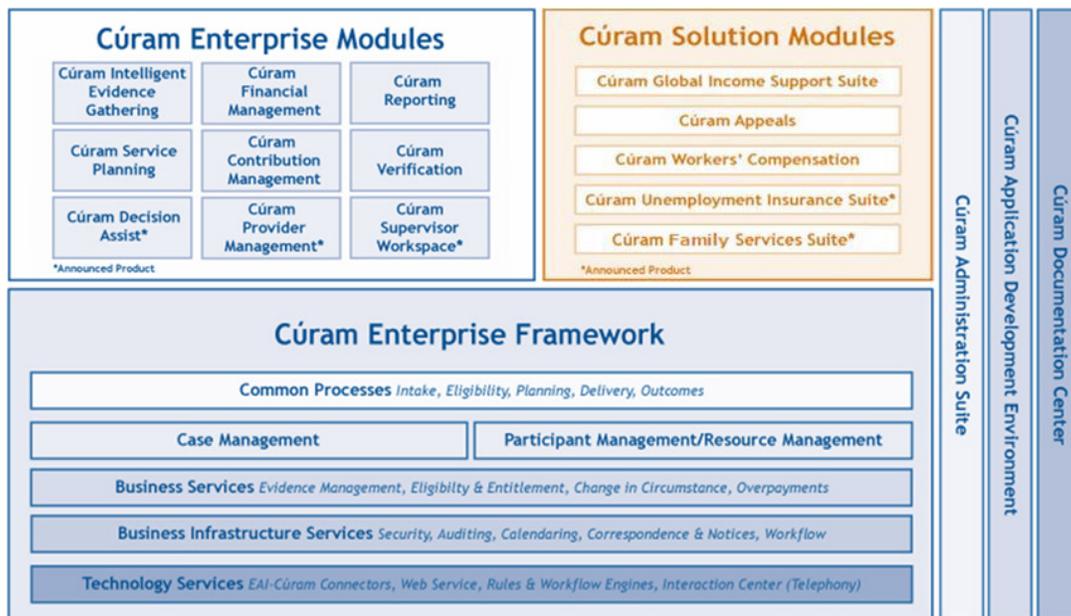


## Appendix 1 – Cúram Business Application Suite Overview

### 1.1 Introduction

Social Enterprise Management (SEM) is an innovative business and technology blueprint that has been made possible by a new generation of integrated commercial off-the-shelf (COTS) software designed to support the unique requirements of labor, human services, health, social security, and workers' compensation and veterans' organizations, referred to as social enterprises.

The Cúram Business Application Suite™ delivers the benefits of an SEM philosophy that includes an outcomes-driven business model. It is focused on providing the correct services to the right clients at the right time. It can help agencies manage their clients in a holistic and integrated manner and help ensure they receive the programs and services they need, when they need them.



*The Cúram Business Application Suite delivers the benefits of its underlying SEM philosophy that includes an outcome-driven business model*

The Cúram Business Application Suite is a framework that includes both the core and generic components required to support an organization. It includes 'best practice' processes that support the entire case lifecycle from the initial contact with the client through various stages including evidence collection, screening, eligibility determination, approval, delivery and case closure. It will enable authorized organization personnel to access complete client data records and lead to the efficient and effective delivery of programs and services. Through core services such as Participant and Resource Management, Integrated Case Management, Workflow, Eligibility Determination, Correspondence generation, Calendaring/Scheduling, Payment processing, and Service Planning among others, Cúram can provide organization personnel, clients and other stakeholders with a wide range of web-enabled services to manage ongoing delivery of



services. Cúram provides these features which incorporate a high degree of flexibility so they can be adapted to suit the preferred approach and business needs of agencies, and can evolve to meet future organizational, legislative and process changes.

## 1.2 Cúram Enterprise Framework

The Cúram Enterprise Framework provides the core processing and infrastructure components necessary to build a complete solution. It has been designed and built specifically to meet the changing needs of social enterprises. Its structure and functionality are focused on helping organizations achieve clearly identified service targets. Cúram accomplishes this through the adoption of an integrated service delivery model supported by a common foundation.



*The Cúram Enterprise Framework satisfies client needs by focusing on achieving clearly identified outcomes*

- **Case Management** - Supports integrated case registration, eligibility determination, benefit calculation, certification, correspondence, case events (such as appointments and reviews) and case notes. Cúram Case Management facilitates the coordination of programs and services in an efficient and effective manner. The Cúram approach to case management ensures that the right services are delivered to the client at the right time. Cúram frequently uses the term “*integrated case management*” because it provides a full 360° view of the client. This means that once a client is identified, integrated case management capabilities provide a view of all of the programs and services that are being provided to that client and, if applicable, others who live at that same address or who are related to that client.
- **Participant/Resource Management** - Provides an extensive range of functionality to allow authorized users to securely register, maintain, and manage the parties associated with cases and referrals. Participants can include various resources including clients, providers, vendors, other agencies and employers among others. Cúram Participant Management functions help provide complete views of the client and his/her environment including family or household composition.
- **Business Services** – These are common services that support program and service delivery throughout the enterprise. These services provide the foundation for case management, participant management and financial management and include:



- evidence management – managing the information about the client and its validity;
  - integrated eligibility and entitlement determination – determining a client’s entitlement to the benefits administered by an agency in a single assessment;
  - change-in-circumstances processing – applying changes to the integrated evidence set for a client and automatically re-assessing that client’s entitlement to benefits and services;
  - automatic under/overpayment determination and processing.
- **Business Infrastructure Services** – Provides strategic business functions used throughout case and client lifecycle management. The Business Infrastructure component provides:
    - Security – authorization and authentication processes ensure that access to data is governed appropriately and precludes unauthorized access;
    - Auditing – provides full before-and-after imaging of records for all inserts, updates and deletes and can be configured to audit all database reads;
    - Calendaring – enables the internal and external management of caseworker appointments, tasks and general time management;
    - Correspondence and Notices – ensures thorough and complete communication with clients and other participants;
    - Workflow - supports the administrative and controlled management of workflow processes and permits maximum flexibility across the organization.
- Technology Services** - Enables open, standards-based interoperability and integration capabilities. The flexibility offered by Cúram Technology Services contributes greatly to the way in which solutions supporting the specific needs of organizations can be implemented and maintained in an efficient and cost-effective manner.

The Cúram Enterprise Framework is fully supported by the following components enabling the delivery of services that support agency initiatives.



*The Cúram components produce services that support long- and short-term enterprise initiatives*

- **Cúram Documentation Center™** - Cúram provides a documentation repository for systems design, management, and user documentation which provides analysts, users, developers and administrators with access to a library of business process flows, data models, user guides, and tens of thousands of design objects (e.g.,

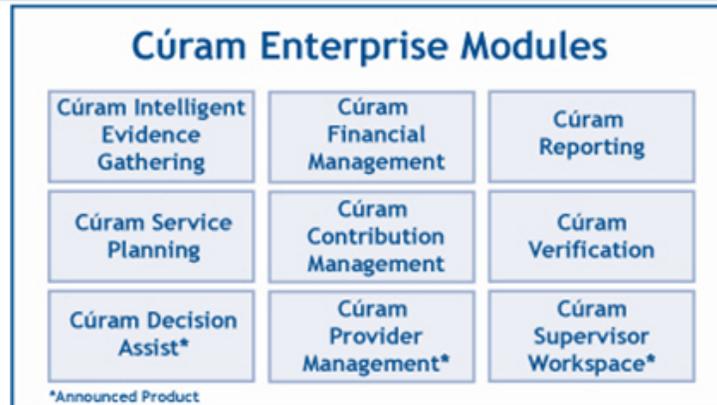


screens, database tables, fields, business process objects, etc.). In addition to providing business and technical users with access to the Cúram documentation required, the Documentation Center, along with the Cúram on-line context-sensitive help infrastructure, can be used to provide users with access to online policy manuals, help and other ancillary resources to help them perform their role consistently, productively and efficiently.

- **Cúram Application Development Environment™ (ADE)** – The Cúram integrated ADE provides organizations with the capabilities to extend the Cúram Business Application Suite to meet unique program and organizational requirements while still maintaining the broad functionality and strategic advantages of the product suite. Based on industry standard tools such as Java and HTML, the Cúram ADE is easy to learn and dramatically increases the productivity of developers for both the initial implementation and on-going maintenance and enhancements.
- **Cúram Administration Suite™** - The Cúram Administration Suite is one of the key features which contribute to the unparalleled agility of Cúram solutions. It is designed to enable non-technical administrators to implement and maintain a wide range of configurable attributes without the dependence on overburdened IT staff. It provides functions for maintaining a broad range of system facilities including the organization structure, units, positions, jobs and user details, security profiles, task/work allocation, work queues, rules, product (program) definitions, product approvals, code and rate tables, bank accounts, currency exchange data, schedules, correspondence templates and batch processes. It also incorporates the Cúram Process Definition Tool (PDT) which is used to define and maintain workflow processes and the Cúram Dynamic Rules Editor used to define and maintain business rules such as those associated with specific products and work allocation.

### **Cúram Enterprise Modules**

Cúram Enterprise Modules provide a consistent and flexible approach to supporting common, critical SEM business processes and functions required by programs across the social enterprise landscape. Cúram has found that many social enterprise agencies take a common approach to certain functional needs which are reflected in these modules. They provide configurable and re-useable processes for any number of programs and services. Cúram Enterprise Modules enable agencies to quickly address changing needs and speed the introduction of new programs and services at lower cost and with less risk.



*Cúram Enterprise Modules provide a consistent and flexible approach to supporting common business processes*

- **Cúram Intelligent Evidence Gathering™ (IEG)** - IEG provides a guided question and answer tool designed to dynamically lead users through a best practice process of information gathering to efficiently conduct and process client interactions such as assessments. This feature helps guide users through a pre-established flow based upon the data being entered or changed. Cúram IEG helps to ensure that all caseworkers are guided through the same information gathering routines which ensure information collected is right first time. Cúram IEG can be used to walk less familiar users through new processes and it can be leveraged to help more experienced users fast track through steps required to gather client and case data. IEG is also suitable for self-service channels.
- **Cúram Service Planning™** - is aimed at addressing a client's needs and objectives in order to achieve a specific goal such as independent living. This is done by identifying the benefits and services that will be provided, the actions that will be carried out and the responsibilities of the plan participants including clients, employers and other relevant stakeholders to contribute towards a positive outcome. Cúram Service Planning provides the tools necessary to develop, implement, manage and evaluate the delivery of benefits and services in an integrated and holistic manner. While working towards the defined goals of Individual Responsibility Plans (IRP), Employability or other case plans, metrics are captured which help staff and management make structured decisions and continually refine best-practices. Organization personnel can therefore make decisions based on both qualitative and quantitative data.
- **Cúram Financial Management™** - manages and tracks the financial transactions associated with program delivery including benefit payments. Cúram supports the fiscal management of claims and the prompt processing of eligible benefits and accurate calculations of payments due. Tight integration of Cúram Case Management with financial features in Cúram ensures that authorized payments are delivered in an efficient manner. Cúram Financial Management provides a complete overview of all benefit payments and service costs that are attributed to each client, client group or participant. This can include financial transactions involving third-party providers who provide, for example, remedial, treatment, training or other services. When circumstances change for a client which cause underpayments or



overpayments, these are initiated automatically. Disqualifications, sanctions and recovery actions can also be tracked and managed in accordance with an organization's processes.

- **Cúram Contribution Management™** - manages and tracks payments and credits for contribution-based programs. It compiles and maintains a history of insurance contributions whether from an employer or by the client directly and provides the functionality necessary to process insurance contribution returns from receipt through validation, allocation and consolidation. Contribution Management works together with case management features to seamlessly provide liability and information related coverage for contribution management.
- **Cúram Reporting™** - operates in conjunction with a customer's preferred reporting tool (for example, Cognos® Business Intelligence Suite, Crystal Reports®, Microsoft® Access) and provides comprehensive capabilities to support organization, program, participant and case reporting and analysis needs. Cúram Reporting supports the generation of both standard and ad-hoc reports, and statistical analyses. It allows managers, supervisors and knowledge workers, among others, to monitor and evaluate key metrics and goals so that they can develop continuous improvement plans.
- **Cúram Verification™** - consists of two components - an administration component and a case management component. The administration component provides the structure to define the data items that require verification and the means by which these verifications can be attained. The case management component allows users to record the actual verifications when evidence (data) is collected for a case. It also manages the processing associated with the initial collection of evidence, as well as the ongoing maintenance of the evidence when circumstances or program entitlement changes. Cúram Verification supports evidence captured and maintained using the Cúram Temporal Evidence feature.
- **Cúram Decision Assist** is an easy to use decision support tool that automates the determination of an outcome or rating for a client assessment. Designed to be used with Cúram Intelligent Evidence Gathering (IEG), which automates the collection and recording client assessment information, Decision Assist enables agencies to incorporate a best practices decision support system for their assessment processes to support more consistent and client-focused evaluations.
- **Cúram Provider Management** provides agencies with the ability to manage the full lifecycle of interactions with third party, client-facing service providers. Key capabilities include an enterprise service registry, scheduling and assignment of providers, comprehensive management of provider information, license and contract management, invoice and payment processing, and enabling web-based, self-service interactions with providers.
- **Cúram Supervisor Workspace™** helps agencies effectively manage their staff and case load through supervisor-based work assignment, allocation, and prioritisation. It provides managers the ability to monitor and affect activities at the caseworker, team, and work queue level to assure critical tasks are accomplished and operational goals are met.



### 1.3 Cúram Solution Modules

Cúram Solution Modules provide additional capabilities to handle the often complex processes associated with various programs. These solution modules reduce the time and risk associated with developing these complex processes, while providing simplified maintenance update capabilities.



*Cúram Solution Modules provide additional capabilities to handle the complex processes associated with most programs*

- **Cúram Global Income Support Suite™ (CGIS)** – CGIS integrates and automates eligibility and entitlement determination for a range of programs that provide assistance and services to individuals, children and families. It delivers a complete set of business processes, rules, and evidence to enable organizations to efficiently screen clients and automatically determine eligibility for benefits and services for multiple needs-based programs, including cash, food, and medical assistance. The functions provided support the delivery of programs such as TANF, Medicaid, Food Stamps and other assistance programs and provide the flexibility to expand, extend and incrementally grow these programs as legislation and socio-economic drivers dictate.
- **Cúram Appeals™** - provides comprehensive support for appeals and fair hearing processes. It supports intake, hearings, and decision-making activities associated with multiple levels of appeals including hearings, hearing reviews, and judicial reviews. Cúram Appeals uses the robust features of Cúram, including correspondence management, notice generation, work flow, calendaring, scheduling, and many others. Additionally, it supports the tracking and management of appellants, witnesses, representatives, interpreters, and other participants involved in the appeals process. Cúram Appeals integrates fully with the other aspects of Cúram including case and participant management.
- **Cúram Workers' Compensation™** incorporates rules and processes to ensure proper eligibility determination and entitlement assessment for injured workers. Cúram Workers' Compensation facilitates the accurate and efficient delivery of monetary compensation and medical/ rehabilitation products and services to injured



workers through comprehensive service plans. By leveraging workflow capabilities, routine claim processing steps are automated in order to drive accuracy, consistency and efficiency within the claims management process. Caseworkers are freed up to concentrate efforts on specialized claims that require a greater level of human interaction.

- **Cúram Unemployment Insurance Suite™** has been announced and will include both Benefit and Tax solutions for Unemployment Insurance and incorporates the federal legislative requirements from the United States Department of Labor. By leveraging the key capabilities within the Cúram Enterprise Framework, states will also have the flexibility to tailor the solution to meet their own unique requirements.

*Cúram Unemployment Insurance Benefits™* is specifically designed to address the unique requirements of state workforce services and labor agencies responsible for administering unemployment insurance benefits. It incorporates the functionality to administer regular UI Benefit programs as well as DUA, basic requirements for extended benefit programs, TRA/ TAA/ ATAA and mass layoffs.

*Cúram Unemployment Insurance Tax™* is designed to meet the requirements of unemployment insurance tax agencies and supports employer rating, unemployment wage and tax reporting, correspondence and notices, and company relationship management.

- **The Cúram Family Services Suite™** has been announced and will address the needs of child welfare, adult protective services, and juvenile justice agencies. It provides a wide range of business processes and services including intake management, eligibility, case management, resource management, court processing, financial management and administration that support the end-to-end business needs of protective services agencies. Incorporating integrated best practices and decision support tools, it will support consistent and effective assessments and outcome-based case planning to manage clients toward successful outcomes.



## Appendix 2 – Cúram EAI Connectors

### 2.1 Introduction

Most Cúram Enterprise Framework implementations support a significant number of integration points, ranging from existing internal systems to external agency and federal systems. Each system integration point may have one or more interfaces for information exchange. Cúram supports a range of middleware technologies to enable information exchange including file transfer and direct database access. While recognizing that integration requirements are unique to each implementation, the Enterprise Application Integration (EAI) Connectors provided with Cúram Technology Services are designed to accelerate the development and implementation of these requirements.

The Cúram EAI Connectors architecture provides for the technical connectivity between Cúram Business Objects and existing legacy and/or external systems. Currently, EAI Connectors are available for Web Services, Java Message Service (JMS)-compliant Message-oriented Middleware (MOM) products such as IBM WebSphere MQ (formerly MQ Series) and SQL. These connectors are designed to service real-time or near real-time integration requirements.

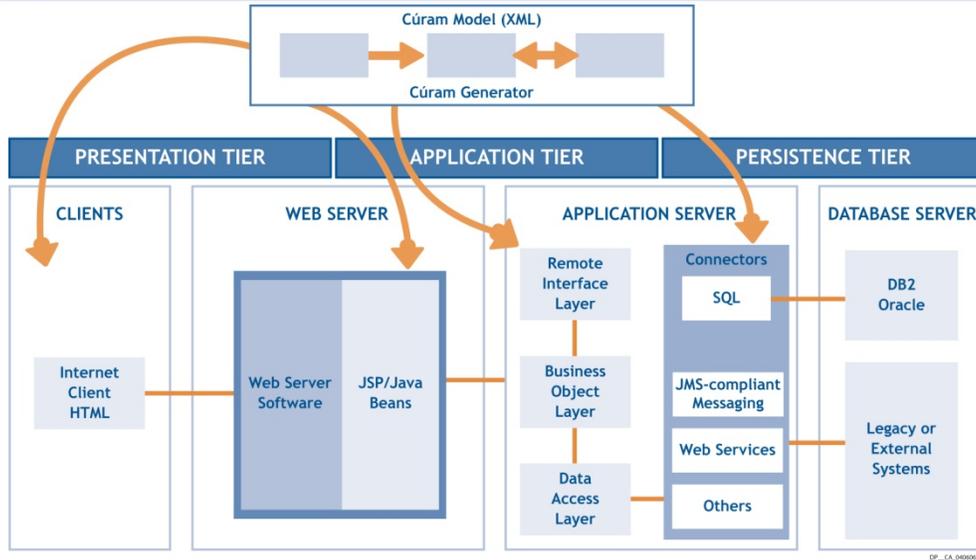
Each EAI Connector encapsulates the following:

- Conversion of Cúram data and system requests to and from the native format of the middleware, for example, the creation of an outbound JMS-compliant message;
- The technical interface to the middleware - for example, binding to a WebSphere MQ Queue Manager, calling the MQPUT interface and managing exceptions, errors and so on;
- Distributed Transaction Processing (Two-Phase Commit) between Cúram and middleware which provides an XA-compliant implementation - for example, IBM CICS.

### 2.2 EAI Connectors Architectural Approach

The EAI Connectors architectural approach is specifically designed to integrate with the generated outputs from the Cúram model. This allows the designer / developer to reuse existing Cúram Business Objects as well as to model and generate Business Objects specific to integration requirements - for example, Business Objects that perform system-specific data transformations. These Business Objects use specific EAI Connectors to exchange information with other systems, in the same way that standard Cúram Business Objects use SQL to store and retrieve data.

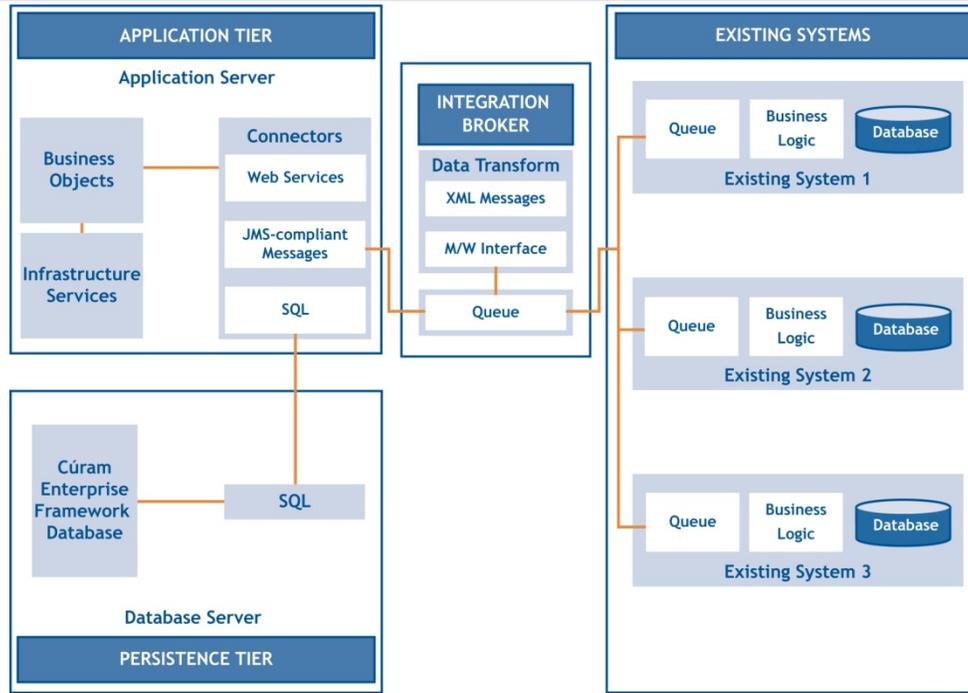
The following diagram illustrates Cúram EAI Connectors within the context of the overall Cúram architecture.



*Cúram EAI Connectors, within the context of the overall Cúram Architecture*

### 2.3 Using an Integration Broker

A common solution to the integration challenge is to shift the responsibility for data transformation and error handling from the application program to an external program such as an Integration Broker, or Data Broker. The benefits of an Integration Broker include visual modeling of complex inter-system data mapping, reduction in the number of system interfaces, generation of adapters and centralized implementation and management of the runtime environment. An example of how a Cúram system might participate in an Integration Broker scheme is shown in the following diagram:



*Example of Cúram interfaced with an Integration Broker*

Using this approach, integration with the Cúram system is more efficient, requiring just a single system interface to the Integration Broker software that represents the numerous systems it interfaces to.

## 2.4 Supported EAI Connector Technologies

Currently, the supported technologies within the EAI Connector architecture are:

- **Web Services**

The Cúram Web Services connector provides a generated approach for consuming a Web Service from within a Cúram application. This allows for Cúram to use Web Services to access information from legacy applications, or call Web Services to create/maintain information held outside of the Cúram domain.

The approach for implementing a connector is to include the Web Service Definition Language (WSDL) files as part of the build source for Cúram. Cúram automatically generates the Business Process Objects (BPO's) used to access the Web Service. These BPO's can then be called from any other BPO as per standard Cúram processing.

By using the Cúram Web Services Connector, services become part of the Cúram application and can be treated and re-used as such - the data structures and BPO's that must be used to access the web service are available in the application model.



- **JMS-compliant Message-oriented Middleware**

Cúram provides a JMS-compliant MOM Connector which means that the Cúram generators will produce code which converts the operation parameter into a JMS-compliant message, places the message on a queue, and optionally waits for another message in response which is then converted back into a Cúram struct and returned to the caller.

For many operations, queue connectors can be implemented without writing any handcrafted code. However, if required, it is possible to customize connectors with the use of handcrafted code.

- **SQL**

The Cúram SQL Connector enables DBMS connectivity to a range of SQL databases that support JDBC drivers. This provides standard JDBC connectivity.

## **2.5 Data Extracts – File Transfers**

In addition to Web Services, JMS-compliant MOM and SQL, additional types of interfaces may be required. Cúram supports a method of integration which performs periodic data extracts/imports to a specific file format for transfer to or from a target system. For example, agencies themselves and federal authorities may periodically supply data which needs to be incorporated into the application database.

## **2.6 Importing Data into Cúram**

While SQL scripts could be used to populate the Cúram database, the preferred approach is more consistent with maintaining this functionality through the Cúram model.

Data can be imported into a set of holding tables within the Cúram database. Cúram programs and Business Objects are then modeled and implemented to read data from the holding tables and use the relevant Cúram Business Objects (and their associated Entity Objects) to update the Cúram database in a consistent and standard manner. This approach avoids the overhead of duplicating standard application server processing logic (such as validation) within SQL scripts.



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## Appendix 3 – Service Oriented Architecture

In June 2006, IBM acknowledged the Cúram Service Oriented Architecture (SOA) credentials when the Cúram Business Application Suite was accepted as part of the IBM SOA specialty. The IBM SOA Specialty is an initiative for IBM Business Partners whereby IBM selects Business Partners who comply with a strict set of SOA requirements.

To reach this status, Cúram had to demonstrate compliance with IBM's rigorous SOA technical and business requirements. With this achievement, the Cúram Business Application Suite integrates with the IBM SOA Foundation, a single, integrated platform that combines the industry's top application server and integration capabilities.

SOA represents a fundamental shift in approach to the process of going from business requirements through to an implemented IT system. By adopting SOA principles, the resulting enterprise architecture is more agile and adaptable to changing business and technology requirements. SOA can enable many of the goals of enterprise architecture principles such as:

- Separation of the technology platform from the business services offered, and from the business logic that implements those services;
- Flexibility and responsiveness so that the services offered both within and outside the enterprise can respond fast to the evolution of the business.

The Cúram Enterprise Framework provides direct support for SOA concepts and implementation mechanisms through various design features which include:

- A model-driven architecture that delivers a formal process for defining a platform-independent system that focuses on the functional requirements and use cases of the system.
- The use of standards-based middleware. Cúram is based on open software standards and employs J2EE as its middleware standard.
- Vendor neutrality via generic support for a wide range of platforms including Wintel (Windows/Intel), UNIX and Sun/Solaris.
- Reuse via extensibility, configurability and customization. Existing Cúram business and technical functionality can be composed and deployed as new functionality, or it can be extended or altered to suit the specific needs of individual agencies.
- Location independence. Cúram processes can reside anywhere on a network, and there is no reliance on physical location. A Cúram client request could be directed to any of hundreds of processes running on any of a range of machines or platforms, in a range of physical locations.
- The ability to interoperate with arbitrary external systems using generic technologies. The Cúram Enterprise Application Integration Connector architecture supports integration with existing legacy and/or external systems.

Cúram code generation support for Web Services greatly aids social enterprises wishing to either wrap existing legacy functionality as SOA Services or who wish to create new Web Services from existing Cúram functionality. In addition, intrinsic adherence to SOA



principles ensures that Services written using Cúram promote performance, interoperability and reuse.

In addition, Cúram can be configured to expose any piece of Cúram functionality as an SOA-compliant Web Service without the need for code changes, and without the need to employ or contract expensive SOA or Web Service resources. This makes many hundreds of SEM-specific, coarse-granularity, richly functional business components available for use in an SOA environment with minimal effort.



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## Appendix 4 – Cúram Application Security

### 4.1 Cúram Application Security Overview

The Cúram Business Infrastructure delivers comprehensive security features to meet the needs of individual organizations. Cúram role-based security governs overall access to the application and specifically defines what a user can view and change. Security rights are maintained through the Cúram Administration Suite. Cúram also includes auditing functionality that can log transactions by user and time.

The key security-based functionality includes:

**Authentication** – who can logon to the system controlled by userids and passwords;

Cúram can perform the password validation in a standalone manner or through integration with an LDAP server. An LDAP server can be utilized for password validation thus creating a single point of login. This lookup can be configured to obtain any extra information that is required.

When operating in a standalone manner password validation is performed through a standard UNIX-style encryption mechanism (a password encrypted using a secure one-way mechanism is compared to an encrypted password stored on the database/file-system). Once the password has been validated, Cúram provides facilities for augmented checking such as ensuring that passwords must be changed at regular intervals and that a user is only able to login between certain times of day. A break-in mechanism ensures that repeated attempts at an invalid login will result in an account being disabled until operator intervention occurs.

**Authorization** – what functions can authenticate users access;

Once a user has been authenticated it is the responsibility of the authorization feature to control access to the various kinds of securable features. In Cúram, typical securable features include screens, fields and server interfaces (functions). These are controlled through a generic Security Identifier (SID).

Each interface in Cúram is assigned a Function Identifier (FID) that is a specialized form of the SID. The central UML model controls whether security is enabled for a given interface and as such the required support code and persistent data is generated automatically. Once security is enabled for an interface, access is provided to roles rather than individuals. This allows for groupings of individual users according to identified security policy. Using the Cúram Administration Suite, groupings can be created and maintained as changes occur within an organization.

**Product** based security – restricts user access to specific programs;

Cúram product (program) based security provides a mechanism to restrict access to specific programs thereby preventing certain users from processing cases associated with those programs. Using the Cúram Administration Suite, product type SID's can be created, associated with the relevant program/s and assigned to the relevant security roles. In this



way, only users within that particular role have the assigned access to the program/s in question.

**Location** based security – restricts user access to specific locations;

Locations are the physical work places of an organization's employees. An organization could, for example, define its locations types as local offices, counties, regions, state and so on. Location based security can be activated so that user access is restricted to a specific location. For example, users restricted to accessing details within the county cannot access the details for locations outside their county.

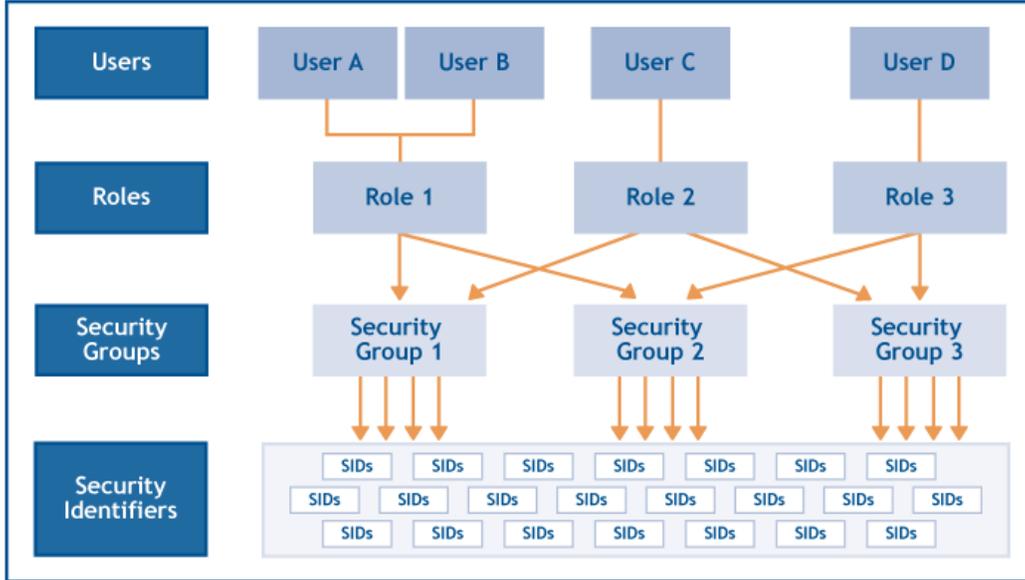
**Sensitivity** based security – restricts access to sensitive data items;

Each user, participant, work queue and note on the system is designated a sensitivity level. Additional sensitivity security is also available for service plans whereby a sensitivity level can be applied to service plan contracts, sub-goals and plan items. In order for a user to have access to the specific participant, user, work queue, note or service plan element, the user must have a sensitivity level equal to or higher than the relevant item. This provides the facility to restrict user access to sensitive information relating to secure participant types such as public figures, fellow employees and security forces personnel, or to other sensitive participant and case-related data that should be available only to those users who have an explicit need to access that data.

## 4.2 Cúram Security Hierarchy

Users are assigned unique user IDs and passwords, which the system utilizes to authenticate them as users. The root level of the Cúram security hierarchy is the security role assigned to a user. Cúram users can be assigned one or more security roles which determine which functions each user can access, which data they can view, and which data they can modify.

Every function, field, and product available within Cúram is assigned a Security Identifier or SID. These SID's are combined into security groups, which in turn are combined into security roles. A security role within Cúram may have one or more security groups assigned to it. Thus, a security logical role is defined by the combined access of all of the associated security groups.



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*High-level view of the Cúram security hierarchy*

In summary, the Cúram role-based security infrastructure ensures that a suitably secure environment can be deployed to enforce comprehensive authorization and access controls that protect client information.