RICK SCOTT
Governor

KEN DETZNER
Secretary of State

LEGISLATIVE BUDGET REQUEST

Department of State

Tallahassee, FL

October 19, 2018

Cynthia Kelly, Director
Office of Policy and Budget
Executive Office of the Governor
1701 Capitol
Tallahassee, Florida 32399-0001

Eric Pridgeon, Staff Director
House Appropriations Committee
221 Capitol
Tallahassee, Florida 32399-1300

Cyndi Kynoch, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the Department of State is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2019-20 Fiscal Year. This submission has been approved by Ken Detzner, Secretary of State.

Sincerely,

Ken Detzner
Secretary of State

Attachments

FLORIDA DEPARTMENT *of* STATE

Temporary Special Duty - General Pay Additives Implementation Plan
for Fiscal Year 2019-2020

1.   General Provisions

A "temporary special duties - general" pay additive may be granted to a Career Service employee whose position has been assigned temporary duties and responsibilities not customarily assigned to the position for reasons other than as a result of another employee being absent from work pursuant to the Family and Medical Leave Act or authorized military leave. Circumstances under which a temporary special duty - general pay additive may be granted are:

> (a) the employee is temporarily assigned duties of a vacant position; or

> (b) the employee is temporarily assigned to work on a special project that is outside the normal duties of the employee's position.

The organizational unit requesting the additive must have sufficient salary rate and dollars to pay the additive.

The employee to whom the additive will be granted must be consistently meeting the established performance standards and expectations for his or her position.

2.   Justification

The employee is being required to assume additional duties and responsibilities not customarily assigned to his or her position, in addition to his or her normal job duties and responsibilities, and should be reasonably compensated for having to perform those additional duties and responsibilities.

3.   Procedures

The additive must be requested in writing by the Division Director. The request shall include:

> (a) the name, classification and work unit of the employee for whom the additive is being requested;

> (b) a description of the temporary duties and responsibilities that will be assigned to the employee;

> (c) the reason(s) why assignment of the temporary duties and responsibilities is necessary;

(d) the anticipated amount of time the temporary duties and responsibilities will be required; and

(e) the amount of the additive being requested.

The request shall be submitted to the Director of Administrative Services who shall verify that the Division has sufficient salary rate and dollars to pay the additive. If approved by the Director of Administrative Services, the request shall be submitted to the Deputy Secretary for review and approval. If approved by the Deputy Secretary, the request shall be submitted to the Assistant Secretary for final review. The Deputy Secretary and Assistant Secretary shall determine whether assignment of the temporary special duties and granting the additive to the employee is necessary to enable the Department to perform mission critical functions.

4.   Period of Time Additive May Be In Effect

The period of time the additive may be in effect will vary depending upon the specific circumstances under which the additive is implemented. The additive may be approved for up to six (6) months, unless an extension is granted; provided, however, that if the additive will be in effect for more than 90 days, the Department will review the circumstances under which the additive was implemented at the end of the 90-day period. If the circumstances under which the additive was granted have changed, the additive shall be removed or adjusted as appropriate.

An extension of the additive may be granted upon written approval by the Director of Administrative Services, Deputy Secretary and Assistant Secretary based on documented justification that continuation of the temporary special duties and additive is necessary to enable the Department to perform mission critical functions.

5.   Effective Date of Additive

The effective date of the additive will be the first day the additional duties are assigned, unless a different date is required by an applicable collective bargaining agreement then in effect.

6.   Amount of Additive

The amount of the additive may not exceed ten percent (10%) of the employee's current base rate of pay, unless a higher amount is approved by the Director of Administrative Services, Deputy Secretary and Assistant Secretary based on documented justification of the need for a higher rate.

7.   Classes and Number of Positions Affected

The classes and number of positions that might be approved for a temporary special duty-general pay additive during FY 2018-2019 is unknown. No temporary special duty-general pay additives were approved by the Department during FY 2017-2018.

8.   Historical Data

The temporary special duty pay additive was first implemented by the Department in or about 1999. No temporary special duty-general pay additives were approved by the Department during FY 2017-2018.

9.   Estimated Annual Cost

The Department estimates that the annual cost of the additive will not exceed $15,000. (Note: Because this additive is not being requested for an entire class of positions, and the Department has no historical data regarding past implementation of this additive, no specific salary estimates can be provided at this time.)

10.   Collective Bargaining Units Impacted

Employee units covered by the AFSCME Master Contract will be impacted in accordance with Article 21 (Out of Title Work):

> (A) Each time an employee is designated by the employee's immediate supervisor to act in a vacant established position in a higher broadband level than the employee's current broadband level, and actually performs a major portion of the duties of a higher level position, irrespective of whether the higher level position is funded, for a period of time more than 22 workdays within any six consecutive months, the employee shall be eligible to receive a temporary special duty additive in accordance with the Personnel Rules, beginning with the 23rd day.

> (B) Employees being paid at a higher rate while temporarily filling a position in a higher broadband level will be returned to their regular rate of pay when the period of temporary employment in the higher broadband level is ended.

Budget Entity Level Exhibits and Schedules

Legislative Budget Request

FY 2019-2020

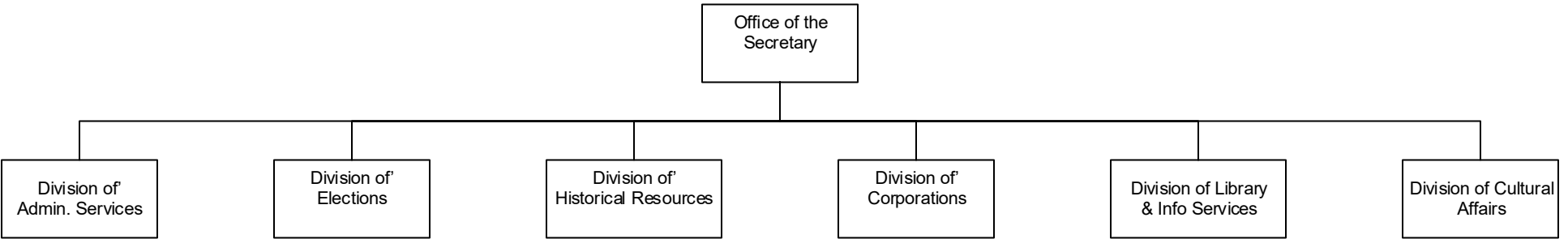# Schedule VII: Agency Litigation Inventory

Agency:	**Department of State**

Contact Person:	David A. Fugett	Phone Number:	850-245-6511

Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	*Democratic National Committee, et al. v. Secretary of State*
Court with Jurisdiction:	United States District Court, Northern District of Florida, Tallahassee Division
Case Number:	4:18-cv-262
Summary of the Complaint:	Complaint for Declaratory and Injunctive Relief to strike as unconstitutional the Florida law mandating that candidates of the political party of the Governor be listed first on the ballot.
Amount of the Claim:	Attorneys' fees and costs; no monetary damages
Specific Statutes or Laws (including GAA) Challenged:	Fla. Stat. § 101.151(3)(a) (the "Ballot Order Statute")
Status of the Case:	Plaintiffs' Motion for Preliminary Injunction was denied. This case has been stayed until after the 2018 General Election.

Who is representing (of record) the state in this lawsuit? Check all that apply.	X	Agency Counsel
		Office of the Attorney General or Division of Risk Management
	X	Outside Contract Counsel

If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A

Schedule VII: Agency Litigation Inventory

Agency:	**Department of State**

Contact Person:	David A. Fugett	Phone Number:	850-245-6511

Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	*Florida Wildlife Federation, Inc., et. al. v. The Florida Legislature, et. al. CONSOLIDATED WITH: Florida Defenders of the Environment, Inc., v. Detzner, et al.*
Court with Jurisdiction:	Currently appealed to the Florida 1st District Court of Appeal
Case Number:	1D18-3141
Summary of the Complaint:	Declaratory judgment action alleging that the defendants have failed to appropriate moneys, pursuant to constitutional mandate, for the maintenance and conservation of recreation lands.
Amount of the Claim:	Complaint states that the rights and interests at issue are not quantifiable in monetary terms, although the appropriations named in the consolidated complaints number in the millions of dollars.
Specific Statutes or Laws (including GAA) Challenged:	Article X, section 28 of the Florida Constitution (commonly referred to as Amendment 1).
Status of the Case:	The trial court entered a Final Judgment in favor of the Plaintiffs. The case is currently in the beginning stages of an appeal to the First District Court of Appeals.

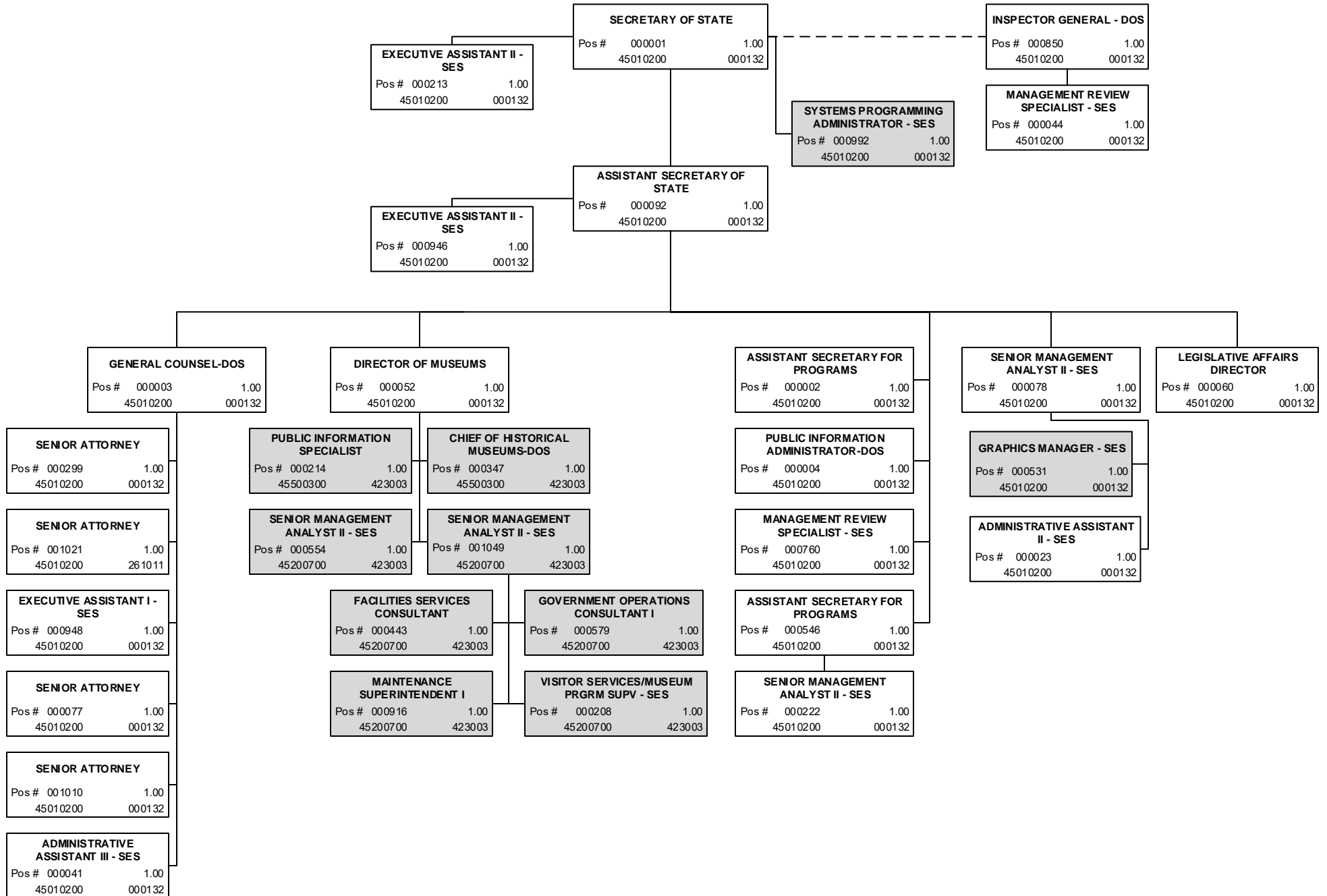|		
Who is representing (of record) the state in this lawsuit? Check all that apply.	X	Agency Counsel
		Office of the Attorney General or Division of Risk Management
		Outside Contract Counsel
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A	

Department of State
Organizational Units
(408.00 FTE)

```
                        ┌─────────────────┐
                        │  Office of the  │
                        │   Secretary     │
                        └────────┬────────┘
    ┌──────────┬──────────┬──────┴──────┬──────────┬──────────┐
┌───┴───┐  ┌───┴───┐  ┌───┴───┐  ┌───┴───┐  ┌───┴───┐  ┌───┴───┐
│Division│ │Division│ │Division│ │Division│ │Division│ │Division│
│  of    │ │  of    │ │  of    │ │  of    │ │of Lib. │ │of Cult.│
└────────┘ └────────┘ └────────┘ └────────┘ └────────┘ └────────┘
```

| Division of' Admin. Services | Division of' Elections | Division of' Historical Resources | Division of' Corporations | Division of Library & Info Services | Division of Cultural Affairs |

SECRETARY OF STATE
Pos # 000001 1.00
45010200 000132

INSPECTOR GENERAL - DOS
Pos # 000850 1.00
45010200 000132

EXECUTIVE ASSISTANT II - SES
Pos # 000213 1.00
45010200 000132

SYSTEMS PROGRAMMING ADMINISTRATOR - SES
Pos # 000992 1.00
45010200 000132

MANAGEMENT REVIEW SPECIALIST - SES
Pos # 000044 1.00
45010200 000132

ASSISTANT SECRETARY OF STATE
Pos # 000092 1.00
45010200 000132

EXECUTIVE ASSISTANT II - SES
Pos # 000946 1.00
45010200 000132

GENERAL COUNSEL-DOS
Pos # 000003 1.00
45010200 000132

DIRECTOR OF MUSEUMS
Pos # 000052 1.00
45010200 000132

ASSISTANT SECRETARY FOR PROGRAMS
Pos # 000002 1.00
45010200 000132

SENIOR MANAGEMENT ANALYST II - SES
Pos # 000078 1.00
45010200 000132

LEGISLATIVE AFFAIRS DIRECTOR
Pos # 000060 1.00
45010200 000132

SENIOR ATTORNEY
Pos # 000299 1.00
45010200 000132

PUBLIC INFORMATION SPECIALIST
Pos # 000214 1.00
45500300 423003

CHIEF OF HISTORICAL MUSEUMS-DOS
Pos # 000347 1.00
45500300 423003

PUBLIC INFORMATION ADMINISTRATOR-DOS
Pos # 000004 1.00
45010200 000132

GRAPHICS MANAGER - SES
Pos # 000531 1.00
45010200 000132

SENIOR ATTORNEY
Pos # 001021 1.00
45010200 261011

SENIOR MANAGEMENT ANALYST II - SES
Pos # 000554 1.00
45200700 423003

SENIOR MANAGEMENT ANALYST II - SES
Pos # 001049 1.00
45200700 423003

MANAGEMENT REVIEW SPECIALIST - SES
Pos # 000760 1.00
45010200 000132

ADMINISTRATIVE ASSISTANT II - SES
Pos # 000023 1.00
45010200 000132

EXECUTIVE ASSISTANT I - SES
Pos # 000948 1.00
45010200 000132

FACILITIES SERVICES CONSULTANT
Pos # 000443 1.00
45200700 423003

GOVERNMENT OPERATIONS CONSULTANT I
Pos # 000579 1.00
45200700 423003

ASSISTANT SECRETARY FOR PROGRAMS
Pos # 000546 1.00
45010200 000132

SENIOR ATTORNEY
Pos # 000077 1.00
45010200 000132

MAINTENANCE SUPERINTENDENT I
Pos # 000916 1.00
45200700 423003

VISITOR SERVICES/MUSEUM PRGRM SUPV - SES
Pos # 000208 1.00
45200700 423003

SENIOR MANAGEMENT ANALYST II - SES
Pos # 000222 1.00
45010200 000132

SENIOR ATTORNEY
Pos # 001010 1.00
45010200 000132

ADMINISTRATIVE ASSISTANT III - SES
Pos # 000041 1.00
45010200 000132

FAR, Laws & Code

```
                    ┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
                    │  GENERAL COUNSEL-DOS  │
                    │ Pos #  000003    1.00 │
                    │   45010200     000132 │
                    └ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
                    ┌───────────────────────┐
                    │ PROGRAM ADMINISTRATOR │
                    │ Pos #  000624    1.00 │
                    │   45400100     572001 │
                    └───────────────────────┘
```

ADMINISTRATIVE ASSISTANT I	ACCOUNTANT I	GOVERNMENT OPERATIONS CONSULTANT III-SES	ADMINISTRATIVE ASSISTANT III	ADMINISTRATIVE ASSISTANT I
Pos # 000371 1.00	Pos # 000704 1.00	Pos # 000611 1.00	Pos # 000888 1.00	Pos # 000086 1.00
45400100 572001	45400100 572001	45400100 572001	45400100 572001	45400100 572001

DIVISION OF ADMINISTRATIVE SERVICES
Office of Division Director

ASSISTANT SECRETARY FOR PROGRAMS
Pos # 000002   1.00
45010200   000132

DIRECTOR OF ADMINISTRATIVE SERVICES
Pos # 000027   1.00
45010200   000132

EXECUTIVE ASSISTANT I - SES
Pos # 000022   1.00
45010200   000132

Human Resources

HUMAN RESOURCE OFFICER
Pos # 000093   1.00
45010200   000132

HUMAN RESOURCE SPECIALIST/HR-SES
Pos # 000057   1.00
45010200   000132

PERSONNEL SERVICES SPECIALIST/HR-SES
Pos # 000028   1.00
45010200   000132

HUMAN RESOURCE MANAGER - SES
Pos # 000055   1.00
45010200   000132

PERSONNEL SERVICES SPECIALIST/HR-SES
Pos # 000021   1.00
45010200   000132

TRAINING AND RESEARCH CONSULTANT
Pos # 000550   1.00
45010200   000132

General Services

OPERATIONS & MGMT CONSULTANT MGR - SES
Pos # 000058   1.00
45010200   000132

GOVERNMENT OPERATIONS CONSULTANT I
Pos # 000228   1.00
45400100   000132

ADMINISTRATIVE ASSISTANT II
Pos # 000974   1.00
45010200   000132

Purchasing

OPERATIONS & MGMT CONSULTANT MGR - SES
Pos # 000037   1.00
45010200   000132

PURCHASING SPECIALIST
Pos # 000549   1.00
45010200   000132

PURCHASING AGENT II
Pos # 000429   1.00
45010200   000132

PURCHASING ANALYST
Pos # 000050   1.00
45010200   000132

MANAGEMENT REVIEW SPECIALIST - SES
Pos # 000277   1.00
45010200   000132

DIVISION OF ADMINISTRATIVE SERVICES
Bureau of Planning, Budget & Financial Services

DIRECTOR OF ADMINISTRATIVE SERVICES
Pos # 000027
45010200   000132

CHIEF OF PLAN, BUDGET & FINANC SERV-DOS
Pos # 000448   1.00
45010200   000132

Planning & Budget

FINANCIAL ADMINISTRATOR - SES
Pos # 000305   1.00
45010200   000132

BUSINESS MANAGER III - SES
Pos # 000011   1.00
45010200   000132

ACCOUNTING SERVICES ANALYST D-SES
Pos # 000854   1.00
45010200   000132

Financial Services

ACCOUNTING SERVICES ADMINISTRATOR - SES
Pos # 000376   1.00
45010200   000132

ACCOUNTANT III
Pos # 000034   1.00
45010200   000132

ACCOUNTANT III
Pos # 000047   1.00
45010200   000132

ACCOUNTANT III - SES
Pos # 000548   1.00
45010200   000132

ACCOUNTANT IV
Pos # 000535   1.00
45010200   000132

ACCOUNTANT IV
Pos # 000881   1.00
45010200   000132

ACCOUNTANT I
Pos # 000293   1.00
45010200   000132

ACCOUNTING SERVICES ANALYST B-SES
Pos # 000212   1.00
45010200   000132

ACCOUNTING SYSTEMS ANALYST
Pos # 000678   1.00
45010200   000132

DIRECTOR OF ADMINISTRATIVE SERVICES
Pos # 000027
45010200   000132

Information Security

SYSTEMS PROGRAMMING ADMINISTRATOR - SES
Pos # 000992   1.00
45010200   000132

CHIEF OF DEPARTMENTAL INFO SYSTEMS
Pos # 000892   1.00
45010200   000132

ADMINISTRATIVE ASSISTANT I
Pos # 000095   1.00
45100200   000132

SYSTEMS PROGRAMMING ADMINISTRATOR - SES
Pos # 000750   1.00
45010200   261011

Strike Team & Project Development

PROJECT MANAGER
Pos # 000987   1.00
45010200   000132

SYSTEM PROJECT CONSULTANT
Pos # 000252   1.00
45010200   000132

APPLICATION SYSTEMS PROGRAMMER III
Pos # 000918   1.00
45010200   000132

DATA BASE CONSULTANT
Pos # 001014   1.00
45010200   261011

GOVERNMENT OPERATIONS CONSULTANT II
Pos # 000604   1.00
45010200   000132

COMPUTER PROGRAMMER
Pos # 000708   1.00
45010200   000132

COMPUTER PROGRAMMER ANALYST I
Pos # 000447   1.00
45010200   000132

APPLICATION SYSTEMS PROGRAMMER II
Pos # 000357   1.00
45010200   000132

Application Development

SYSTEMS PROGRAMMING ADMINISTRATOR - SES
Pos # 000993   1.00
45010200   000132

FVRS/OVR

APPLICATION SYSTEMS PROGRAMMER I
Pos # 001018   1.00
45010200   261011

COMPUTER PROGRAMMER ANALYST I
Pos # 000767   1.00
45010200   261011

APPLICATION SYSTEMS PROGRAMMER III
Pos # 001056   1.00
45010200   261011

APPLICATION SYSTEMS PROGRAMMER III
Pos # 001057   1.00
45010200   261011

APPLICATION SYSTEMS PROGRAMMER III
Pos # 000276   1.00
45010200   261011

APPLICATION SYSTEMS PROGRAMMER III
Pos # 001051   1.00
45010200   261011

GRANTS

APPLICATION SYSTEMS PROGRAMMER II
Pos # 000237   1.00
45010200   261013

APPLICATION SYSTEMS PROGRAMMER III
Pos # 000995   1.00
45010200   000132

CORP

APPLICATION SYSTEMS PROGRAMMER III
Pos # 000994   1.00
45010200   000132

SYSTEMS PROGRAMMING CONSULTANT
Pos # 000089   1.00
45010200   000132

APPLICATION SYSTEMS PROGRAMMER III
Pos # 000783   1.00
45300100   000132

APPLICATION SYSTEMS PROGRAMMER I
Pos # 000534   1.00
45010200   000132

REGULATORY SPECIALIST III
Pos # 000638   1.00
45300100   000132

DIRECTOR OF ADMINISTRATIVE SERVICES
Pos # 000027   1.00
45010200   000132

CHIEF OF DEPARTMENTAL INFO SYSTEMS
Pos # 000892   1.00
45010200   000132

Database Management

DATA PROCESSING MANAGER - SES
Pos # 001008   1.00
45100200   000132

DATA BASE CONSULTANT
Pos # 000167   1.00
45010200   261011

SYSTEMS PROGRAMMER III
Pos # 000962   1.00
45010200   261011

DATA BASE CONSULTANT
Pos # 001059   1.00
45010200   000132

Desktop Support

SYSTEMS PROGRAMMING ADMINISTRATOR - SES
Pos # 001060   1.00
45010200   000132

DISTRIBUTED COMPUTER SYSTEMS SPECIALIST
Pos # 000322   1.00
45010200   000132

DISTRIBUTED COMPUTER SYSTEMS ANALYST II
Pos # 000430   1.00
45010200   000132

DISTRIBUTED COMPUTER SYSTEMS ANALYST II
Pos # 000675   1.00
45010200   261013

DISTRIBUTED COMPUTER SYSTEMS SPECIALIST
Pos # 000444   1.00
45010200   000132

DISTRIBUTED COMPUTER SYSTEMS ANALYST
Pos # 000586   1.00
45010200   000132

Infrastructure/Network

NETWORK SYSTEMS ADMINISTRATOR - SES
Pos # 001058   1.00
45010200   000132

SYSTEMS PROGRAMMER I
Pos # 001013   1.00
45010200   261011

COMPUTER NETWORK SUPPORT SPECIALIST I
Pos # 000281   1.00
45010200   000132

DISTRIBUTED COMPUTER SYSTEMS SPECIALIST
Pos # 000788   1.00
45010200   000132

DISTRIBUTED COMPUTER SYSTEMS ANALYST
Pos # 000947   1.00
45010200   261011

SYSTEMS PROGRAMMER III
Pos # 001012   1.00
45010200   261011

SYSTEMS PROGRAMMER III
Pos # 001015   1.00
45010200   261011

SYSTEMS PROGRAMMER III
Pos # 001025   1.00
45010200   261011

DIVISION OF ELECTIONS
Office of Division Director

ASSISTANT SECRETARY FOR PROGRAMS
Pos # 000002   1.00
    45010200   000132

EXECUTIVE ASSISTANT I - SES
Pos # 000084   1.00
    45100200   000132

DIRECTOR OF ELECTIONS-DOS
Pos # 000083   1.00
    45100200   000132

SENIOR MANAGEMENT ANALYST II - SES
Pos # 001009   1.00
    45100200   000132

PROGRAM ADMINISTRATOR - SES
Pos # 001006   1.00
    45100200   000132

ADMINISTRATIVE ASSISTANT II
Pos # 001011   1.00
    45100200   261011

REGULATORY SPECIALIST III
Pos # 001045   1.00
    45100200   261011

GOVERNMENT OPERATIONS CONSULTANT II
Pos # 000091   1.00
    45100200   000132

REGULATORY SPECIALIST II
Pos # 001033   1.00
    45100200   000132

DOCUMENT SPECIALIST
Pos # 001038   1.00
    45100200   000132

DIVISION OF ELECTIONS
Bureau of Election Records

DIRECTOR OF ELECTIONS-DOS
Pos # 000083   1.00
45100200   000132

CHIEF OF ELECTION RECORDS-DOS
Pos # 000085   1.00
45100200   000132

ADMINISTRATIVE ASSISTANT II
Pos # 000014   1.00
45100200   000132

SENIOR MANAGEMENT ANALYST II - SES
Pos # 000372   1.00
45100200   000132

DOCUMENT SPECIALIST SUPERVISOR - SES
Pos # 000363   1.00
45100200   000132

REGULATORY SPECIALIST III
Pos # 000088   1.00
45100200   000132

REGULATORY SPECIALIST III
Pos # 001007   1.00
45100200   000132

DOCUMENT SPECIALIST
Pos # 000087   1.00
45100200   000132

STAFF ASSISTANT
Pos # 000952   1.00
45100200   000132

REGULATORY SPECIALIST I
Pos # 000983   1.00
45100200   000132

REGULATORY SPECIALIST I
Pos # 000984   1.00
45100200   000132

ADMINISTRATIVE ASSISTANT II
Pos # 000329   1.00
45100200   000132

STAFF ASSISTANT
Pos # 000775   1.00
45100200   000132

REGULATORY SPECIALIST I
Pos # 000099   1.00
45100200   000132

REGULATORY SPECIALIST II
Pos # 001053   1.00
45100200   000132

REGULATORY SPECIALIST II
Pos # 001054   1.00
45100200   000132

DIVISION OF ELECTIONS
BUREAU OF VOTING SYSTEMS CERTIFICATION

**DIRECTOR OF ELECTIONS-
DOS**

Pos # 000083   1.00
45100200   000132

**CHIEF OF VOTING SYSTEM
CERTIFICATION-DOS**

Pos # 000366   1.00
45100200   000132

REGULATORY SPECIALIST III

Pos # 000917   1.00
45100200   000132

**ADMINISTRATIVE
ASSISTANT II**

Pos # 000986   1.00
45100200   000132

**SENIOR MANAGEMENT
ANALYST II - SES**

Pos # 001041   1.00
45100200   261011

COMPUTER AUDIT ANALYST

Pos # 000924   1.00
45100200   000132

SYSTEMS PROGRAMMER III

Pos # 001005   1.00
45100200   000132

COMPUTER AUDIT ANALYST

Pos # 001052   1.00
45100200   261011

**SYSTEMS PROJECT
ANALYST**

Pos # 001022   1.00
45100200   261011

**DISTRIBUTED COMPUTER
SYSTEMS CONSULTANT**

Pos # 001031   1.00
45100200   261011

DIVISION OF ELECTIONS
Bureau of Voter Registration Services

DIRECTOR OF ELECTIONS-DOS
Pos # 000083   1.00
45100200   000132

CHIEF OF VOTER REGISTRATION SERVICES
Pos # 001019   1.00
45100200   261011

ADMINISTRATIVE ASSISTANT II
Pos # 001020   1.00
45100200   261011

REGULATORY SPECIALIST III
Pos # 001034   1.00
45100200   261011

REGULATORY SPECIALIST III
Pos # 001039   1.00
45100200   261011

SENIOR MANAGEMENT ANALYST SUPV - SES
Pos # 001016   1.00
45100200   261011

REGULATORY SPECIALIST II
Pos # 001029   1.00
45100200   261011

SENIOR MANAGEMENT ANALYST I - SES
Pos # 001026   1.00
45100200   261011

OPERATIONS & MGMT CONSULTANT II - SES
Pos # 000374   1.00
45100200   261011

REGULATORY SPECIALIST I
Pos # 001017   1.00
45100200   261011

REGULATORY SPECIALIST I
Pos # 001027   1.00
45100200   261011

REGULATORY SPECIALIST II
Pos # 001028   1.00
45100200   261011

REGULATORY SPECIALIST III
Pos # 001037   1.00
45100200   261011

REGULATORY SPECIALIST II
Pos # 001035   1.00
45100200   261011

REGULATORY SPECIALIST II
Pos # 001032   1.00
45100200   261011

REGULATORY SPECIALIST III
Pos # 001036   1.00
45100200   261011

REGULATORY SPECIALIST III
Pos # 001043   1.00
45100200   261011

REGULATORY SPECIALIST I
Pos # 000097   1.00
45100200   261011

REGULATORY SPECIALIST I
Pos # 001040   1.00
45100200   261011

REGULATORY SPECIALIST III
Pos # 001042   1.00
45100200   261011

REGULATORY SPECIALIST II
Pos # 001030   1.00
45100200   261011

REGULATORY SPECIALIST III
Pos # 001044   1.00
45100200   261011

DIVISION OF HISTORICAL RESOURCES
Office of Division Director

ASSISTANT SECRETARY FOR PROGRAMS
Pos # 000546
45010200   000132

DIRECTOR OF HISTORICAL RESOURCES-DOS
Pos # 000360   1.00
45200700   423003

EXECUTIVE ASSISTANT I - SES
Pos # 000340   1.00
45200700   423003

Statewide Education & Folklife Programs

ASSISTANT DIRECTOR OF HISTORICAL RESOURCES
Pos # 000694   1.00
45200700   423003

COMMUNITY ASSISTANCE CONSULTANT - SES
Pos # 001048   1.00
45200700   423003

EDITORIAL SUPERVISOR - SES
Pos # 000225   1.00
45200700   423003

HISTORIC PRESERVATIONIST SUPV - SES
Pos # 000218   1.00
45200700   423003

OPERATIONS & MGMT CONSULTANT MGR - SES
Pos # 000007   1.00
45200700   423003

HISTORIAN III
Pos # 001050   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000291   1.00
45200700   423003

HISTORIC PRESERVATION GRANTS SPECIALIST
Pos # 000543   1.00
45200700   423003

BUILDING CONSTRUCTION SPECIALIST
Pos # 000350   1.00
45200700   423003

HISTORIC PRESERVATION GRANTS SPECIALIST
Pos # 000618   1.00
45200700   423003

DIVISION OF HISTORICAL RESOURCES
Bureau of Historic Preservation

DIRECTOR OF HISTORICAL RESOURCES-DOS
Pos # 000360
45200700   423003

CHIEF OF HISTORIC PRESERVATION-DOS
Pos # 000206   1.00
45200700   423003

ADMINISTRATIVE ASSISTANT II - SES
Pos # 000220   1.00
45200700   423003

ARCHITECT
Pos # 000193   1.00
45200700   423003

COMMUNITY ASSISTANCE CONSULTANT
Pos # 000238   1.00
45200700   423003

HISTORIC PRESERVATIONIST SUPV - SES
Pos # 000331   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000309   1.00
45200700   423003

Museum Education Program Representative
Pos # 000544   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000330   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000373   1.00
45200700   423003

SENIOR ARCHITECT
Pos # 000617   1.00
45200700   423003

GEOGRAPHIC INFORMATION SYSTEM ADMIN-SES
Pos # 000352   1.00
45200700   423003

ADMINISTRATIVE ASSISTANT II - SES
Pos # 000625   1.00
45200700   423003

RECORDS SPECIALIST
Pos # 000244   1.00
45200700   423003

HISTORIC PRESERVATIONIST SUPV - SES
Pos # 000353   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000380   1.00
45200700   423003

COMMUNITY ASSISTANCE CONSULTANT
Pos # 000217   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000194   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000693   1.00
45200700   423003

HISTORIC PRESERVATIONIST
Pos # 000203   1.00
45200700   423003

DIVISION OF HISTORICAL RESOURCES
Bureau of Archaeological Research

DIRECTOR OF HISTORICAL RESOURCES-DOS
Pos # 000360
45200700   423003

CHIEF OF ARCHAEOLOGICAL RESEARCH-DOS
Pos # 000207   1.00
45200700   423003

Archaeological Research Section

Research & Conservation Section

ARCHAEOLOGY SUPERVISOR - SES
Pos # 000885   1.00
45200700   423003

SENIOR ARCHAEOLOGIST
Pos # 000886   1.00
45200700   423003

ARCHAEOLOGIST III
Pos # 000533   1.00
45200700   423003

SENIOR ARCHAEOLOGIST
Pos # 000292   1.00
45200700   423003

ARCHAEOLOGIST III
Pos # 000605   1.00
45200700   423003

ARCHAEOLOGY SUPERVISOR - SES
Pos # 000716   1.00
45200700   423003

SENIOR ARCHAEOLOGIST
Pos # 001061   1.00
45200700   423003

ARCHAEOLOGIST III
Pos # 001055   1.00
45200700   423003

SENIOR ARCHAEOLOGIST
Pos # 000211   1.00
45200700   423003

ARCHAEOLOGIST III
Pos # 000215   1.00
45200700   423003

SENIOR CLERK
Pos # 000681   1.00
45200700   000132

CONSERVATION LABORATORY SUPV - SES
Pos # 000332   1.00
45200700   423003

HISTORIC CONSERVATOR
Pos # 000351   1.00
45200700   423003

SENIOR ARCHAEOLOGIST
Pos # 000024   1.00
45200700   423003

LABORATORY TECHNICIAN IV
Pos # 000298   1.00
45200700   423003

DIVISION OF CORPORATIONS
Office of Division Director

ASSISTANT SECRETARY FOR PROGRAMS
Pos # 000002   1.00
45010200   000132

DIRECTOR OF CORPORATIONS-DOS
Pos # 000300   1.00
45300100   000132

ADMINISTRATIVE ASSISTANT II
Pos # 000795   1.00
45300100   000132

STAFF ASSISTANT
Pos # 000936   1.00
45300100   000132

SENIOR CLERK
Pos # 000769   1.00
45300100   000132

BUSINESS MANAGER II - SES
Pos # 000128   1.00
45300100   000132

OPERATIONS ANALYST II
Pos # 000905   1.00
45300100   000132

REGULATORY SPECIALIST I
Pos # 000040   1.00
45300100   000132

ACCOUNTANT III
Pos # 000336   1.00
45300100   000132

OPERATIONS & MGMT CONSULTANT I - SES
Pos # 000766   1.00
45300100   000132

DIRECTOR OF
CORPORATIONS-DOS
Pos # 000300
45300100 000132

CHIEF OF COMMERCIAL
RECORDING
Pos # 000108 1.00
45300100 000132

REGULATORY SPECIALIST III
Pos # 000965 1.00
45300100 000132

Business Organization Filing Section

SENIOR SECTION
ADMINISTRATOR - SES
Pos # 000111 1.00
45300100 000132

REGULATORY SPECIALIST III
Pos # 000129 1.00
45300100 000132

REGULATORY SPECIALIST III
Pos # 000316 1.00
45300100 000132

LICENSE ISSU/ELEC & CORP
RECD SPV II-SES
Pos # 000324 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000170 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000135 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000138 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000408 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000355 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000375 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000705 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000988 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000395 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000707 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000283 1.00
45300100 000132

REGULATORY SPECIALIST II
Pos # 000145 1.00
45300100 000132

CHIEF OF COMMERCIAL RECORDING
Pos # 000108   1.00
45300100   000132

SENIOR SECTION ADMINISTRATOR - SES
Pos # 000112   1.00
45300100   000132

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos # 000761   1.00
45300100   000132

SENIOR SECTION ADMINISTRATOR - SES
Pos # 000784   1.00
45300100   000132

SENIOR CLERK
Pos # 000354   1.00
45300100   000132

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos # 000359   1.00
45300100   000132

DOCUMENT SPECIALIST
Pos # 000687   1.00
45300100   000132

REGULATORY SPECIALIST I
Pos # 000164   1.00
45300100   000132

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos # 000168   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000148   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000719   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000141   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000765   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000146   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000710   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000989   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000883   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000159   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000406   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000282   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000119   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000894   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000120   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000133   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000321   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000763   1.00
45300100   000132

CHIEF OF COMMERCIAL RECORDING
Pos #   000108   1.00
45300100   000132

SENIOR SECTION ADMINISTRATOR - SES
Pos #   000333   1.00
45300100   000132

Registration Section   **Registration Section**

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos #   000338   1.00
45300100   000132

REGULATORY SPECIALIST III
Pos #   000792   1.00
45300100   000132

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos #   000339   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000396   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000046   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000790   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000904   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000968   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000315   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000969   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos #   000386   1.00
45300100   000132

DIVISION OF CORPORATIONS
Bureau of Commercial Information Services
(Page 1 of 2)

```
┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
     DIRECTOR OF
   CORPORATIONS-DOS
  Pos #  000300
     45300100      000132
└ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
```

CHIEF OF COMMERCIAL INFO SERVICES-DOS
Pos # 000166   1.00
45300100   000132

E-File/Internet Section

Records Certification Section

SENIOR SECTION ADMINISTRATOR - SES
Pos # 000043   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000966   1.00
45300100   000132

SENIOR SECTION ADMINISTRATOR - SES
Pos # 000113   1.00
45300100   000132

REGULATORY SPECIALIST III
Pos # 000939   1.00
45300100   000132

REGULATORY SPECIALIST III
Pos # 000691   1.00
45300100   000132

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos # 000117   1.00
45300100   000132

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos # 000327   1.00
45300100   000132

REGULATORY SPECIALIST III
Pos # 000764   1.00
45300100   000132

REGULATORY SPECIALIST III
Pos # 000785   1.00
45300100   000132

DOCUMENT SPECIALIST
Pos # 000358   1.00
45300100   000132

SENIOR CLERK
Pos # 000317   1.00
45300100   000132

REGULATORY SPECIALIST I
Pos # 000110   1.00
45300100   000132

REGULATORY SPECIALIST I
Pos # 000560   1.00
45300100   000132

REGULATORY SPECIALIST III
Pos # 000075   1.00
45300100   000132

REGULATORY SPECIALIST III
Pos # 000431   1.00
45300100   000132

DOCUMENT SPECIALIST
Pos # 000960   1.00
45300100   000132

DOCUMENT SPECIALIST
Pos # 000160   1.00
45300100   000132

REGULATORY SPECIALIST I
Pos # 000065   1.00
45300100   000132

REGULATORY SPECIALIST I
Pos # 000559   1.00
45300100   000132

DOCUMENT SPECIALIST
Pos # 000686   1.00
45300100   000132

DOCUMENT SPECIALIST
Pos # 000136   1.00
45300100   000132

REGULATORY SPECIALIST II
Pos # 000122   1.00
45300100   000132

REGULATORY SPECIALIST I
Pos # 000165   1.00
45300100   000132

DIRECTOR OF CORPORATIONS- DOS
Pos # 000300
45300100 000132

CHIEF OF COMMERCIAL INFO SERVICES-DOS
Pos # 000166 1.00
45300100 000132

SENIOR SECTION ADMINISTRATOR - SES
Pos # 000369 1.00
45300100 000132

Document Imaging Section

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos # 000780 1.00
45300100 000132

LICENSE ISSU/ELEC & CORP RECD SPV II-SES
Pos # 000637 1.00
45300100 000132

DOCUMENT SPECIALIST
Pos # 000042 1.00
45300100 000132

DOCUMENT SPECIALIST
Pos # 000303 1.00
45300100 000132

DOCUMENT SPECIALIST
Pos # 000152 1.00
45300100 000132

SENIOR CLERK
Pos # 000279 1.00
45300100 000132

DOCUMENT SPECIALIST
Pos # 000787 1.00
45300100 000132

DOCUMENT SPECIALIST
Pos # 000688 1.00
45300100 000132

SENIOR CLERK
Pos # 000706 1.00
45300100 000132

REGULATORY SPECIALIST I
Pos # 000941 1.00
45300100 000132

DOCUMENT SPECIALIST
Pos # 000942 1.00
45300100 000132

SENIOR CLERK
Pos # 000895 1.00
45010200 000132

DIVISION OF LIBRARY AND INFORMATION SERVICES
Office of Division Director

```
ASSISTANT SECRETARY
FOR PROGRAMS
Pos #  000546
   45010200          000132
```

```
DIR OF LIBRARY AND
INFORMATION SVCS-DOS
Pos #  000226          1.00
   45400100          000132
```

```
OPERATIONS & MGMT
CONSULTANT II - SES
Pos #  000229          1.00
   45400100          000132
```

```
INFORMATION SPECIALIST III

Pos #  000250          1.00
   45400100          261013
```

```
ADMINISTRATIVE
ASSISTANT I
Pos #  000302          1.00
   45400100          000132
```

```
GOVERNMENT OPERATIONS
CONSULTANT II- SES
Pos #  000565          1.00
   45400100          000132
```

DIVISION OF LIBRARY AND INFORMATION SERVICES
Bureau of Archives & Records Management
(Page 1 of 2)

DIR OF LIBRARY AND INFORMATION SVCS-DOS
Pos # 000226
45400100   000132

CHIEF OF ARCHIVES & RECORDS MGMT - DOS
Pos # 000341   1.00
45400100   000132

ADMINISTRATIVE ASSISTANT II
Pos # 000269   1.00
45400100   261013

Records Storage

SUPPORT SERVICES ADMINISTRATOR - SES
Pos # 000285   1.00
45400100   572001

RECORDS TECHNICIAN
Pos # 000306   1.00
45400100   572001

RECORDS ANALYST
Pos # 000071   1.00
45400100   572001

RECORDS TECHNICIAN
Pos # 000700   1.00
45400100   572001

RECORDS SPECIALIST
Pos # 000553   1.00
45400100   572001

RECORDS TECHNICIAN
Pos # 000757   1.00
45400100   572001

RECORDS SPECIALIST
Pos # 000955   1.00
45400100   572001

RECORDS SPECIALIST
Pos # 000954   1.00
45400100   572001

RECORDS SPECIALIST
Pos # 000310   1.00
45400100   572001

RECORDS ANALYST
Pos # 000243   1.00
45400100   572001

Archives Services

ARCHIVIST SUPERVISOR II - SES
Pos # 000696   1.00
45400100   000132

OPERATIONS ANALYST II
Pos # 000614   1.00
45400100   572001

ARCHIVIST III
Pos # 000343   1.00
45400100   000132

ARCHIVIST II
Pos # 000590   1.00
45400100   000132

ARCHIVIST I
Pos # 000268   1.00
45400100   000132

ARCHIVIST I
Pos # 000205   1.00
45400100   000132

ARCHIVIST I
Pos # 000204   1.00
45400100   000132

ARCHIVIST III
Pos # 000552   1.00
45400100   000132

ARCHIVIST II
Pos # 001046   1.00
45400100   572001

ARCHIVIST II
Pos # 000975   1.00
45400100   000132

Records Training

GOVERNMENT OPERATIONS CONSULTANT I
Pos # 000301   1.00
45400100   572001

GOVERNMENT OPERATIONS CONSULTANT II
Pos # 000307   1.00
45400100   000132

29 of 229

```
┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
    DIR OF LIBRARY AND
    INFORMATION SVCS-DOS
  Pos #  000226
      45400100        000132
└ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘

┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
   CHIEF OF ARCHIVES &
   RECORDS MGMT - DOS
  Pos #  000341        1.00
      45400100        000132
└ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
```

Archives Public Programs

ARCHIVIST SUPERVISOR II - SES
Pos # 000613   1.00
45400100   000132

ARCHIVIST III	ARCHIVIST II
Pos # 001047 1.00	Pos # 000192 1.00
45400100 261013	45400100 572001

ADMINISTRATIVE ASSISTANT I	ARCHIVIST III
Pos # 000258 1.00	Pos # 000344 1.00
45400100 261013	45400100 000132

ADMINISTRATIVE ASSISTANT I
Pos # 000736   1.00
45400100   261013

DIVISION OF LIBRARY AND INFORMATION SERVICES
Bureau of Library & Network Services

DIR OF LIBRARY AND INFORMATION SVCS-DOS
Pos # 000226
45400100   000132

CHIEF OF LIBRARY & NETWORK SERVICES-DOS
Pos # 000230   1.00
45400100   000132

LIBRARY PROGRAM ADMINISTRATOR - SES
Pos # 000256   1.00
45400100   000132

LIBRARY PROGRAM SPECIALIST
Pos # 000754   1.00
45400100   000132

LIBRARY PROGRAM SPECIALIST
Pos # 000241   1.00
45400100   000132

LIBRARIAN SPECIALIST
Pos # 000972   1.00
45400100   000132

LIBRARY PROGRAM ADMINISTRATOR - SES
Pos # 000245   1.00
45400100   000132

LIBRARY TECHNICAL ASSISTANT II
Pos # 000737   1.00
45400100   261013

LIBRARIAN
Pos # 000958   1.00
45400100   261013

LIBRARY TECHNICAL ASSISTANT II
Pos # 000069   1.00
45400100   261013

LIBRARIAN
Pos # 000866   1.00
45400100   261013

ADMINISTRATIVE ASSISTANT I
Pos # 000953   1.00
45400100   261013

LIBRARY TECHNICAL ASSISTANT II
Pos # 000739   1.00
45400100   261013

LIBRARIAN SPECIALIST
Pos # 000588   1.00
45400100   000132

```
┌ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┐
   DIR OF LIBRARY AND
│  INFORMATION SVCS-DOS │
   Pos #  000226
│  45400100      000132 │
└ ─ ─ ─ ─ ─ ─ ─ ─ ─ ┘
```

CHIEF OF LIBRARY DEVELOPMENT-DOS		ADMINISTRATIVE ASSISTANT III	
Pos # 000262	1.00	Pos # 000621	1.00
45400100	261013	45010200	261013

OPERATIONS & MGMT CONSULTANT II - SES	
Pos # 000619	1.00
45400100	261013

ADMINISTRATIVE ASSISTANT II	
Pos # 000271	1.00
45400100	261013

ADMINISTRATIVE ASSISTANT I	
Pos # 000622	1.00
45400100	261013

ADMINISTRATIVE ASSISTANT III	
Pos # 000236	1.00
45400100	261013

LIBRARY PROGRAM ADMINISTRATOR - SES	
Pos # 000884	1.00
45400100	261013

GOVERNMENT OPERATIONS CONSULTANT II	
Pos # 000929	1.00
45400100	261013

GOVERNMENT OPERATIONS CONSULTANT II	
Pos # 000118	1.00
45400100	261013

GOVERNMENT OPERATIONS CONSULTANT II	
Pos # 000265	1.00
45400100	261013

GOVERNMENT OPERATIONS CONSULTANT II	
Pos # 000856	1.00
45400100	261013

LIBRARY PROGRAM ADMINISTRATOR - SES	
Pos # 000263	1.00
45400100	261013

GOVERNMENT OPERATIONS CONSULTANT II	
Pos # 000646	1.00
45400100	261013

GOVERNMENT OPERATIONS CONSULTANT II	
Pos # 000200	1.00
45400100	261013

GOVERNMENT OPERATIONS CONSULTANT II	
Pos # 000652	1.00
45400100	261013

DIVISION OF CULTURAL AFFAIRS
Office of Division Director

ASSISTANT SECRETARY
FOR PROGRAMS
Pos # 000546
45010200   000132

DIRECTOR OF CULTURAL
AFFAIRS-DOS
Pos # 000636   1.00
45500300   000132

ADMINISTRATIVE
ASSISTANT III - SES
Pos # 000740   1.00
45500300   261014

ARTS CONSULTANT
Pos # 000732   1.00
45500300   261014

OPERATIONS & MGMT
CONSULTANT II - SES
Pos # 000859   1.00
45500300   000132

ARTS ADMINISTRATOR - SES
Pos # 000729   1.00
45500300   261014

GRANTS SPECIALIST V
Pos # 000635   1.00
45500300   000132

GRANTS SPECIALIST IV
Pos # 000862   1.00
45500300   261014

ARTS CONSULTANT
Pos # 000567   1.00
45500300   000132

ARTS CONSULTANT
Pos # 000730   1.00
45500300   261014

ARTS CONSULTANT
Pos # 000530   1.00
45500300   261014

ARTS CONSULTANT
Pos # 000734   1.00
45500300   261014

GRANTS SPECIALIST IV
Pos # 000032   1.00
45500300   000132

GRANTS SPECIALIST II
Pos # 000733   1.00
45500300   261014

ARTS CONSULTANT
Pos # 000606   1.00
45500300   000132

DIVISION OF CULTURAL AFFAIRS
Bureau of Historical Museums

DIRECTOR OF CULTURAL AFFAIRS-DOS
Pos # 000636
45500300   000132

CHIEF OF HISTORICAL MUSEUMS-DOS
Pos # 000347   1.00
45500300   423003

MUSEUM EDUCATION PROGRAM SUPV-SES
Pos # 000589   1.00
45500300   000132

MUSEUM EDUCATION PROGRAM REPRESENTATIVE
Pos # 000016   1.00
45500300   423003

VISITOR SERVICES/MUSEUM PRGRM SUPV - SES
Pos # 000304   1.00
45500300   000132

VISITOR SERVICES/MUSEUM PRGRM SUPV - SES
Pos # 000219   1.00
45500300   423003

OPERATIONS & MGMT CONSULTANT II - SES
Pos # 000202   1.00
45500300   423003

ADMINISTRATIVE ASSISTANT I
Pos # 000915   1.00
45500300   000132

COMMUNITY ASSISTANCE SPECIALIST II - SES
Pos # 000197   1.00
45500300   423003

MUSEUM PROGRAM MANAGER-SES
Pos # 000348   1.00
45500300   423003

MUSEUM ARTISAN
Pos # 000209   1.00
45500300   000132

MUSEUM EXHIBIT DESIGNER
Pos # 000699   1.00
45500300   423003

MUSEUM EXHIBIT DESIGNER
Pos # 000756   1.00
45500300   423003

MUSEUM ARTISAN
Pos # 000259   1.00
45500300   000132

MUSEUM ARTISAN
Pos # 000591   1.00
45500300   423003

MUSEUM PROGRAM MANAGER-SES
Pos # 000492   1.00
45500300   000132

SENIOR MUSEUM CURATOR
Pos # 000454   1.00
45500300   423003

SENIOR MUSEUM CURATOR
Pos # 000698   1.00
45500300   423003

SENIOR MUSEUM CURATOR
Pos # 000026   1.00
45500300   000132

SENIOR MUSEUM CURATOR
Pos # 000319   1.00
45500300   423003

SENIOR MUSEUM REGISTRAR
Pos # 000449   1.00
45500300   423003

STATE, DEPARTMENT OF

SECTION I: BUDGET			FISCAL YEAR 2017-18	
		OPERATING		FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			105,547,935	19,055,932
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			-4,699,394	-914,435
FINAL BUDGET FOR AGENCY			100,848,541	18,141,497

SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)				0
Elections Assistance And Oversight * **Number of elections work activities conducted**	2,840,867	4.38	12,451,011	
Historical Resource Protection * **Number of historic resources and archaeology activities conducted.**	941,048	12.75	12,002,990	6,172,551
Business Filings * **Number of business transactions processed.**	16,741,848	0.64	10,705,852	
State Library * **Number of state library, archives, and records managment activities conducted.**	352,995	115.18	40,656,371	
State Historic Museums * **Number of museum activities conducted**	1,616	1,151.99	1,861,610	
Cultural Program Education And Outreach * **Number of attendees at webinars, workshops, presentations, cultural events, exhibits facilitated**	32,187,975	0.59	18,886,020	11,645,088
TOTAL			96,563,854	17,817,639

SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES				
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				
OTHER				
REVERSIONS			4,284,715	323,858
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			100,848,569	18,141,497

SCHEDULE XI/EXHIBIT VI: AGENCY-LEVEL UNIT COST SUMMARY

(1) Some activity unit costs may be overstated due to the allocation of double budgeted items.

(2) Expenditures associated with Executive Direction, Administrative Support and Information Technology have been allocated based on FTE. Other allocation methodologies could result in significantly different unit costs per activity.

(3) Information for FCO depicts amounts for current year appropriations only. Additional information and systems are needed to develop meaningful FCO unit costs.

(4) Final Budget for Agency and Total Budget for Agency may not equal due to rounding.

Schedule XIV
Variance from Long Range Financial Outlook

Agency: <u>Department of State</u>   Contact: <u>Austin Stowers 850-245-6509</u>

Article III, Section 19(a)3, Florida Constitution, requires each agency Legislative Budget Request to be based upon and reflect the long range financial outlook adopted by the Joint Legislative Budget Commission or to explain any variance from the outlook.

1) Does the long range financial outlook adopted by the Joint Legislative Budget Commission in September 2018 contain revenue or expenditure estimates related to your agency?

   Yes | **X** | No | |

2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2019-2020 and list the amount projected in the long range financial outlook and the amounts projected in your Schedule I or budget request.

| | Issue (Revenue or Budget Driver) | R/B* | FY 2019-20 Estimate/Request Amount | |
			Long Range Financial Outlook	Legislative Budget Request
a	Division of Cultural Affairs Grants	B	$ 28,300,000	$ 7,930,628
b	Division of Historical Resources Grants	B	$ 11,000,000	$ 719,483
c	Division of Library and Information Services Grants	B	$ 6,400,000	$ 4,994,762
d	Elections	B	$ 3,500,000	$ 7,917,048

3) If your agency's Legislative Budget Request does not conform to the long range financial outlook with respect to the revenue estimates (from your Schedule I) or budget drivers, please explain the variance(s) below.

The Department of State Legislative Budget Request includes a $7,917,408 recurring fund shift from the Federal Grants Trust Fund (HAVA) to General Revenue. HAVA funding has been the primary source of elections funds since 2003-04, however they will be depleted this fiscal year thus requiring a shift to GR. This action is necessary for the continued operation of the Division of Elections and ancillary support functions.

* R/B = Revenue or Budget Driver

SCHEDULE XV:
CONTRACT INFORMATION FOR EACH CONTRACT IN WHICH THE
CONSIDERATION TO BE PAID TO THE AGENCY IS A PERCENTAGE OF
THE VENDOR REVENUE AND IN EXCESS OF $10 MILLION

Contact Information
Agency: FLORIDA DEPARTMENT OF STATE
Name: BRENDA L. VORISEK, DIRECTOR, DIVISION OF CORPORATIONS
Phone: (850) 245-6911
E-mail address: Brenda.Vorisek@DOS.MyFlorida.com

1.	Vendor Name

Image API, Inc.

2.	Brief description of services provided by the vendor.

Serves as the Filing Office/Officer for the Florida Secured Transaction Registry. Responsible for all Uniform Commercial Code filing activities. Duties include developing programs, maintaining databases and website, processing filings, depositing fees, and interacting with the public in person and via telephone.

3.	Contract terms and years remaining.

January 1, 2017 – December 31, 2021

4.	Amount of revenue generated	
Prior Fiscal Year $6,320,885 17/18	Current Fiscal Year $6,320,885 18/19	Next Fiscal Year (Request Year) $6,320,885 19/20

5.	Amount of revenue remitted	
Prior Fiscal Year $4,732,010 17/18	Current Fiscal Year $4,732,392 18/19	Next Fiscal Year (Request Year) $4,732,392 19/20

6. Value of capital improvement
N/A

7. Remaining amount of capital improvement
N/A

8.	Amount of state appropriations	
Prior Fiscal Year N/A	Current Fiscal Year N/A	Next Fiscal Year (Request Year) N/A

Office of the Secretary & Administrative Services

Schedule I Series

```
--------------------------------------------------------------------------------------------------------
                                                        COL A01        COL A02        COL A03        COL A04
                                                        ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                        EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                        ------------   ------------   ------------   ------------

STATE, DEPT OF             45000000
PGM: SECRETARY/ADMIN SVCS  45010000
EXECUTIVE DIR/SUPPORT SVCS 45010200

FUND: FEDERAL GRANTS TRUST FUND    2261

SECTION I: DETAIL OF REVENUES
                      REVENUE CAP SVC   AUTH      MATCHING %     CFDA
                       CODE      CHG%    ST   I/C LOC  I/C   NO.

                                                        ------------   ------------   ------------   ------------

    TOTAL TO LINE B IN SECTION IV
                                                        ============   ============   ============   ============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                        OBJECT  TRANSFER  CFDA
                                         CODE    TO  BE    NO.

04 BUDGET ENTITY TRANSFER IN 45100200/2261   810000  45010200     1,167,736-     1,262,102-
05 BUDGET ENTITY TRANSFER IN 45400100/2261   810000  45010200       178,964-       187,306-       184,464-
                                                        ------------   ------------   ------------   ------------

    TOTAL TO LINE E IN SECTION IV                         1,346,700-     1,449,408-       184,464-
                                                        ============   ============   ============   ============


SECTION III: ADJUSTMENTS
                                        OBJECT
                                         CODE

                                                        ------------   ------------   ------------   ------------

    TOTAL TO LINE H IN SECTION IV
                                                        ============   ============   ============   ============


SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1                (A)
  ADD: REVENUES (FROM SECTION I)                (B)
TOTAL FUNDS AVAILABLE (LINE A + LINE B)         (C)
  LESS: OPERATING EXPENDITURES                  (D)       1,346,700      1,449,408        184,464
  LESS: NONOPERATING EXPENDITURES (SECTION II)  (E)       1,346,700-     1,449,408-       184,464-
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)       (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ  (G)
  NET ADJUSTMENTS (FROM SECTION III)            (H)
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30      (I)
```

```
------------------------------------------------------------------------------------------------------
                                                  COL A01       COL A02       COL A03       COL A04
                                                  ACT PR YR     CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                  EXP 2017-18   EXP 2018-19   FY 2019-20    FY 2019-20
                                                  ------------- ------------- ------------- -------------
STATE, DEPT OF                45000000
PGM: SECRETARY/ADMIN SVCS     45010000
EXECUTIVE DIR/SUPPORT SVCS    45010200

FUND: LAND ACQUISITION TF           2423

SECTION I: DETAIL OF REVENUES
                        REVENUE CAP SVC    AUTH        MATCHING %    CFDA
                          CODE      CHG%        ST   I/C LOC  I/C    NO.

                                                  ------------- ------------- ------------- -------------

   TOTAL TO LINE B IN SECTION IV
                                                  ============= ============= ============= =============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                           OBJECT   TRANSFER  CFDA
                                           CODE     TO BE     NO.

01 TRANSFER IN FROM 45200700/2423          810000   45010200          39,200-       67,733-       67,733-
                                                  ------------- ------------- ------------- -------------

   TOTAL TO LINE E IN SECTION IV                           39,200-       67,733-       67,733-
                                                  ============= ============= ============= =============

SECTION III: ADJUSTMENTS
                                           OBJECT
                                           CODE

                                                  ------------- ------------- ------------- -------------

   TOTAL TO LINE H IN SECTION IV
                                                  ============= ============= ============= =============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1               (A)
  ADD: REVENUES (FROM SECTION I)               (B)
TOTAL FUNDS AVAILABLE (LINE A + LINE B)         (C)
  LESS: OPERATING EXPENDITURES                 (D)            39,200        67,733        67,733
  LESS: NONOPERATING EXPENDITURES (SECTION II) (E)            39,200-       67,733-       67,733-
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)      (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ (G)
  NET ADJUSTMENTS (FROM SECTION III)           (H)
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30     (I)
```

```
----------------------------------------------------------------------------------------------------------------
                                                             COL A01        COL A02        COL A03        COL A04
                                                             ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                             EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                             ------------   ------------   ------------   ------------
STATE, DEPT OF                45000000
PGM: SECRETARY/ADMIN SVCS     45010000
EXECUTIVE DIR/SUPPORT SVCS    45010200

FUND: RECORDS MANAGEMENT TF         2572

SECTION I: DETAIL OF REVENUES
                      REVENUE CAP SVC    AUTH      MATCHING %     CFDA
                       CODE      CHG%     ST   I/C LOC  I/C   NO.

                                                             ------------   ------------   ------------   ------------

     TOTAL TO LINE B IN SECTION IV

                                                             ============   ============   ============   ============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                        OBJECT   TRANSFER  CFDA
                                         CODE     TO BE     NO.

02 BUDGET ENTITY TRANSFER IN 45400100/2572    810000  45010200            89,098-        99,341-        99,728-
                                                             ------------   ------------   ------------   ------------

     TOTAL TO LINE E IN SECTION IV                           89,098-        99,341-        99,728-
                                                             ============   ============   ============   ============

SECTION III: ADJUSTMENTS
                                        OBJECT
                                         CODE

                                                             ------------   ------------   ------------   ------------

     TOTAL TO LINE H IN SECTION IV

                                                             ============   ============   ============   ============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1              (A)
  ADD: REVENUES (FROM SECTION I)             (B)
TOTAL FUNDS AVAILABLE (LINE A + LINE B)       (C)
  LESS: OPERATING EXPENDITURES               (D)            89,098         99,341         99,728
  LESS: NONOPERATING EXPENDITURES (SECTION II) (E)          89,098-        99,341-        99,728-
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)    (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ (G)
  NET ADJUSTMENTS (FROM SECTION III)         (H)
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   (I)
```

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BAL

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Federal Grants Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2261

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	**21,846,777**	(A)		21,846,777
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	13,327,695	(C)		13,327,695
ADD: Outstanding Accounts Receivable	1,911	(D)		1,911
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	**35,176,383**	(F)	0	35,176,383
LESS: Allowances for Uncollectibles	20	(G)		20
LESS: Approved "A" Certified Forwards	579,366	(H)		579,366
Approved "B" Certified Forwards	410,939	(H)		410,939
Approved "FCO" Certified Forwards		(H)		0
LESS: Other Accounts Payable (Nonoperating)	10,469	(I)	1,418	11,887
LESS: _____		(J)		0
Unreserved Fund Balance, 07/01/18	**34,175,589**	(K)	(1,418)	34,174,171 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal
year and Line A for the following year.

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BAL

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Land Acquisition Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2423

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,601,201	(A)		1,601,201
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	0	(C)		0
ADD: Outstanding Accounts Receivable	0	(D)	342,842	342,842
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	1,601,201	(F)	342,842	1,944,043
LESS: Allowances for Uncollectibles	0	(G)		0
LESS: Approved "A" Certified Forwards	774,979	(H)	0	774,979
Approved "B" Certified Forwards	453,545	(H)		453,545
Approved "FCO" Certified Forwards	152,970	(H)		152,970
LESS: Other Accounts Payable (Nonoperating)		(I)	151	151
LESS: SWFS Adjustment for Svc Chg to GR		(J)	0	0
Unreserved Fund Balance, 07/01/18	219,707	(K)	342,691	562,398 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal
   year and Line A for the following year.

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Records Management Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2572

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	833,252	(A)		833,252
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	0	(C)		0
ADD: Outstanding Accounts Receivable	138,754	(D)	12,954	151,708
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	972,006	(F)	**12,954**	984,960
LES Allowances for Uncollectibles	0	(G)		0
LES Approved "A" Certified Forwards	333	(H)		333
Approved "B" Certified Forwards	23,550	(H)		23,550
Approved "FCO" Certified Forwards		(H)		0
LESS: Other Accounts Payable (Nonoperating)		(I)	6,979	6,979
LESS: SWFS Adjustment for Svc Chg to GR		(J)	0	0
Unreserved Fund Balance, 07/01/18	**948,123**	(K)	5,975	954,098 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

Office of Policy and Budget - July 2013

FLORIDA DEPARTMENT *of* STATE

Elections

Schedule I Series

			COL A01 ACT PR YR EXP 2017-18	COL A02 CURR YR EST EXP 2018-19	COL A03 AGY REQUEST FY 2019-20	COL A04 AGY REQ N/R FY 2019-20

```
STATE, DEPT OF            45000000
PGM: ELECTIONS            45100000
ELECTIONS_____ 45100200
```

FUND: FEDERAL GRANTS TRUST FUND   2261

SECTION I: DETAIL OF REVENUES

	REVENUE CODE	CAP	SVC CHG%	AUTH	MATCHING % ST I/C LOC I/C	CFDA NO.				

02 INTEREST-STATE TREASURY

	000504	NO	0.0	17.61	0.00 0.00		94,904	416,296	293,212	

04 GRANTS-HAVA

	000700	NO	0.0	97.012	5.00 C 0.00	90.401	19,187,003			1,904,140

TOTAL TO LINE B IN SECTION IV	19,281,907	416,296	293,212	1,904,140

SECTION II: DETAIL OF NONOPERATING EXPENDITURES

	OBJECT CODE	TRANSFER TO BE	CFDA NO.				

				COL A01	COL A02	COL A03	COL A04
03 TRANSFER TO FDLE, 2261, HAVA	811000	71700100		133,390	133,390	133,390	
07 REFUND NONSTATE REVENUES	860000			10,326			
13 BUDGET ENTITY TRANSFER OUT 45010200/2261	810000	45010200		1,167,736	1,262,102		
14 ASSESSMENT ON INVESTMENTS	840000			220,896-			

TOTAL TO LINE E IN SECTION IV	1,090,556	1,395,492	133,390	

SECTION III: ADJUSTMENTS

	OBJECT CODE				
03 SEPTEMBER 2017 CF REVERSIONS	991000	58,822			
04 ADJ TO LINE A PY CF "B" ENCUM	991000	1,074,263-			
06 SEPTEMBER 2018 CF REVERSIONS	991000		2,034,179		
11 FINANCIAL STATEMENT ADJUSTMENT	991000	223,332			

TOTAL TO LINE H IN SECTION IV	792,109-	2,034,179		

                                                          COL A01   COL A02   COL A03   COL A04
                                                          ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                          EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                          ------------- ------------- ------------- -------------

STATE, DEPT OF   45000000
PGM: ELECTIONS   45100000
ELECTIONS_____ 45100200

FUND: FEDERAL GRANTS TRUST FUND   2261

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1   (A)   22,576,033   32,585,057   22,300,195
  ADD: REVENUES (FROM SECTION I)   (B)   19,281,907   416,296   293,212   1,904,140
TOTAL FUNDS AVAILABLE (LINE A + LINE B)   (C)   41,857,940   33,001,353   22,593,407   1,904,140
  LESS: OPERATING EXPENDITURES   (D)   7,390,218   11,339,845   4,300,000   4,300,000
  LESS: NONOPERATING EXPENDITURES (SECTION II)(E)   1,090,556   1,395,492   133,390
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)   (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ(G)   33,377,166   20,266,016   18,160,017
  NET ADJUSTMENTS (FROM SECTION III)   (H)   792,109-   2,034,179
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   (I)   32,585,057   22,300,195   18,160,017

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                    FUNDING SOURCE
                                     STATE(S)   RESTRICTED(R)
                                    NONSTATE(N)   UNRESTRICTED(U)

01 FEDERAL HELP AMERICA VOTE ACT   N   R   32,585,057   22,300,195   18,160,017
                                                                    ------------- ------------- ------------- -------------

   ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   32,585,057   22,300,195   18,160,017
                                                                    ============= ============= ============= =============

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Federal Grants Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2261

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	21,846,777	(A)		21,846,777
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	13,327,695	(C)		13,327,695
ADD: Outstanding Accounts Receivable	1,911	(D)		1,911
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	35,176,383	(F)	0	35,176,383
LESS Allowances for Uncollectibles	20	(G)		20
LESS Approved "A" Certified Forwards	579,366	(H)		579,366
Approved "B" Certified Forwards	410,939	(H)		410,939
Approved "FCO" Certified Forwards		(H)		0
LESS: Other Accounts Payable (Nonoperating)	10,469	(I)	1,418	11,887
LESS: _____		(J)		0
Unreserved Fund Balance, 07/01/18	34,175,589	(K)	(1,418)	34,174,171 **

Notes:

    *SWFS = Statewide Financial Statement

    ** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

Office of Policy and Budget - July 2013

FLORIDA DEPARTMENT *of* STATE

Historical Resources

Schedule I Series

```
---------------------------------------------------------------------------------------------------------------------
                                                                 COL A01        COL A02        COL A03        COL A04
                                                                 ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                                 EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                                 ------------   ------------   ------------   ------------
STATE, DEPT OF              45000000
PGM: HISTORICAL RESOURCES   45200000
HISTORICAL RESOURCES        45200700

FUND: FEDERAL GRANTS TRUST FUND    2261

SECTION I: DETAIL OF REVENUES
                  REVENUE CAP SVC    AUTH        MATCHING %     CFDA
                  CODE        CHG%        ST   I/C LOC  I/C     NO.

05 DOT TRANSFER IN FROM 2540
                  001510 NO  0.0   267.031   0.00     0.00    20.205      120,475        240,950
07 NAT'L PARK SERVICE
                  000700 NO  0.0   267.031  60.00 C  40.00 C  15.904    1,092,268      1,082,678      1,082,678
08 NPS EMERGENCY HPF
                  000700 NO  0.0   267.031   0.00     0.00    15.904                                 10,432,724     10,432,724
10 NAT'L ENDOWMENT F/ARTS
                  000700 NO  0.0   267.031   0.00     0.00    45.025       45,870         35,000         70,000
30 NATIONAL MARITIME HERITAGE GRANT
                  000700 NO  0.0   267.031   0.00   100.00 C  15.925      116,510         75,734         76,000
                                                                      ------------   ------------   ------------   ------------
   TOTAL TO LINE B IN SECTION IV                                         1,375,123      1,434,362     11,661,402     10,432,724
                                                                      ============   ============   ============   ============

SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                         OBJECT   TRANSFER   CFDA
                                         CODE     TO   BE    NO.

04 REFUND NONSTATE REVENUES              860000                            278
                                                                      ------------   ------------   ------------   ------------
   TOTAL TO LINE E IN SECTION IV                                           278
                                                                      ============   ============   ============   ============

SECTION III: ADJUSTMENTS
                                         OBJECT
                                         CODE

02 SEPTEMBER 2017 CERT FORWARD/REVERSIONS   991000                      29,222
03 SEPTEMBER 2018 CERT FORWARD/REVERSIONS   991000                                      93,206
06 SWFS ADJUSTMENT #B4500003-ADJ TF FROM DOT 991000                    107,823
08 ADJ TO LINE A - PY CF B ENC              991000                       1,316-
                                                                      ------------   ------------   ------------   ------------
   TOTAL TO LINE H IN SECTION IV                                        135,729         93,206
                                                                      ============   ============   ============   ============
```

                                                          COL A01   COL A02   COL A03   COL A04
                                                          ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                          EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                          ------------   ------------   ------------   ------------

STATE, DEPT OF   45000000
PGM: HISTORICAL RESOURCES   45200000
HISTORICAL RESOURCES   45200700

FUND: FEDERAL GRANTS TRUST FUND   2261

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1   (A)   48,680   142,213   256,307
  ADD: REVENUES (FROM SECTION I)   (B)   1,375,123   1,434,362   11,661,402   10,432,724
TOTAL FUNDS AVAILABLE (LINE A + LINE B)   (C)   1,423,803   1,576,575   11,917,709   10,432,724
  LESS: OPERATING EXPENDITURES   (D)   1,417,041   1,413,474   2,608,031   1,432,724
  LESS: NONOPERATING EXPENDITURES (SECTION II) (E)   278
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)   (F)   9,000,000   9,000,000
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ (G)   6,484   163,101   309,678
  NET ADJUSTMENTS (FROM SECTION III)   (H)   135,729   93,206
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   (I)   142,213   256,307   309,678

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                       FUNDING SOURCE
                                    STATE(S)   RESTRICTED(R)
                                  NONSTATE(N)   UNRESTRICTED(U)

02 NATIONAL PARK SERVICE   N   R   142,213   256,307   309,678
                                                              ------------   ------------   ------------   ------------

   ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   142,213   256,307   309,678
                                                              ============   ============   ============   ============

                                                           COL A01   COL A02   COL A03   COL A04
                                                           ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                           EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                           ------------   ------------   ------------   ------------

STATE, DEPT OF   45000000
PGM: HISTORICAL RESOURCES   45200000
HISTORICAL RESOURCES   45200700

FUND: GRANTS AND DONATIONS TF   2339

SECTION I: DETAIL OF REVENUES
                        REVENUE CAP SVC   AUTH   MATCHING %   CFDA
                        CODE   CHG%   ST   I/C LOC I/C NO.

51 BP VIVA FLORIDA GRANT
                        001111 NO 0.0   265.284   0.00   0.00   200,000
53 NAT'L PARK SERVICE
                        007000 NO 8.0   267   0.00   0.00   609
                                                           ------------   ------------   ------------   ------------

    TOTAL TO LINE B IN SECTION IV   200,609
                                                           ============   ============   ============   ============

SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                          OBJECT   TRANSFER CFDA
                                          CODE   TO BE   NO.

01 SERVICE CHARGE TO GENERAL REVENUE   880800   18,000
07 BE TR TO 45400100/2339   810000   45400100   3,005
52 BUDGET ENTITY TRANSFER OUT 45500300/2339 810000 45500300   334,266
                                                           ------------   ------------   ------------   ------------

    TOTAL TO LINE E IN SECTION IV   355,271
                                                           ============   ============   ============   ============

SECTION III: ADJUSTMENTS
                                          OBJECT
                                          CODE

61 FINANCIAL STATEMENT ADJUSTMENT   991000   176,000-
                                                           ------------   ------------   ------------   ------------

    TOTAL TO LINE H IN SECTION IV   176,000-
                                                           ============   ============   ============   ============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1   (A)   478,874   62   62
  ADD: REVENUES (FROM SECTION I)   (B)   200,609
TOTAL FUNDS AVAILABLE (LINE A + LINE B)   (C)   679,483   62   62
  LESS: OPERATING EXPENDITURES   (D)   148,150
  LESS: NONOPERATING EXPENDITURES (SECTION II) (E)   355,271
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)   (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ (G)   176,062   62   62
  NET ADJUSTMENTS (FROM SECTION III)   (H)   176,000-

                                                                 COL A01   COL A02   COL A03   COL A04
                                                                 ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                                 EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                                 ------------- ------------- ------------- -------------
STATE, DEPT OF   45000000
PGM: HISTORICAL RESOURCES   45200000
HISTORICAL RESOURCES   45200700

FUND: GRANTS AND DONATIONS TF   2339

SECTION IV: SUMMARY

ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   (I)   62   62   62

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                          FUNDING SOURCE
                                      STATE(S)   RESTRICTED(R)
                                      NONSTATE(N)   UNRESTRICTED(U)

01 GRANT FUNDS   S   U   62   62   62
                                                                 ------------- ------------- ------------- -------------

     ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   62   62   62
                                                                 ============= ============= ============= =============

```
                                                              COL A01        COL A02        COL A03        COL A04
                                                              ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                              EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                              ------------   ------------   ------------   ------------

STATE, DEPT OF             45000000
PGM: HISTORICAL RESOURCES  45200000
HISTORICAL RESOURCES       45200700

FUND: LAND ACQUISITION TF         2423

SECTION I: DETAIL OF REVENUES
                    REVENUE CAP SVC   AUTH      MATCHING %     CFDA
                    CODE        CHG%        ST   I/C LOC  I/C   NO.

02 ROYALTIES
                    000115 NO  8.0  267.031   0.00     0.00            461            500            500
03 RESTITUTION PENALTIES FINES
                    001200 NO  0.0  215.31    0.00     0.00          3,732          3,000          3,000
04 INTEREST GRANTS REVENUE
                    000500 NO  0.0  215.31    0.00     0.00              3
05 FEES, CHARGES, COMMISSIONS AND SALES
                    000100 YES 0.0  215.31    0.00     0.00        451,896
07 LAND ACQUISITION TRUST FUND-DEP
                    001500 NO  0.0   20.106   0.00     0.00      9,500,000      9,500,000      9,500,000        719,483
08 UNDERWATER EXPL/SALVAGE
                    000100 YES 8.0  267.031   0.00     0.00            600
                                                                ------------   ------------   ------------   ------------

   TOTAL TO LINE B IN SECTION IV                                9,956,692      9,503,500      9,503,500        719,483
                                                                ============   ============   ============   ============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                        OBJECT   TRANSFER  CFDA
                                        CODE     TO  BE     NO.

08 TRANSFER TO GENERAL REVENUE-SERV CHRG  880800                          236            280            280
09 BUDGET ENTITY TRANSFER OUT 45500300/2423 810000  45500300        1,517,444      1,534,990      1,539,749
10 BUDGET ENTITY TRANSFER OUT 45010200/2423 810000  45010200           39,200         67,733         67,733
11 5% TRUST FUND RESERVE                  999000                                                        475,000
12 REFUND STATE REVENUE                   860000                        8,691
13 TRANSFER TO DEP FOR REVERSIONS         810000  37500300          661,757
                                                                ------------   ------------   ------------   ------------

   TOTAL TO LINE E IN SECTION IV                                2,227,328      1,603,003      2,082,762
                                                                ============   ============   ============   ============


SECTION III: ADJUSTMENTS
                                        OBJECT
                                        CODE

01 2017 CF REVERSIONS                     991000                    216,892
04 APPROVED FCO ITEMS                     991000                    152,970
06 ADJ TO LINE A - PY CF ENCUMBRANCES     991000                    484,292-
07 2018 CF REVERSIONS                     991000                                   552,286
```

```
-------------------------------------------------------------------------------------------------------------------
                                                          COL A01        COL A02        COL A03        COL A04
                                                          ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                          EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                          -------------  -------------  -------------  -------------

STATE, DEPT OF              45000000
PGM: HISTORICAL RESOURCES   45200000
HISTORICAL RESOURCES        45200700

FUND: LAND ACQUISITION TF        2423


SECTION III: ADJUSTMENTS
                                          OBJECT
                                           CODE

08 FINANCIAL STATEMENT ADJUSTMENT          991000            1,255,536-
                                                          -------------  -------------  -------------  -------------

    TOTAL TO LINE H IN SECTION IV                           1,369,966-       552,286
                                                          =============  =============  =============  =============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1              (A)            1,512,943        562,398      1,172,229
  ADD: REVENUES (FROM SECTION I)             (B)            9,956,692      9,503,500      9,503,500        719,483
TOTAL FUNDS AVAILABLE (LINE A + LINE B)      (C)           11,469,635     10,065,898     10,675,729        719,483
  LESS: OPERATING EXPENDITURES               (D)            7,309,943      7,842,952      8,576,744        719,483
  LESS: NONOPERATING EXPENDITURES (SECTION II) (E)          2,227,328      1,603,003      2,082,762
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)    (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ (G)          1,932,364        619,943         16,223
  NET ADJUSTMENTS (FROM SECTION III)         (H)            1,369,966-       552,286
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   (I)              562,398      1,172,229         16,223


-------------------------------------------------------------------------------------------------------------------

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                          FUNDING SOURCE
                                          STATE(S)     RESTRICTED(R)
                                          NONSTATE(N)  UNRESTRICTED(U)

01 TRANSFER IN DEP LAND MANAGEMENT           S            U               562,398      1,172,229         16,223
                                                          -------------  -------------  -------------  -------------

    ADJUSTED UNRESERVED FUND BALANCE - JUNE 30                            562,398      1,172,229         16,223
                                                          =============  =============  =============  =============
```

```
-----------------------------------------------------------------------------------------------------------------
                                                                COL A01        COL A02        COL A03        COL A04
                                                                ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                                EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                                ------------   ------------   ------------   ------------

STATE, DEPT OF               45000000
PGM: HISTORICAL RESOURCES    45200000
HISTORICAL RESOURCES         45200700

FUND: OPERATING TRUST FUND        2510

SECTION I: DETAIL OF REVENUES
                         REVENUE CAP SVC    AUTH       MATCHING %      CFDA
                          CODE       CHG%          ST   I/C LOC  I/C   NO.

05 TRANSFERS IN FROM DOT
                         001510 NO  0.0   267.061   0.00     0.00    20.205                                 246,000
                                                                     ------------   ------------   ------------   ------------

     TOTAL TO LINE B IN SECTION IV                                                                          246,000
                                                                     ============   ============   ============   ============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                               OBJECT   TRANSFER  CFDA
                                               CODE     TO BE     NO.

                                                                     ------------   ------------   ------------   ------------

     TOTAL TO LINE E IN SECTION IV
                                                                     ============   ============   ============   ============


SECTION III: ADJUSTMENTS
                                               OBJECT
                                               CODE

                                                                     ------------   ------------   ------------   ------------

     TOTAL TO LINE H IN SECTION IV
                                                                     ============   ============   ============   ============


SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1                    (A)
  ADD: REVENUES (FROM SECTION I)                    (B)                                                     246,000
TOTAL FUNDS AVAILABLE (LINE A + LINE B)             (C)                                                     246,000
  LESS: OPERATING EXPENDITURES                      (D)                                                     246,000
  LESS: NONOPERATING EXPENDITURES (SECTION II)      (E)
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)           (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ      (G)
  NET ADJUSTMENTS (FROM SECTION III)                (H)
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30          (I)
```

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BAL

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Federal Grants Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2261

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	21,846,777	(A)		21,846,777
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	13,327,695	(C)		13,327,695
ADD: Outstanding Accounts Receivable	1,911	(D)		1,911
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	35,176,383	(F)	0	35,176,383
LESS: Allowances for Uncollectibles	20	(G)		20
LESS: Approved "A" Certified Forwards	579,366	(H)		579,366
Approved "B" Certified Forwards	410,939	(H)		410,939
Approved "FCO" Certified Forwards		(H)		0
LESS: Other Accounts Payable (Nonoperating)	10,469	(I)	1,418	11,887
LESS: _____		(J)		0
Unreserved Fund Balance, 07/01/18	34,175,589	(K)	(1,418)	34,174,171 **

Notes:

   *SWFS = Statewide Financial Statement

   **** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal
       year and Line A for the following year.**

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2019 - 2020

Department Title:	Department of State
Trust Fund Title:	Grants and Donations
Budget Entity:	Department Level - Combined Report
LAS/PBS Fund Number:	2339

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	330,225	(A)		330,225	
ADD: Other Cash (See Instructions)		(B)		0	
ADD: Investments	0	(C)		0	
ADD: Outstanding Accounts Receivable	1,558	(D)		1,558	
ADD: _____		(E)		0	
Total Cash plus Accounts Receivable	331,783	(F)	0	331,783	
LES Allowances for Uncollectibles	5,563	(G)		5,563	
LES Approved "A" Certified Forwards	144,150	(H)		144,150	
Approved "B" Certified Forwards	4,000	(H)		4,000	
Approved "FCO" Certified Forwards		(H)		0	
LESS: Other Accounts Payable (Nonoperating)		(I)		0	
LESS: _____		(J)		0	
Unreserved Fund Balance, 07/01/18	178,070	(K)	0	178,070	**

Notes:

*SWFS = Statewide Financial Statement

** **This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.**

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BAL.

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Land Acquisition Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2423

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,601,201	(A)		1,601,201
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	0	(C)		0
ADD: Outstanding Accounts Receivable	0	(D)	342,842	342,842
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	1,601,201	(F)	342,842	1,944,043
LESS: Allowances for Uncollectibles	0	(G)		0
LESS: Approved "A" Certified Forwards	774,979	(H)	0	774,979
Approved "B" Certified Forwards	453,545	(H)		453,545
Approved "FCO" Certified Forwards	152,970	(H)		152,970
LESS: Other Accounts Payable (Nonoperating)		(I)	151	151
LESS: SWFS Adjustment for Svc Chg to GR		(J)	0	0
Unreserved Fund Balance, 07/01/18	219,707	(K)	342,691	562,398 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal
   year and Line A for the following year.

Office of Policy and Budget - July 2013

FLORIDA DEPARTMENT *of* STATE

Library & Information Services

Schedule I Series

```
                                                                COL A01        COL A02        COL A03        COL A04
                                                                ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                                EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                                ------------   ------------   ------------   ------------

STATE, DEPT OF              45000000
PGM: LIBRARY/INFO SVCS      45400000
LIBRARY/ARCHIVES/INFO SVCS  45400100

FUND: FEDERAL GRANTS TRUST FUND    2261

SECTION I: DETAIL OF REVENUES
                         REVENUE CAP SVC    AUTH        MATCHING %      CFDA
                           CODE    CHG%          ST   I/C LOC  I/C     NO.

22 INSTITUTE OF MUSEUM & LIBRARY SRV
              000700 NO  0.0    257.12   0.00     0.00   45.310     9,724,917      8,644,793      8,644,793
23 INTERST-GRANTS REVENUE-(FEDERAL)
              000504 NO  0.0    257.12   0.00     0.00                      3
                                                                ------------   ------------   ------------   ------------

   TOTAL TO LINE B IN SECTION IV                                   9,724,920      8,644,793      8,644,793
                                                                ============   ============   ============   ============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                              OBJECT   TRANSFER  CFDA
                                               CODE    TO  BE     NO.

27 BUDGET ENTITY TRANSFER OUT 45010200/2261   810000   45010200          178,964        187,306        184,464
                                                                ------------   ------------   ------------   ------------

   TOTAL TO LINE E IN SECTION IV                                     178,964        187,306        184,464
                                                                ============   ============   ============   ============


SECTION III: ADJUSTMENTS
                                              OBJECT
                                               CODE

28 SEPTEMBER 2017 CF REVERSIONS               991000              254,126
29 ADJ TO LINE A-PY CF ENCUMBRANCES           991000              593,861-
31 SEPTEMBER 2018 CF REVERSIONS               991000                             19,465
                                                                ------------   ------------   ------------   ------------

   TOTAL TO LINE H IN SECTION IV                                    339,735-        19,465
                                                                ============   ============   ============   ============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1                (A)                 730,611      1,254,539      1,513,666
  ADD: REVENUES (FROM SECTION I)                (B)               9,724,920      8,644,793      8,644,793
TOTAL FUNDS AVAILABLE (LINE A + LINE B)         (C)              10,455,531      9,899,332     10,158,459
  LESS: OPERATING EXPENDITURES                  (D)               8,682,293      8,217,825      8,225,406
  LESS: NONOPERATING EXPENDITURES (SECTION II)  (E)                 178,964        187,306        184,464
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)       (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ  (G)               1,594,274      1,494,201      1,748,589
  NET ADJUSTMENTS (FROM SECTION III)            (H)                 339,735-        19,465
```

```
-------------------------------------------------------------------------------------------------------------------
                                                              COL A01        COL A02        COL A03        COL A04
                                                              ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                              EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                              -------------  -------------  -------------  -------------
STATE, DEPT OF            45000000
PGM: LIBRARY/INFO SVCS    45400000
LIBRARY/ARCHIVES/INFO SVCS 45400100

FUND: FEDERAL GRANTS TRUST FUND    2261


SECTION IV: SUMMARY

ADJUSTED UNRESERVED FUND BALANCE - JUNE 30        (I)             1,254,539      1,513,666      1,748,589


-------------------------------------------------------------------------------------------------------------------

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                         FUNDING SOURCE
                                          STATE(S)     RESTRICTED(R)
                                          NONSTATE(N)  UNRESTRICTED(U)

02 LIBRARY SERVICES AND TECHNOLOGY ACT        N             R         1,254,539      1,513,666      1,748,589
                                                                      -------------  -------------  -------------  -------------

   ADJUSTED UNRESERVED FUND BALANCE - JUNE 30                         1,254,539      1,513,666      1,748,589
                                                                      =============  =============  =============  =============
```

```
-------------------------------------------------------------------------------------------------------
                                                   COL A01       COL A02       COL A03       COL A04
                                                   ACT PR YR     CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                   EXP 2017-18   EXP 2018-19   FY 2019-20    FY 2019-20
                                                   ------------- ------------- ------------- -------------

STATE, DEPT OF              45000000
PGM: LIBRARY/INFO SVCS      45400000
LIBRARY/ARCHIVES/INFO SVCS  45400100

FUND: GRANTS AND DONATIONS TF     2339

SECTION I: DETAIL OF REVENUES
                      REVENUE CAP SVC    AUTH       MATCHING %    CFDA
                       CODE      CHG%     ST   I/C LOC  I/C   NO.

                                                   ------------- ------------- ------------- -------------

    TOTAL TO LINE B IN SECTION IV
                                                   ============= ============= ============= =============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                       OBJECT   TRANSFER  CFDA
                                        CODE     TO  BE    NO.

02 BUDGET ENTITY TRANSFER TO 45200700-2339   810000  45200700          3,005-
03 SERVICE CHARGE TO GENERAL REVENUE         880800                    1,000
                                                   ------------- ------------- ------------- -------------

    TOTAL TO LINE E IN SECTION IV                                      2,005-
                                                   ============= ============= ============= =============


SECTION III: ADJUSTMENTS
                                       OBJECT
                                        CODE

01 LOST BOOKS                                991000                    1,036-
02 ADJ TO LINE A - ALLOW FOR UNCOLLECTIBLES  991000                    5,563
03 ADJ TO LINE A- FEES DUE FROM OTHER GOVT   991000                      522-
04 ROUNDING                                  991000                        3
                                                   ------------- ------------- ------------- -------------

    TOTAL TO LINE H IN SECTION IV                                      4,008
                                                   ============= ============= ============= =============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1                (A)                                  6,013         6,013
  ADD: REVENUES (FROM SECTION I)                (B)
TOTAL FUNDS AVAILABLE (LINE A + LINE B)         (C)                                  6,013         6,013
  LESS: OPERATING EXPENDITURES                  (D)
  LESS: NONOPERATING EXPENDITURES (SECTION II)  (E)                   2,005-
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)       (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ  (G)                   2,005          6,013         6,013
  NET ADJUSTMENTS (FROM SECTION III)            (H)                   4,008
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30      (I)                   6,013          6,013         6,013
```

                                                          COL A01   COL A02   COL A03   COL A04
                                                          ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                          EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                          ------------- ------------- ------------- -------------
STATE, DEPT OF   45000000
PGM: LIBRARY/INFO SVCS   45400000
LIBRARY/ARCHIVES/INFO SVCS 45400100

FUND: GRANTS AND DONATIONS TF   2339

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                       FUNDING SOURCE
                                    STATE(S)   RESTRICTED(R)
                                   NONSTATE(N)   UNRESTRICTED(U)

61 TRANSFER IN-DEP-CARL   N   U   6,013   6,013   6,013
                                                                 ------------- ------------- ------------- -------------

    ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   6,013   6,013   6,013
                                                                 ============= ============= ============= =============

| | | COL A01
ACT PR YR
EXP 2017-18 | COL A02
CURR YR EST
EXP 2018-19 | COL A03
AGY REQUEST
FY 2019-20 | COL A04
AGY REQ N/R
FY 2019-20 |

```
STATE, DEPT OF            45000000
PGM: LIBRARY/INFO SVCS    45400000
LIBRARY/ARCHIVES/INFO SVCS 45400100

FUND: RECORDS MANAGEMENT TF       2572

SECTION I: DETAIL OF REVENUES
              REVENUE CAP SVC    AUTH     MATCHING %     CFDA
              CODE      CHG%       ST   I/C LOC  I/C    NO.
```

	REVENUE CODE	CAP	SVC CHG%	AUTH	ST	I/C	LOC	I/C	CFDA NO.	COL A01	COL A02	COL A03	COL A04
25 PRIOR YR REFUND/REC MGT													
	001800	NO	0.0	215.31	0.00		0.00			298			
41 ADV FL ADM REGISTER-STA													
	001903	NO	0.0	120.55	0.00		0.00			418,842	427,000	446,000	
42 ADV FL ADM REGISTER-NS													
	001905	YES	8.0	120.55	0.00		0.00			94,131	99,000	99,000	
43 MICRO/ARCHIVAL STOR-STA													
	001905	YES	0.0	257.375	0.00		0.00			660,350	670,000	670,000	
44 MICRO/ARCHIVAL STOR-NS													
	001905	YES	8.0	257.375	0.00		0.00			263,198	270,000	270,000	
45 CERT/COPIES/ADM REG-STA													
	001903	NO	0.0	120.55	0.00		0.00			51			
46 CERT/COPIES/AD REG-NS													
	001904	NO	8.0	257.375	0.00		0.00			2,691			
49 PRIOR YEAR ADJUSTING ENTRY													
	000100	YES	0.0	257.375	0.00		0.00			30,299			
52 TRANSFERS WITHIN AGENCY													
	001500	NO	0.0	257	0.00		0.00			383			

```
                                                          ------------- ------------- ------------- -------------
      TOTAL TO LINE B IN SECTION IV                         1,470,243    1,466,000    1,485,000
                                                          ============= ============= ============= =============
```

```
SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                     OBJECT  TRANSFER  CFDA
                                     CODE    TO BE     NO.
```

	OBJECT CODE	TRANSFER TO BE	CFDA NO.	COL A01	COL A02	COL A03
18 SERVICE CHARGE TO GENERAL REVENUE	880800			32,890	29,520	29,520
19 REFUND OF STATE REVENUES	860000			2,426		
20 BUDGET ENTITY TRANSFER OUT 45010200/2572	810000	45010200		89,098	99,341	99,728
22 REFUND OF NONSTATE REVENUES	860000			5,573		

```
                                                          ------------- ------------- ------------- -------------
      TOTAL TO LINE E IN SECTION IV                          129,987      128,861      129,248
                                                          ============= ============= ============= =============

SECTION III: ADJUSTMENTS
                                     OBJECT
                                     CODE
```

                                                             COL A01   COL A02   COL A03   COL A04
                                                             ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                             EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                             ------------- ------------- ------------- -------------

STATE, DEPT OF   45000000
PGM: LIBRARY/INFO SVCS   45400000
LIBRARY/ARCHIVES/INFO SVCS 45400100

FUND: RECORDS MANAGEMENT TF   2572

SECTION III: ADJUSTMENTS
                                         OBJECT
                                          CODE

01 SEPTEMBER 2017 CF REVERSIONS   991000   10,561
02 SEPTEMBER 2018 CF REVERSIONS   991000   30,026
59 FINANCIAL STATEMENT ADJUSTMENT   991000   19,718
                                                             ------------- ------------- ------------- -------------

   TOTAL TO LINE H IN SECTION IV   30,279   30,026
                                                             ============= ============= ============= =============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1   (A)   1,294,499   954,098   505,560
  ADD: REVENUES (FROM SECTION I)   (B)   1,470,243   1,466,000   1,485,000
TOTAL FUNDS AVAILABLE (LINE A + LINE B)   (C)   2,764,742   2,420,098   1,990,560
  LESS: OPERATING EXPENDITURES   (D)   1,710,936   1,815,703   1,821,217
  LESS: NONOPERATING EXPENDITURES (SECTION II)   (E)   129,987   128,861   129,248
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)   (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ   (G)   923,819   475,534   40,095
  NET ADJUSTMENTS (FROM SECTION III)   (H)   30,279   30,026
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   (I)   954,098   505,560   40,095

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                  FUNDING SOURCE
                                    STATE(S)   RESTRICTED(R)
                                 NONSTATE(N)   UNRESTRICTED(U)

58 ADMINISTRATIVE REGISTER/ARCHIVES   S   R   954,098   505,560   40,095
                                                             ------------- ------------- ------------- -------------

   ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   954,098   505,560   40,095
                                                             ============= ============= ============= =============

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BAL

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Federal Grants Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2261

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	21,846,777	(A)		21,846,777
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	13,327,695	(C)		13,327,695
ADD: Outstanding Accounts Receivable	1,911	(D)		1,911
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	35,176,383	(F)	0	35,176,383
LESS: Allowances for Uncollectibles	20	(G)		20
LESS: Approved "A" Certified Forwards	579,366	(H)		579,366
Approved "B" Certified Forwards	410,939	(H)		410,939
Approved "FCO" Certified Forwards		(H)		0
LESS: Other Accounts Payable (Nonoperating)	10,469	(I)	1,418	11,887
LESS: _____		(J)		0
Unreserved Fund Balance, 07/01/18	34,175,589	(K)	(1,418)	34,174,171 **

Notes:

    *SWFS = Statewide Financial Statement

    ** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2019 - 2020
Department Title: Department of State
Trust Fund Title: Grants and Donations
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2339

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	330,225	(A)		330,225	
ADD: Other Cash (See Instructions)		(B)		0	
ADD: Investments	0	(C)		0	
ADD: Outstanding Accounts Receivable	1,558	(D)		1,558	
ADD: _____		(E)		0	
Total Cash plus Accounts Receivable	331,783	(F)	0	331,783	
LES Allowances for Uncollectibles	5,563	(G)		5,563	
LES Approved "A" Certified Forwards	144,150	(H)		144,150	
Approved "B" Certified Forwards	4,000	(H)		4,000	
Approved "FCO" Certified Forwards		(H)		0	
LESS: Other Accounts Payable (Nonoperating)		(I)		0	
LESS: _____		(J)		0	
Unreserved Fund Balance, 07/01/18	178,070	(K)	0	178,070	**

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2019 - 2020

Department Title:	Department of State
Trust Fund Title:	Records Management Trust Fund
Budget Entity:	Department Level - Combined Report
LAS/PBS Fund Number:	2572

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	833,252	(A)		833,252
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	0	(C)		0
ADD: Outstanding Accounts Receivable	138,754	(D)	12,954	151,708
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	972,006	(F)	**12,954**	984,960
LES Allowances for Uncollectibles	0	(G)		0
LES Approved "A" Certified Forwards	333	(H)		333
Approved "B" Certified Forwards	23,550	(H)		23,550
Approved "FCO" Certified Forwards		(H)		0
LESS: Other Accounts Payable (Nonoperating)		(I)	6,979	6,979
LESS: SWFS Adjustment for Svc Chg to GR		(J)	0	0
Unreserved Fund Balance, 07/01/18	**948,123**	(K)	5,975	954,098 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.

Office of Policy and Budget - July 2013

FLORIDA DEPARTMENT *of* STATE

Cultural Affairs

Schedule I Series

```
                                                             COL A01        COL A02        COL A03        COL A04
                                                             ACT PR YR      CURR YR EST    AGY REQUEST    AGY REQ N/R
                                                             EXP 2017-18    EXP 2018-19    FY 2019-20     FY 2019-20
                                                             ------------   ------------   ------------   ------------

STATE, DEPT OF           45000000
PGM: CULTURAL AFFAIRS    45500000
CULTURAL AFFAIRS         45500300

FUND: FEDERAL GRANTS TRUST FUND    2261

SECTION I: DETAIL OF REVENUES
                         REVENUE CAP SVC    AUTH       MATCHING %     CFDA
                         CODE        CHG%       ST   I/C LOC  I/C    NO.

11 NAT'L ENDOWMENT FOR THE ARTS
               000700 NO  0.0   265.606  25.00 C  25.00 C 45.025    1,086,429        806,220        800,000
                                                                   ------------   ------------   ------------   ------------

      TOTAL TO LINE B IN SECTION IV                                 1,086,429        806,220        800,000
                                                                   ============   ============   ============   ============


SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                            OBJECT   TRANSFER  CFDA
                                            CODE     TO  BE    NO.

                                                                   ------------   ------------   ------------   ------------

      TOTAL TO LINE E IN SECTION IV
                                                                   ============   ============   ============   ============


SECTION III: ADJUSTMENTS
                                            OBJECT
                                            CODE

01 SEPTEMBER 2018- CERT FORWARD/ REVERSIONS  991000                                  31,969
02 SEPTEMBER 2017- CERT FORWARD/ REVERSIONS  991000                      231
03 ADJ TO LINE A-PRIOR YR CF ENCUMBRANCES    991000                    5,244-
                                                                   ------------   ------------   ------------   ------------

      TOTAL TO LINE H IN SECTION IV                                    5,013-         31,969
                                                                   ============   ============   ============   ============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1               (A)                     31,537        192,362        281,225
  ADD: REVENUES (FROM SECTION I)               (B)                  1,086,429        806,220        800,000
TOTAL FUNDS AVAILABLE (LINE A + LINE B)        (C)                  1,117,966        998,582      1,081,225
  LESS: OPERATING EXPENDITURES                 (D)                    920,591        749,326        752,277
  LESS: NONOPERATING EXPENDITURES (SECTION II) (E)
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)      (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ (G)                    197,375        249,256        328,948
  NET ADJUSTMENTS (FROM SECTION III)           (H)                     5,013-         31,969
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30     (I)                    192,362        281,225        328,948
```

                                                              COL A01   COL A02   COL A03   COL A04
                                                              ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                              EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                              ------------- ------------- ------------- -------------
STATE, DEPT OF   45000000
PGM: CULTURAL AFFAIRS   45500000
CULTURAL AFFAIRS   45500300

FUND: FEDERAL GRANTS TRUST FUND   2261

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                     FUNDING SOURCE
                                 STATE(S)   RESTRICTED(R)
                                 NONSTATE(N)   UNRESTRICTED(U)

01 NATIONAL ENDOWMENT FOR THE ARTS   N   R   192,362   281,225   328,948
                                                                  ------------- ------------- ------------- -------------

    ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   192,362   281,225   328,948
                                                                  ============= ============= ============= =============

```
-----------------------------------------------------------------------------------------------------------
                                                        COL A01       COL A02       COL A03       COL A04
                                                        ACT PR YR     CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                        EXP 2017-18   EXP 2018-19   FY 2019-20    FY 2019-20
                                                        ------------- ------------- ------------- -------------

STATE, DEPT OF             45000000
PGM: CULTURAL AFFAIRS      45500000
CULTURAL AFFAIRS           45500300

FUND: GRANTS AND DONATIONS TF     2339

SECTION I: DETAIL OF REVENUES
                        REVENUE CAP SVC    AUTH      MATCHING %    CFDA
                          CODE      CHG%          ST   I/C LOC  I/C   NO.

                                                        ------------- ------------- ------------- -------------

   TOTAL TO LINE B IN SECTION IV

                                                        ============= ============= ============= =============

SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                          OBJECT   TRANSFER  CFDA
                                           CODE    TO  BE     NO.

03 BE TRANSFER IN 45200700/2339           810000  45500300           334,266-
                                                        ------------- ------------- ------------- -------------

   TOTAL TO LINE E IN SECTION IV                         334,266-
                                                        ============= ============= ============= =============

SECTION III: ADJUSTMENTS
                                          OBJECT
                                           CODE

07 FINANCIAL STATEMENT ADJUSTMENT         991000                     162,271-
                                                        ------------- ------------- ------------- -------------

   TOTAL TO LINE H IN SECTION IV                         162,271-
                                                        ============= ============= ============= =============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1           (A)                                     171,995       171,995
  ADD: REVENUES (FROM SECTION I)           (B)
TOTAL FUNDS AVAILABLE (LINE A + LINE B)    (C)                                     171,995       171,995
  LESS: OPERATING EXPENDITURES             (D)
  LESS: NONOPERATING EXPENDITURES (SECTION II)  (E)     334,266-
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)  (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ  (G)     334,266       171,995      171,995
  NET ADJUSTMENTS (FROM SECTION III)       (H)          162,271-
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30 (I)          171,995       171,995      171,995
```

                                                       COL A01   COL A02   COL A03   COL A04
                                                       ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                       EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                       ------------   ------------   ------------   ------------
STATE, DEPT OF   45000000
PGM: CULTURAL AFFAIRS   45500000
CULTURAL AFFAIRS   45500300

FUND: GRANTS AND DONATIONS TF   2339

SCHEDULE IB: DETAIL OF UNRESERVED FUND BALANCE
                                       FUNDING SOURCE
                                       STATE(S)   RESTRICTED(R)
                                       NONSTATE(N) UNRESTRICTED(U)

01 GRANTS- CULTURAL FACILITIES   S   U   171,995   171,995   171,995
                                                                      ------------   ------------   ------------   ------------

      ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   171,995   171,995   171,995
                                                                      ============   ============   ============   ============

                                                                COL A01   COL A02   COL A03   COL A04
                                                                ACT PR YR   CURR YR EST   AGY REQUEST   AGY REQ N/R
                                                                EXP 2017-18   EXP 2018-19   FY 2019-20   FY 2019-20
                                                                ------------   ------------   ------------   ------------

STATE, DEPT OF   45000000
PGM: CULTURAL AFFAIRS   45500000
CULTURAL AFFAIRS   45500300

FUND: LAND ACQUISITION TF   2423

SECTION I: DETAIL OF REVENUES
                          REVENUE CAP SVC   AUTH   MATCHING %   CFDA
                            CODE   CHG%   ST   I/C LOC I/C   NO.

                                                                ------------   ------------   ------------   ------------

     TOTAL TO LINE B IN SECTION IV

                                                                ============   ============   ============   ============

SECTION II: DETAIL OF NONOPERATING EXPENDITURES
                                                OBJECT   TRANSFER CFDA
                                                 CODE   TO BE   NO.

05 BUDGET ENTITY TRANSFER IN 45200700/2423   810000   45500300   1,517,444-   1,534,990-   1,539,749-
                                                                ------------   ------------   ------------   ------------

     TOTAL TO LINE E IN SECTION IV   1,517,444-   1,534,990-   1,539,749-
                                                                ============   ============   ============   ============

SECTION III: ADJUSTMENTS
                                                OBJECT
                                                 CODE

                                                                ------------   ------------   ------------   ------------

     TOTAL TO LINE H IN SECTION IV

                                                                ============   ============   ============   ============

SECTION IV: SUMMARY

UNRESERVED FUND BALANCE - JULY 1   (A)
  ADD: REVENUES (FROM SECTION I)   (B)
TOTAL FUNDS AVAILABLE (LINE A + LINE B)   (C)
  LESS: OPERATING EXPENDITURES   (D)   1,517,444   1,534,990   1,539,749
  LESS: NONOPERATING EXPENDITURES (SECTION II)   (E)   1,517,444-   1,534,990-   1,539,749-
  LESS: FIXED CAPITAL OUTLAY (TOTAL ONLY)   (F)
UNRESERVED FUND BALANCE - JUNE 30 - BEFORE ADJ   (G)
  NET ADJUSTMENTS (FROM SECTION III)   (H)
ADJUSTED UNRESERVED FUND BALANCE - JUNE 30   (I)

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BAL

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Federal Grants Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2261

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	21,846,777	(A)		21,846,777
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	13,327,695	(C)		13,327,695
ADD: Outstanding Accounts Receivable	1,911	(D)		1,911
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	35,176,383	(F)	0	35,176,383
LESS: Allowances for Uncollectibles	20	(G)		20
LESS: Approved "A" Certified Forwards	579,366	(H)		579,366
Approved "B" Certified Forwards	410,939	(H)		410,939
Approved "FCO" Certified Forwards		(H)		0
LESS: Other Accounts Payable (Nonoperating)	10,469	(I)	1,418	11,887
LESS: _____		(J)		0
Unreserved Fund Balance, 07/01/18	34,175,589	(K)	(1,418)	34,174,171 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal
 year and Line A for the following year.

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Budget Period: 2019 - 2020

Department Title:	Department of State
Trust Fund Title:	Grants and Donations
Budget Entity:	Department Level - Combined Report
LAS/PBS Fund Number:	2339

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	330,225	(A)		330,225	
ADD: Other Cash (See Instructions)		(B)		0	
ADD: Investments	0	(C)		0	
ADD: Outstanding Accounts Receivable	1,558	(D)		1,558	
ADD: _____		(E)		0	
Total Cash plus Accounts Receivable	331,783	(F)	0	331,783	
LES Allowances for Uncollectibles	5,563	(G)		5,563	
LES Approved "A" Certified Forwards	144,150	(H)		144,150	
Approved "B" Certified Forwards	4,000	(H)		4,000	
Approved "FCO" Certified Forwards		(H)		0	
LESS: Other Accounts Payable (Nonoperating)		(I)		0	
LESS: _____		(J)		0	
Unreserved Fund Balance, 07/01/18	178,070	(K)	0	178,070	**

Notes:

*SWFS = Statewide Financial Statement

** **This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal year and Line A for the following year.**

Office of Policy and Budget - July 2013

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BAL.

Budget Period: 2019 - 2020

Department Title: Department of State
Trust Fund Title: Land Acquisition Trust Fund
Budget Entity: Department Level - Combined Report
LAS/PBS Fund Number: 2423

	Balance as of 6/30/2018		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,601,201	(A)		1,601,201
ADD: Other Cash (See Instructions)		(B)		0
ADD: Investments	0	(C)		0
ADD: Outstanding Accounts Receivable	0	(D)	342,842	342,842
ADD: _____		(E)		0
Total Cash plus Accounts Receivable	1,601,201	(F)	**342,842**	1,944,043
LESS: Allowances for Uncollectibles	0	(G)		0
LESS: Approved "A" Certified Forwards	774,979	(H)	0	774,979
Approved "B" Certified Forwards	453,545	(H)		453,545
Approved "FCO" Certified Forwards	152,970	(H)		152,970
LESS: Other Accounts Payable (Nonoperating)		(I)	151	151
LESS: SWFS Adjustment for Svc Chg to GR		(J)	0	0
Unreserved Fund Balance, 07/01/18	219,707	(K)	342,691	562,398 **

Notes:

*SWFS = Statewide Financial Statement

** This amount should agree with Line I, Section IV of the Schedule I for the most recent completed fiscal
year and Line A for the following year.

Office of Policy and Budget - July 2013

SCHEDULE IV-B FOR INFORMATION TECHNOLOGY, DOS, DIVISION OF CORPORATIONS, COMMERCIAL REGISTRY MODERNIZATION PROJECT
For Fiscal Year 2019-20

October 17, 2018

DEPARTMENT OF STATE

DIVISION OF CORPORATIONS

PROJECT CONTACTS

Agency Project Manager:		Agency Contract Manager:	
Artesa Anderson, PMP®		Scott Maynor, PMP®, FCCM	
Consultant		Deputy Chief Information Officer	
Phone:	(850) 245-6140	**Phone:**	(850) 245-6135
Email:	Artesa.Anderson@dos.myflorida.com	**Email:**	Scott.Maynor@dos.myflorida.com

Agency Project Sponsor:		Agency Executive Manager:	
Brenda Vorisek, Director		Wes Underwood, MPA, PMP®, CISA™	
Division of Corporations		Deputy Secretary of State, Administrative Services, Corporations, and Elections	
Phone:	(850) 245-6911	**Phone:**	(850) 245-6599
Email:	Brenda.Vorisek@dos.myflorida.com	**Email:**	Wes.Underwood@dos.myflorida.com

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY (Problem Statement)

Preserve, Promote, and Provide – These are the three words best describe the Florida Department of State's (Department or DOS) overall responsibilities. The Department's essential mission is to improve the quality of life for all Florida residents, visitors, and business entities. The Division of Corporations (Division or DOC) is one (1) of six (6) divisions within the Department. DOC's primary purpose is to preserve, promote, and provide an official business entity index and commercial activity web-based data management system. The around-the- clock collection, processing, maintenance, and reporting of Florida's business entity and commercial activity records makes the Division critical to Florida's prosperity. Through the Division, the Department fosters economic development and provides a competitive, business-friendly corporate filing environment. All Floridians are impacted by the services provided by the Division of Corporations.

The Division, which serves as a ministerial filing agency, is responsible for:

- Formalizing the legal standing of a business or activity;
- Indexing the filing or registration; and
- Supplying information and certification regarding the filings and activities of record.

In short, the Division provides businesses with the legal right to conduct commerce in the state of Florida and provides information regarding the legitimacy of a business to the public, lending institutions, and government and law enforcement agencies.

The mission of the Division also includes the registration, recording, certifying, and reporting of trade and service marks, fictitious name registrations, judgment and federal tax liens, Uniform Commercial Code (UCC) financing statements, cable and video franchises, surety bond maintenance, notary public commissions, and apostilles. In addition, the Division is responsible for the recording, acceptance, and notification of Substituted Service of Process. In short, the Division functions as an informational resource for statewide business activities, registrations, and certificates.

The Division is charged with having a readily available, valid, and reliable business entity index available 24/7, 365 days a year. Unfortunately, the Division's current *Sunbiz* system is over 22 years old and in jeopardy of catastrophic failure. Therefore, the purpose of this request is to secure the funds necessary to purchase and implement a commercial off-the-shelf (COTS) business registry in order to avoid such an impending cataclysmic event. In addition to avoiding such a disastrous event, the new system will also allow DOC to: improve the accuracy of the data reported; increase filing and reporting efficiencies and capabilities; reduce annual support costs; improve security; increase scalability; and provide redundancy. The new COTS solution will also provide the Division with the technological ability to comply with recently imposed statutory processing mandates, which are not possible with the current extremely fragile and antiquated system.

With a $7.4 million budget for operations and $2 million spent for technology support, the Division annually generates over $373 million in general revenue. Its technology support is provided by the Department's Bureau of Departmental Information Systems (BDIS) and the State's Agency for State Technology (AST) provides the hosting and maintenance of DOC's central business registration repository. In 2017, the State's Return on Investment (ROI) for operating one of the nation's most active corporate filing systems was over 3800%. If funded, this project will reduce the annual hosting and maintenance costs by 50-75%. Plus, the increased efficiency and automation has the potential to reduce the Division's annual budget, as well. With just the reduction in the annual support costs alone, the project has the likelihood of paying for itself in less than six (6) years, all while realizing immediate results.

To summarize, the activities of the Division are in peril because the system is antiquated, trifurcated, unreliable, and without redundancy. An explanation of each of these adjectives is provided in Section 3.2 - Description of Current (As-Is) Services. Should the system go offline, the State is in jeopardy of losing a significant portion, if

not all, of the $373 million annual revenue generated by the Division and all of its statutory mandated activities will be in peril. Therefore, the primary goal of this project is to acquire and configure a commercial off-the-shelf (COTS) Business Registry Solution to modernize and stabilize Florida's *Sunbiz* system as quickly as possible. The Division of Corporations is the main sponsor of the project. Both the project and Division are strongly supported by the Department's Division of Administrative Services, including the Bureau of Departmental Information Systems (BDIS), as well as the Managed Applications and Open System Platform teams at AST.

The Division of Corporations' operations are authorized and mandated pursuant to:

- Sections 20.10(2)(c), 55.2, 83.49 376.13, 376.14, 376.3075, 420.101, 604.11, 657.254, 713.9, and 865.09, F.S.
- Chapters 15, 48, 83, 110, 116-119, 215, 216, 289, 425, 471, 495, 506, 540, 605-610, 617-622, 668, 671, 679, 680, 692 and 720.
- Florida Administrative Codes 1N-5.001, 1N-5.002, and 1N-6.001.

To summarize, DOC is principally responsible for creating a business-friendly atmosphere for the recordation and processing of various business entity filings; fictitious name registrations; service and trademark registrations; judgment lien certifications; federal tax lien registrations; UCC financing statements; surety bond maintenance; cable and video franchise filings; apostille authentication and record certifications; substitute services of process; and notary public commissions. The Division, through the *Sunbiz* application, also provides vital business entity and commercial filing information to the public. This in turn preserves confidence in Florida's economy and aids in protecting the public and members of the business community against unlawful and unscrupulous business practices.

Without DOC's applications, new business filings cannot be processed and recorded, existing businesses will not be able to file their annual reports or amendatory documents, Florida's indirect tax revenue will be reduced, businesses will not be able to secure loans, and the investigative abilities of law enforcement agencies will be hampered and impeded. But, most importantly, consumer confidence will be lost.

Modernizing *Sunbiz* is key to maintaining Florida's economy and meeting the Governor's priority of economic growth and job creation. It also necessary for the Agency to meet its Long-Range Program Plan (LRPP) goals of increasing customer satisfaction and further providing Florida's citizens and business owners with more time-efficient, user-friendly filing and services options. Because the Division of Corporations fosters and promotes business and public welfare in the state of Florida by providing service delivery mechanisms and information registries that span the full range of Florida's commercial activities, this project will facilitate filings and information searches by modernizing and streamlining business registrations and commercial activity processes.

Since FY 2010-11, the state of Florida has added more than 1.1 million jobs and total filing activities have increased from 1.85 to 2.77 million per year, which reflects a 50% increase in positive business activity. Increased economic activity brings in more than 400,000 new business filings and registrations per calendar year. To continue this positive trend, *Sunbiz.org,* the Division's official website, along with its underlying servers, databases, and applications, must be updated to comply with today's technology standards.

The most cost and time effective solution to the current system, which was created and is still based on mid-1990's technology, is a complete replacement. The hardware, which was last updated prior to 2007, is no longer on the market or maintainable by the Florida Agency for State Technology (AST). Since Common Business-Oriented Language (COBOL), the system's current programing language, is now obsolete, there are few programmers who know, and even fewer who use, this language. Those who still do are scattered across the United States, are in demand, and are expensive to retain. As a result, no programming to support new legislation can be implemented in *Sunbiz*. Currently, the front-end design needs to be further updated to provide users with a more enhanced, easy-to-navigate, easy-to-follow website experience. To make it faster and easier to do business in Florida, the processes within the Division need to be unified, automated, and streamlined, which can only be done with a modern content management system.

Over the past two and one-half (2.5) years, two (2) different consultants have completed independent assessments of the *Sunbiz* data management system and the Division's processes. Both have determined the State's current business registry application is not sustainable due to:

- The databases supporting the business registry being bifurcated;
- Program languages being obsolete, available programmers being scarce, and coding expensive;
- Difficulty or inability to incorporate enhancements;
- Database nearing maximum capacity;
- Database Administrators (DBAs) are difficult to find and licenses are expensive, which raises significant concerns about DOC's ability to maintain all statutorily mandated records;
- The high costs to support the Azure cloud system; and
- The staff with institutional knowledge of the underlying legacy system currently being limited to one (1) person within BDIS and zero (0) persons at AST.

The independent assessments agree with the following based on the current state of hardware, database, and programming: 1.) it will take over one (1) year, nine (9) specialized contractors (project managers, business analysts, database administrators, and programmers), and an estimated $3,000,000 to document the current system; and 2.) it will take an additional two (2) years, four (4) additional specialized contractors, and approximately $7,000,000 to design, develop, and implement a functional replacement system. The replacement system, in turn, would require the State to assume the risks and responsibility of hosting, maintaining, and licensing, at a cost of $1,000,000-$1,500,000 per year.

Based on the foregoing and the extremely fragile state of the current system, the recommended remedy is the deployment of a proven commercial off-the-shelf (COTS) business registry solution, having all of the service and functional areas required by the Division[1]. A proven COTS solution is defined as a registry solution which has four (4) of the nine (9) service areas[2] in successful operation for a period of at least one (1) year in at least two (2) Secretary of State Offices in the United States of America or its territories. Such a solution, having already been designed and tested, can be configured to meet Florida's laws and business requirements, with the contractor being responsible for all aspects of the project and assuming the risks at a cost, which can be up to 65% less than the developmental costs associated with custom developed solution, 25% less than the current annual recurring costs, and, most importantly, rolled out in less than one (1) year or 1/3 of the time.

1.1 The Bottom Line

1.1.1 Goal

To prevent loss of the State's business registry (due to catastrophic failure); decrease operational costs; improve efficiency; increase the services provided by the Division of Corporations; improve the Division's customer service by unifying the existing business registry (*Sunbiz.org*) in a way that is integrated, sustainable, maintainable, scalable, and economical; and accomplishing all while meeting the current needs of the Division and the public.

1.1.2 Problem

The legacy business registry application, behind the forward facing *Sunbiz.org*, has been determined to be unsustainable.

---

[1] Optimally, the selected COTS business registry would have all nine (9) of the service areas identified by the Florida Department of State. However, no one solution has been identified as having all in place. However, existing products can be configured.

[2] The project is to move eight (8) of the Division's nine (9) service areas to the COTS solution. UCC filing is currently contracted to a third-party. Near the end of the current contract, it will be evaluated rather or not to move UCC wholly into *Sunbiz*. Four (4) of the COTS business registry solutions have a UCC module.

1.1.3 Summary

The Division of Corporations needs to:

- Modernize its hardware for the continued successful operation of the state's business registry database;
- Expand its data storage and replace it with updated technology that is scalable, faster, readily available, and less expensive to operate;
- Modernize its applications into a language that is sustainable, maintainable, scalable, and economical (i.e. .NET or *Java*);
- Modernize its data storage solution to one that is less expensive to license and support, with DBAs more readily available;
- Implement a single sustainable, scalable, efficient, and economical database that allows for fast submissions (writing) and queries (reading) of valid, reliable information (SQL, MySQL, or PostgreSQL); and
- Uniform its processes and procedures across all service areas.

1.1.4 Solution

Implement a proven (i.e. in successful operation for at least one [1] year in at least two [2] Secretary of State Offices in the United States or its territories) commercial off-the-shelf (COTS) business registry solution which has in place four (4) of the nine (9) service areas of the Florida Division of Corporations.

Until the end of the 2018 legislative session (March 2018), the Department was in the stages of finalizing a contract with a vendor which had a proven successful solution. The $3.4 million implementation, which was scheduled to be complete by November 30, 2018, exceeded the Division's requirements and would have been supported for a period of 10 ½ years (through June 30, 2029) at an inclusive annual cost of $443,400.

The Amalgamation.

Sunbiz is currently not a system, but a mixture of processes bound to the Corporations (e.g. Corps) business registry's fiscal programs through an assortment of supplementary applications.

As illustrated in the diagram, *Sunbiz* is the Core business registry and it hosts DOC's functional areas. The illustration does not adequately depict the Core system, as it is bifurcated with processes running and data stored in Cloud systems. It may be better presented with the Core being split.

Six (6) other service areas interact with the Core system through supplemental programs with names like *Cirrus*, *Corp Admin*, *CorUFiling*, and *Reflections*. Some integrate more than others. These systems and their related databases result in the Division's processes and databases being trifurcated.

There are two (2) additional services areas that are outliers.

Miscellaneous filings include Pesticide licenses; Operators of Terminal Facilities or Vessels; Stamped or Marked Containers and Baskets; and Linen Supplier Names, all of which are not online. These paper forms, which are completed and maintained manually, are practically obsolete. However, because these filings are statutorily mandated, they must be included in the modernization project. Uniform Commercial Code (UCC) filings is a fully functional third-party system integrated with *Sunbiz* solely for the fiscal coordination. Other than the continuance of the accounting methods, UCC is not part of the modernization project.

2. BUSINESS CASE (Objectives and Benefits)

Through *Sunbiz,* the Division fosters and promotes business and public welfare in Florida by providing a service delivery mechanism and an information registry intended to span the breadth of Florida's commercial activities, in addition to a number of other responsibilities for which the Division has been tasked. To provide Florida's citizens and business owners with more time-efficient, user-friendly filing and service options, the Division's focus is on technological enhancements and additional online services. More timely filing and service delivery promotes public accountability and allows business communities to maintain activities essential to commence. Regrettably, the current status of the system prevents making additional enhancements. In addition, the current database has neared its storage capacity, its hardware is aging and there are no replacement parts.

In order to promote business and reduce the regulatory burdens of owning and operating a business and to further foster the general public's welfare, the Division consistently works with other groups to modernize Florida's business codes. At this time, the Division is actively participating with The Florida Bar in its legislative review and revision of Chapter 607, F.S., (also known as the Florida Business Corporation Act). Such reviews and revisions are necessary to keep Florida's businesses competitive in today's global business environment and allow Florida's citizens to benefit from new and continued business enterprises throughout the state. Unfortunately, however, in its current condition, the Division cannot safely, nor reliably, implement any newly imposed legislative mandates or make amendments to its business codes in a cost-effective manner. Nor is the current system scalable or equipped to handle any anticipated growth.

Law enforcement agencies, such as the Federal Bureau of Investigation (FBI), Florida Department of Law Enforcement (FDLE), Department of Homeland Security (DHS), and county sheriffs' offices utilize and depend on *Sunbiz* to investigate fraud. State agencies, such as the Departments of Agriculture (and Consumer Services) (DACS), Financial Services (DFS), Highway Safety and Motor Vehicles (DHSMV), Business and Professional Regulation (DBPR), Economic Opportunity (DEO), and Revenue (DOR) also utilize the database in their daily activities. Banks also depend on Sunbiz's data to authorize business loans. All of these entities are currently in need of and are requesting more full-bodied, secure search tools that provide more accurate and in-depth filing data in a timelier fashion.

Since 2010, the state of Florida has added more than 1.1 million jobs, which continue to support businesses in Florida. From FY 2010-11 to FY 2017-18, total filing activities have increased from 1.85 to 2.77 million[3] per year, which reflects a huge increase in positive business activity. Increased economic activity brings in more than 400,000 new business filings and registrations per calendar year.

Business Entity Name Filings and Registrations

---
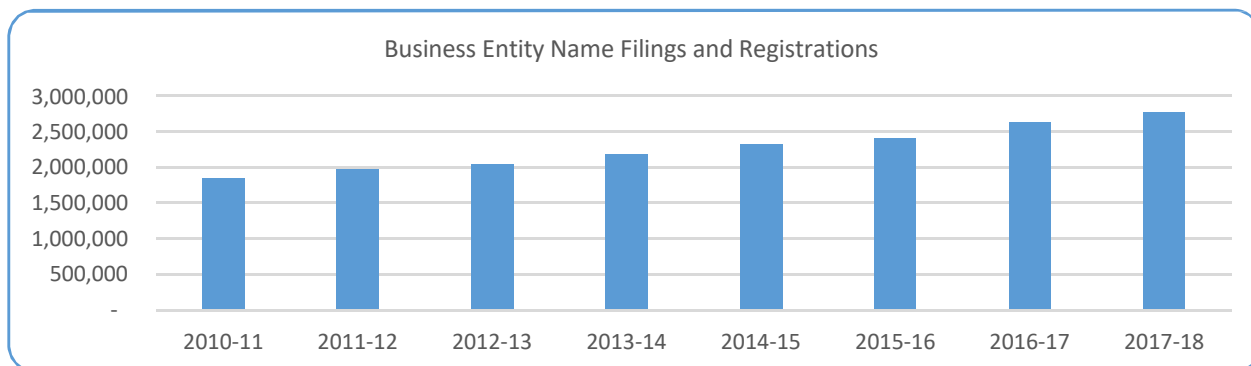
[3] 2,968,727 is the total number of filings. The chart on the next page does not include federal tax and judgement liens, notaries public, civil law notaries, cable franchise, or service of process, nor apostille and certification activities.

Sunbiz Modernization Business Case

The Division collected over $373 million in revenue in FY 2017-18. Without a stable, reliable, and updated system, Florida is in danger of losing this valuable resource and the positive impacts it has on the State's economy.

Sunbiz.org Revenue Collections by Fiscal Year

$400							
$300							
$200							
$100							
$-	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18

(Y-axis label: Millions)
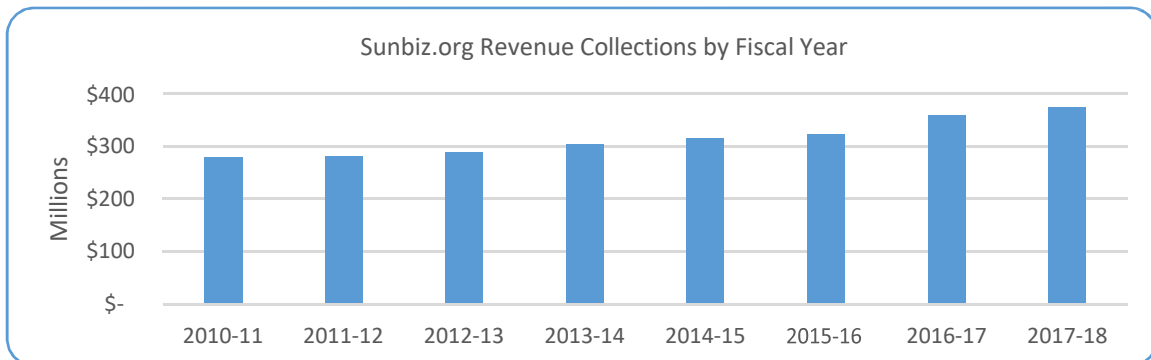
Sunbiz.org, the Division's website, serves as the State of Florida's official business index. Easy and continuous access to this website's images and public records makes *Sunbiz* an excellent resource for locating businesses operating in Florida. It also helps protect consumers from unscrupulous business practices by ensuring customers they are dealing with valid businesses. Due to the antiquated, fragile, and overall critical state of *Sunbiz's* hardware and operating systems, *Sunbiz's* availability, as well as the Division's in-house filing applications are becoming more and more at risk for catastrophic failure.

Again, the Division serves as the Florida's central repository for several commercial activities. These activities include a variety of business entity filings, trade and service mark registrations, federal lien recordings, judgment lien filings, submission of uniform commercial code financing statements, fictitious name registrations, notary commission applications, and cable and video service franchises registrations. The Division's service delivery mechanisms and information registries foster and promote business and the public welfare by: 1.) formalizing the legal standing of a business or activity by accepting and indexing the filing or registration and 2.) supplying information and certification regarding the filings and activities of record.

According to statistics, the Division filed more than 2.9 million commercial documents and provided over 845,000 certifications, authentications, and copy services during the 2017-18 fiscal year. End of the year statistics for the same fiscal year (2017-18) reflected approximately 2.38 million active business entities; 670,000 active fictitious name registrations; 14,000 active trademark/service mark registrations; and 425,000 active commissioned notaries on its records.

Less cumbersome and continuous access to the website's images and public records is needed for *Sunbiz* to maintain its status as a timely and reliable resource for locating and verifying legitimate businesses operating in Florida. Modern technology is also needed to help protect businesses and consumers from unprincipled business activities, such as business identity theft and unauthorized modifications of the Division's records. Although the Department recognizes that authorized user accounts and other modernizations will help further deter deceptive practices and safeguard its *Sunbiz* records, at this juncture these options are simply not achievable due to the current system's limitations. Another recognized concern, which too cannot be addressed at this time, is scalability. DOC's records reflect the website handled in excess of 305,000,000 accesses during FY 2017-18 and records indicate growth will continue.

Uninterrupted access to *Sunbiz.org* is vital to maintaining both consumer confidence and the direct revenue stream collected by DOC through its activities and data management system. Its duties and responsibilities and the information maintained on its website also have an impact on the direct revenue generated by Florida's strong economy.

In 1996, the Division began its transition from microfiche to the digital world by implementing the backbone of its current electronic filing and data management system. The records prior to the 1996 "Go Live" date remain

on microfiche acetate, with some of these records dating back to the 1870s. However, no records from the 1800s through 1996 are to be included in the volume of data impacted by this project, meaning they are not in scope.

For several years, the Division, BDIS, and AST have been aware of the dangers. In 2010, they began considering and implementing alternatives. The project, which resulted in the current trifurcated system, is described in Section 3.2. Description of Current (As-Is) Services. Other alternatives that have been attempted or considered are highlighted in Section 5. Alternatives Analysis (Solution Alternatives).

To illustrate the current dangers and concerns, it is important to note several events that occurred in 2017. The first was a fire that occurred in the spring. It damaged the hardware on a rack used to house DOC's servers in the Datacenter.   Then in August, there were periods when Sunbiz was not available at all or it was slow, all due to a bad card in the memory channel controller in one of the VMS clusters. Four (4) days transpired between the time the cause was determined and the part finally located and delivered to Tallahassee. Then, once it was received, a technician from Hewlett Packard Enterprise (HPE) had to be brought in to install the part. During this process, the technician replaced two (2) other parts and a cable (which also w a s not in stock), as well. These repairs were completed under a $564,127.24 annual service contract between Florida and HPE, the costs of which are shared between DOS and the Department of Highway Safety and Motor Vehicles (HSMV). This annual service contract agreement and its cost will be adverted under the *Sunbiz Modernization Project*. Plus, parts and technicians will be readily available.

Additional savings and efficiencies will be realized in the programmatic issue resolution area. For example, during the one-year period from June 1, 2017 to May 31, 2018, a total of 137,934 emails were exchanged between the system, the four (4) dedicated BDIS programmers currently assigned to the system, and DOC's business staff. On average, there are four (4) emails per issue, which translates into over 34,483 issues per year (or 94.5 per calendar day and 138 per business day). All of which require a second party's manual intervention. There are even more issues which go unreported by DOC staff. These issues go unreported because they are resolved by various DOC team members without involving a second party.

Data records will be more accurately maintained. Currently, because of how the programs are written, the BDIS team must resolve certain data issues by correcting the information being presented by the current *Sunbiz* system. Sometimes, the only resolution is to modify the Record of Truth. With the proposed solution, all data will reflect what was entered by the business entity itself, thereby instilling more consumer confidence and customer satisfaction since many of these issues are reported to DOC by the public.

Subsequently, modernizing *Sunbiz* will further assist the Department of State in achieving its goal to "maintain high standards of service in providing public information and assistance that supports Florida's economic and commercial growth and quality of life." One of the agency's objectives is to increase the percentage of customers who are satisfied with the quality and timeliness of their services and responses.

Changes in the Division's processes will allow DOC to focus more on electronic filings and processes instead of managing paper. Reducing the number of paper filings coming into the Division will also save the public and agency valuable processing time, as well as paper, postage, equipment, storage, imaging and maintenance costs. More electronic filings will yield more electronic payments. Non-electronic payments and filings are more time consuming and labor intensive. Currently, the Division is working overtime and spending precious overtime dollars to maintain an acceptable turnaround time for both.

The Division will gain additional efficiencies as a result of the new streamlined and uniformed processes applied across eight (8) of its nine (9) service areas (Business Registry, Authentications, Federal Tax and Judgement Liens, Notaries Public Registration, Registration of Cable Franchises, Service of Process, Trade and Service Marks, and miscellaneous filings); and its many functional areas (authentication, calendaring, certification, correspondence, fiscal, imaging, information, inquiry/search, marketing, public records exemption, public records requests, registration, reporting, security, and subpoenas), as well.

Department of State: Division of Corporations

Due to the success of a third-party contract that runs through 2022, Uniform Commercial Code (UCC) is out of scope for the modernization project. However, due to portions of the UCC filings system utilizing the new fiscal and other various functions of the modernized *Sunbiz* system, it, too, will gain efficiencies.

In summary, a modernized business registry that unifies the current systems will reduce the costs to Florida, increase the speed and accuracy of filings, and be scalable, secure, and robust, all while allowing DOS the ability to manage and modify the applications as needed. Other advantages include redundancy, capacity, and the safety of a warranted application for which the vendor, not the State, assumes the risks.

3. BACKGROUND

3.1 Overall Division Business Summary

Although the Florida Department of State, Division of Corporations is dedicated to serving the over 2.3 million businesses that perform commerce in this state, its duties also include filing trade and service marks; fictitious name registrations; judgment and federal tax liens; UCC financing statements; notary commissions; apostilles, cable franchises; Substituted Service of Process; and a myriad of other types of filings. The Division serves as an informational resource for statewide business activities, registrations and certificates; and provides sole proprietors and companies with the legal right to do business in the state.

Trademark and service mark registrations are important to a business trying to protect its name, design, slogan, or a combination thereof. A Trade or Service Mark can be considered one of the most important assets of a business. A fictitious name registration, also known as a "doing business as" or "dba" name, is a name that is different from an individual's personal name - if doing business as a sole proprietorship - or an entity's legal name. It allows a sole proprietorship to register its name, open a bank account, and receive payments in its business name. A fictitious name registration also allows a business entity to operate multiple businesses under different names without forming a separate business entity for each.

UCC financing statements are legal documents which allow a creditor to give notice that it has or may have interest in a debtor's personal property. It allows creditors to secure their interests by giving public notice that there is a right to take possession and sell certain assets for repayment of specific debts with certain priorities.

A notary public allows a third-party to witness a signature and verify that all who signed the document did so willingly and under their own power. They are very important if and when disputes are litigated. Apostilles and notarial certificates are certificates issued by a Secretary of State. Either an Apostille or notarial certificate is attached to an original document in order to authenticate and verify its legitimacy. Without these certificates, documents would not be accepted in other countries.

The Division also plays a critical role in service of process by accepting substituted service of process. Service of process is the process by which one party gives legal notice to another regarding a legal action. It is important because it establishes the court has authority over the defendant in a case. Pursuant to Chapter 48, F.S., the Division of Corporations accepts substituted service of process when that individual cannot be located or served.

In summary, the Division of Corporations plays a crucial role in performing, fostering and maintaining many of Florida's essential business, legal, financial, public safety, and economic functions and responsibilities.

Sunbiz.org, the Division's official website and the State's official business entity index, is available 24/7 and maintains over 8 million records. Its records are utilized by the following state and federal agencies daily: Department of Financial Services, Department of Business and Professional Regulation, Department of Highway Safety and Motor Vehicles, Office of Financial Regulation, Department of Agriculture and Consumer Services, Department of Revenue, Federal Bureau of Investigation, Internal Revenue Service, and Department of Homeland Security. Therefore, the Division places an emphasis on expedient, accurate service.

As a ministerial filing agency, the Division has two broad functions:

- Formalizing the legal standing of a business or activity by accepting and indexing the filing or registration; and
- Supplying information and certification regarding the filings and activities of record.

Within the Division are one (1) office and two (2) bureaus (See Section 11). The Director's Office includes the Business Unit responsible for all fiscal reporting activities associated with the $373 million in annual revenue and the Operations Unit of the Division. The Director's Office supervises and coordinates the activities, duties, and responsibilities of the Division's two bureaus. Its mission is to improve the Division's performance, information availability, and service delivery through administrative oversight and accountability.

The Bureau of Commercial Recording is responsible for examining and indexing business and commercial documents submitted to the Division of Corporations for processing. Documents meeting the required statutory mandates are accepted, processed and updated on the Division's records.

The Bureau of Commercial Information Services is responsible for providing certification, authentication, imaging and informational services on behalf of the Division of Corporations. Other functions include accepting substitute service of process and providing internet assistance.

3.2   Description of Current (As-Is) Services

3.2.1   Legacy System

1996-2013

To understand *Sunbiz* in its current form, one must understand the history of the State's Business Registry beginning with the mid-1990s. It was in 1996 that Florida went from a manual filing process with paper documents being submitted and imaged to microfiche to an imaging process with the images being indexed in a mainframe system. The precursor to *Sunbiz.org* utilized a computer programming language designed for business use. The language is not object-oriented, and as such, it is outdated. Today, with the exception of legacy applications requiring large-scale batch and transaction processing jobs deployed on mainframe computers, this programming language is rarely used. And, due to the retirement of experienced programmers, most programs are being migrated to new platforms, rewritten in modern languages, or replaced with software packages. Consequently, most of today's programming is solely to maintain existing legacy applications.

In addition to the costs of hosting the large machines (for which space is charged by cubic foot of rack space) and the maintenance of the aging hardware (which uses a lot of electricity and produces a lot of heat), Hewlett Packard Enterprise (HPE), through AST, charges DOS and HSMV over half-a-million dollars per year in support costs. These fees are an insurance policy. Should the system fail, HPE will send a technician who will attempt to repair the system using cannibalized parts from one of the servers the Department has on hand or by conducting a national search for another entity who may have an old server which is no longer in service.

However, there are serious concerns. They include: 1.) the current database is reaching capacity (it is estimated there is space for approximately one (1) more year's data); 2.) the db costs the Department $47,500 per year per processor in license fees and another $10,450 for support ($231,800 per year for the current configuration); 3.) the db is outdated (its replacement was released in 2009 and db development for the server was halted in November 2013); and 4.) Db Database Administrators (DBAs) are difficult, if not nearly impossible, to find. A recent search for db DBAs yielded only one individual.

In 2012, the Department - recognizing the application and database hardware, operating system, and applications would no longer be able to be supported - began formulating a solution.

2013-2017

On January 1, 2013, a different version of *Sunbiz* was launched. To be candid, it was at that time and continues to be precarious. The system was not carefully planned, was poorly executed, and was rushed into Production. It has resulted in a database that is bifurcated. This bifurcation has resulted in a labor-intensive, unreliable system whose output is not always correct.

Twenty-percent (20%) of the Division's external core activities were placed on a cloud-based system. This helped alleviate the concern for space in the database, since these activities generate 70% of the Division's files by volume. The switch moved future filings to a newer, but more expensive technology not maintainable by BDIS. This resulted in a bifurcated system due to the fact historical data, financial and correspondence activities, and previous filing images could not be moved and still remain in the legacy system. Furthermore, the Division was legislatively assigned additional tasks. With programmers for the legacy system not readily available and the database reaching capacity, placing the new activities on the legacy system was not a viable option. Constraints of the new cloud-based system made it a less than satisfactory option. Therefore, the newly acquired jobs were placed on other solutions, resulting in a trifurcated system. The trifurcated system has led to inefficiencies at the business level, increased costs, data which is not always valid and reliable, and frustration on the part of the public, as well as Florida's business community. Workarounds to synchronize data that is stored in multiple systems have not been totally effective and the process for resolving differences is cumbersome and results in some data discrepancies between the legacy, cloud-based, and supplemental systems.

At this time, the breakdown by activity and volume on the three systems is estimated to be:

	Activity	File Size
Legacy	70%	20%
Cloud	20%	70%
Other	10%	10%

Immediately upon "Go Live" many issues ensued. The past CIO had not considered how to accept and process payments (specifically checks), update imaged documents, cross reference records prior to 2013, and several other significant functions which the Division needed to successfully operate. However, rather than ending the project, DOS' previous administration chose to continue with the incomplete system and to develop workarounds (in the forms of intermediary systems) to make edits, push and pull documents between the Oracle and BLOB databases, and complete financial transactions.

There are times when not all of the edits are completed within the same document. In these cases, when a citizen runs an inquiry against the database the information displayed may or may not be accurate. If the person knows how the document should appear, they must contact the Division to have the image corrected or updated. Sometimes, the Division's agent or representative can make the edit; however, this is not always the case. There are numerous issues and situations which require a programmer to get involved. There are instances where determining the "Single Source of Truth" (SSOT)

without actually contacting and confirming the data with the filing entity is extremely difficult. Best practice is to have a one SSOT. *Sunbiz* has two (2) Systems of Record (SOR) and the SSOT can be on either SOR.

One advantage of the cloud system is online or electronic filing. Annual report (AR) filing is a prime example of this. All annual reports are filed electronically to Azure. For annual reporting, this allows a SSOT, as there is a SOR. Electronic filing of ARs also reduces paper received, processed, scanned, and stored by the Division. Regrettably, all financial transactions are conducted and stored on the legacy system. Credit card payments, which are handled by a third-party vendor, are not as much of an issue. Those payments require a staff member to match the submission and payment transactions.

However, a payment by check is more complicated. The filing information is first entered via an online form and submitted by a member of the public. Once the filing information has been entered, the entity's representative must then print the payment voucher containing the filing's unique bar code. The unique bar code is used to match the entity's payment to the entity's AR filing. The check and voucher are then submitted to the agency either by mail or courier. Upon receipt, the Division staff scans the check and the voucher and matches the payment to the filing. A correspondence is sent. The Division has encountered two major drawbacks with this payment method. If the payment is late and the filing has expired or the check is not for the correct amount, the filing cannot be processed and the representative must be notified by mail accordingly.

Only new business entity filing and successive annual report and reinstatement filing activities for corporations, limited liability companies, and limited partnerships are accounted for above. Activities not accounted for are in-house data entry, payment processing, payment linkage, and the scanning of those remaining documents, which are mailed or facsimiled to the Division and then subsequently examined, processed, acknowledged and imaged. The "remaining documents" include a multitude of filing types for a multitude of different business registrations and entity types, both domestic (in state) and foreign (out of state). These include amendments, dissolutions, withdrawals, registered agent changes, officer and director resignations, mergers, conversions, fictitious name registrations and renewals, trademark and service mark filings, judgment liens, and cable franchises, etc. While the Division's current system utilizes the preferred frontend scanning method for a few filing types, many documents must be backend scanned. The method of processing and then backend scanning is less efficient and more labor intensive. It also promotes the additional risk of loss, whether just a page or the entire document. Both the Division and its clientele would benefit from a new unified system which promotes and offers more timely, efficient, and modern-day electronic filing and processing applications and payment methods.

There are other issues that must be considered, such as running queries, sending correspondence and validating data. The short example below illustrates a few systemic problems.

> To further promote and foster timely annual report filings, the Division is tasked with pulling and notifying all applicable business entities that it is time to file their annual report. These notices are sent via email or U.S. Mail. The majority (this year 1.9 M of the approximate 2 M active business entities) received their notices via email. The Division may send each entity up to four (4) annual report reminders or filing notices; one per month for the months January through April. These notices inform the entities their yearly annual report must be filed on or before May 1 to avoid a late fee. The goal is to send the first monthly notice on or soon after January 1.

> Due to the limitations of the Division's outdated legacy system and the fact that the system cannot be programmed to require an email address, a separate email system is queried to pull the email addresses. The email addresses are then manually fed into a separate system and the reminders emailed to each business entity. This is a slow, long, and tedious process which takes days to complete. This results in a gap between the time the actual dataset is created and when the emails are received. Consequently, an entity may have already completed and submitted its annual report before it receives the reminder notice. This in turn prompts the entity to call the Division to verify and/or determine if the annual report

was properly filed. This results in reduced customer satisfaction and a loss of productivity by both the business and the Division.

Another noted limitation is the Division's inability to send real-time, automated emails and large batches of correspondence at the same time. There is also an issue with "bounced" emails. Bounced are usually the result of an improperly entered email address or a deactivated email account. In either case, the Division's current system does not have the ability to capture the returned emails or match the emails to the entities for which they were sent. Nor can it flag those entities as having a "bad" email address in order to correct them. Therefore, there is an assumption that the emails were received and the entities were notified.

In those cases, where an email address is not available (this year - approximately 26,000), the entity is mailed one postcard via US mail. The one postcard notice is usually mailed in January. This year (2018), approximately 26,000 postcards were mailed. This, too, is a cumbersome and lengthy process which requires weeks to complete. First, both databases must be queried. Then the results must be compared for a union between the two. Next, the dataset must be filtered to determine which entities have not filed their reports. And, finally the dataset is filtered yet again to determine which of those entities do not have an email address on file with the Division and require a postcard notice. The final postcard dataset is then outsourced to a vendor for printing and mailing via U.S. mail. Here again, by the time the postcards are received, many of the businesses have already submitted their annual reports. Consequently, many call the Division for clarification.

A similar process is repeated in June for the required intent to administratively dissolve notices and then again in September for the actual administrative dissolution process. These three notice processes are just three of the current system's many applications which cannot be run and completed in real-time. This results in a common disconnect between what is actually correct and what is being communicated and/or reported by the system.   Such disconnects lead to a decrease in productivity and many needless telephone and email inquiries. A new, modernized system will allow for real-time queries and emails, as well as incorrect email notifications. These improvements alone will result in increased customer satisfaction, a higher percent of successful notifications and filings, and an increase in productivity for both businesses and the Division.

Added to the costs are: 1.) the staff's time to run and filter the queries, send the dataset to the vendor, and answer the telephone calls for those customers who have already filed; and 2.) the fees associated paying the vendor for their time and materials for printing, plus postage.

The bifurcated database only reflects the status of DOC's Core Corporations database (i.e. business registrations). It does not address the databases and the processes for authentications, Notary Public registrations, liens, cable franchises, miscellaneous filings, trade and service marks, Substituted Service of Process, and Uniform Commercial Code. Each of these service areas utilizes another database. For example, authentications utilize SQL scripts on the Department's Division of Elections' database to verify elected officials; UCC utilizes a third-party database outside of the Division; and cable franchise records are kept in an Excel workbook. However, they all share a common fiscal system, which is located on the legacy database with a common access through http://dos.myflorida.com/sunbiz/. The other functional areas (certification, correspondence, imaging, information services [which includes subpoenas and public records requests, inquires/searches, public records exemption requests, registrations, reporting, and security) are all on a conglomerate of shared and not shared resources.

It should be noted that the January 1, 2013, integration of the Cloud-based portion of *Sunbiz* was successful in some aspects. The annual report filing process (other than the payment) was put online, resulting in a more efficient and consistent annual report filing process. And, the lifespan of the legacy Oracle database and image file server were extended due to the annual report process being sloughed off to a different location.

Since the "Go Live" of the bifurcated system, the majority of BDIS's efforts have been devoted to preventing a systemic or catastrophic failure.

2017

Discussed in Section 5 - Alternatives Analysis are a number of alternatives to the current situation and the proposed implementation of a commercial off-the-shelf (COTS) solution. One alternative HPE, AST and BDIS investigated was the virtualization of the processors and a move from the storage array to a Storage Area Network (SAN).

The software emulates the behaviors of a physical server, albeit with a drop in performance of fifteen to twenty percent (15- 20%) per processor. With each virtual node working at 80-85% of a physical processor, the team determined a total of five (5) servers need to be purchased and the virtualization software installed (four [4] in Prod and one [1] for Dev) to account for the drop in performance. The cost for the servers would be $70,815. In addition to purchasing the servers, the Department would have to acquire the licensing and install the emulation tool. Vendors quoted a first-year cost of $314,464 and recurring cost of $32,785.29 the next year, with an up to ten percent (10%) increase each subsequent year. With all the other costs (space, hosting, maintenance, throughput) being equal, the quoted startup cost was $418,064.29; the support agreement could increase by ten-percent (10%) per year; and the reduction of the HPE service agreement would have been $191,353.80. Meaning, virtualizing the system would have paid for itself in the third year of operation. Added benefits would have been *Sunbiz* running on new, easily replaceable hardware for which there are technicians readily available to provide service. New hardware is more efficient - utilizing less electricity and producing less heat. Likewise, the data would be moved from the storage array to a new, scalable SAN array. The risk of a physical processor failing would no longer have been a concern and the capacity of the database no longer an issue.

The virtualization solution was installed on a development machine to serve as a proof-of- concept. The software successfully emulated the behaviors of a physical server. However, tests indicated a 15-20% drop in performance. Testers reported a greater than thirty to as much as a fifty-percent (30-50%) reduction in efficiency (speed and capacity). Ideas were considered. The concepts and why they were ruled out are addressed in Section 5.

3.2.2   Current State

Sunbiz and the activities within the Division of Corporations should not be considered a system, but an amalgamation of disordered parts that are working only because of the valiant efforts the dedicated team members at DOC, BDIS, and AST.

All the corporate documents and filing records prior to 1996 remain on microfiche. Filings and the related imaged documents received and processed between 1996 and 2013 are stored on a database - a server that is about to reach capacity. As it stands, the files cannot be moved to a different data server nor can they be moved to a different OS due to the unbreakable relationship between implementation components. Furthermore, programmers and DBAs experienced in the implemented solution are not readily available.

Eight (8) service areas, all of which are in statute at the state, federal, or international level (i.e., service and trademarks, authentications, notary public commissions, liens, service of process, cable franchises, miscellaneous filings, and UCC) are processed through and/or have their data stored in a variety of other methods (i.e., .net against a SQL database, Excel spreadsheet, third party). Most, but not all, functional areas (certifications, correspondence, imaging, information services, inquires/searches, and reporting) are through the legacy system, a system that is running on antiquated hardware which cannot be replaced, and, for which, there are no programmers to rewrite, fix, update, or create new code. Other areas (i.e., public records exemptions, subpoenas, public records request, marketing, and security) are not within a system, but are ad hoc. In common to all are the financials and the port of entry. All fiscal work is processed through the same fragile, non-scalable, and non-flexible legacy system and accessed through *Sunbiz.org*.

4. BUSINESS STRATEGIC NEED

The Department engaged contracted staff to assist in providing guidance on how to transition the Division from its current, trifurcated system to a single, fully-functional, and integrated system. The one and only purpose of this project is to determine, and do, what is in the best interest of the citizens of the State of Florida.

In 2015, an analysis was first completed by internal BDIS staff. A second review was completed in 2016 by an external resource, a business analyst and project manager contracted to document the current state of the Division's resources, their processes, and all associated supporting technology. This individual was subsequently tasked with drafting a proposed solution to the current state-of-affairs. Based on her findings, she presented her recommendation - a complete rewrite of the Core Corporations registry system (without incorporating the systems of the other service areas) at a cost of $8,000,000 over a period of 20 months. There were concerns with that recommendation regarding the time, cost, and risk. In May 2017, a third analysis was ensued by the Department. This third analysis was started by the second external contractor.

A possible solution is a rewrite of the application in .NET with the OS being Microsoft Windows Server running on a load-balanced cluster of modern, robust, scalable, and readily available machines against a MySQL database on a SAN system. The time estimate for that solution was three years at a cost of $10,000,000.

This path is not recommended because the level of risk is too great and an undue burden must be assumed by the State. All three analyses agree - it is mission critical to modernize *Sunbiz*. The legacy system is in danger of catastrophic failure, has no room for expansion, and cannot be modified. The cloud system is getting more and more expensive to maintain in respect to storage, egress/bandwidth/throughput, and licenses; and the current combined system is unreliable, labor intensive, and undependable. In short, unless the modernization project moves forward, there is a very real and significant chance the system could be lost.

Due to the current lack of redundancy and the fact that some of the filings are only available online, the Division and its revenue stream, the public, the business community, as well as the many other institutions and agencies that readily depend on the Division's functions and roles would be severely impacted should the current system fail. The Division would be faced with the daunting, virtually impossible, two (2) year task of developing and reinstituting an antiquated manual processing system, with all documents and payments being submitted and processed as paper filings. Add to it the additional timeframe needed to design and build another system for the transfer of the legacy, Azure, and transient filings and images (all while in emergency mode) and the feat appears to be both highly illogical and impractical.

Since completing the analysis for rewriting *Sunbiz* as a custom program in .NET against an SQL database, the Department has investigated options which include: employing electronic language translators; virtualizing the legacy system and subsequently migrating back to the legacy system; moving completely to the cloud system; and deploying a COTS solution. The history beginning with July 2017 until now and the advantages and disadvantages of each of the options are discussed in Section 5. These option both illustrate that neither the Division, nor the Department, were tied to a single alterative and there is a time-sensitive business need to expedite the Division's move away from its current hardware.

4.1 Current State Concerns

4.1.1 Fragility

The current hardware is both robust and fragile. It has been in operation for over 22 years. Industry best practice for replacing the hardware in an enterprise system is three to four (3-4) years. At a maximum, servers should be on a five (5) year replacement cycle, primarily due to the cost of maintaining a server being greater than the cost to purchase a new server under warranty. If like servers were available, it would cost approximately $70,815 to replace the current four (4) servers (3 PRD and 1 DEV). These servers would be under a three to five (3-5) year warranty. Because they are no longer under warranty, the 2018 service agreement for the current servers is $191,353.80. On a three (3) year replacement cycle, the state would save over $500,000 during each of the three (3) year periods.

More importantly is the tenuousness of restarting the servers. Many times, the servers' lockup and processes cannot be run. When this happens, the solution is a restart. This is a very critical concern, however, because the Division understands the server may or may not spin back up. At this time, the Division has one (1) replacement node that could be swapped in the event of a failure; and, per the Chief Information Officer (CIO) for the Department, the business of the Division could run on two (2) nodes. However, that is all. There are no replacements and there are limited options on which to move the processes.

Unless the legacy system is virtualized to take advantage of new hardware, the backend of *Sunbiz* must be moved to a modern programming language (i.e. C, C#, C++, Java, JavaScript, PHP, Python, or Ruby) and a modern framework such as .NET, which is a developer platform for building applications, utilizing C#, F#, or Visual Basic (VB). The new hardware will provide ready access to system engineers, technicians, developers and DBAs familiar with the architecture; operating systems; programming; database and replacement parts; redundancy; scalability; and continuation of service.

Redundancy and Continuation of Service

With the current system, should there be a break in service at the machine level (i.e., malfunction, failure to restart, fire, bad cable) or at the data center (i.e., systemic power outage, hurricane, fire), there is no backup system. In a modern system, all data and the most recent version of the application are backed up to a remote site and there are duplicate sets of hardware available onsite and offsite. In the event of a machine level failure, a server in the same datacenter immediately "kicks in" and the users are unaware of any changes. In the event of a failure at a datacenter level, even though it would take a short period of time for the systems at the remote site to recognize the primary system is down and the Domain Named Service (DNS) to be resolved, *Sunbiz* would be back up and available to the users in less than 15 minutes. With the current system, however, there is very little chance of disaster recovery (DR), and there is no chance of DR within a reasonable time.

Scalability

In addition to the legacy system having no room for expansion, it cannot react to increases in the volumes of traffic. During peak periods, the capacity of the current system is maximized and the users experience a slowdown. Consequently, frustration on the part of the public ensues and the Division's staff is unable to complete its tasks in an efficient manner. A modern system would allow for more storage volumes to be added to the SAN and when the servers reached a percentage of maximum capacity (i.e. 80%), additional servers would automatically assume some of the tasks without the users noticing a loss in performance. This is extremely important because the Division's filings and inquiries continue to increase at a high rate and loads are inconsistent.

4.1.2   Workflow and Timeliness

With the current system, the consistency by which filings are submitted and processed is lacking. Some filings must be completed and submitted by paper via forms made available and downloaded from the *Sunbiz* website as a .pdf file. These forms are either mailed, walked-in, or facsimiled to the Division. Some filings must be submitted and processed online. Other filings may be filed online/electronically or by paper. Then there are additional filings for which the required forms are not currently available via *Sunbiz* at all. They include Pesticide Licensing, Operator of Terminal Facility or Vessel, Stamped or Marked Containers and Baskets, and Linen Supplier Names. Because these forms are very rarely used, they are merely stored as paper in-house forms.

The Division's goal is to make all filings and the ability to upload and attach additional and required documentation in a .pdf format available online. As it stands, many filings must be either mailed to the Division. Once received and opened, the documents and payments are pulled and matched. Then the documents must be examined for statutory filing requirements and applicable fees. Applicable fields from acceptable documents are then keyed into the system by the Division's staff. This data entry process is time intensive and subject to legibility and transcription errors, which results in inaccurate data. The filed documents with all supporting documentation are then scanned into the database and stored as images. For some filings, the document scanning process takes place before the documents are examined. In those cases, the examiner accesses and utilizes an imaged document in the examination and data entry processes. For others, the documents are scanned after the examiners handle, review, and update the database using the original documents. Consequently, there is no consistency between or within work units and the various inconsistencies will continue as long as the Division's processes are driven by its current unmodifiable system.

Ultimately, the new system will not require scanning. All filings will be submitted online, supporting documents will be uploaded as attachments, and virtually all payments will be made electronically by credit card. As a result, the Division's role will shift from payment processing, data entry and scanning to merely validating data. In those few instances where a paper filing must be accepted, the required scanning will be completed at the frontend in order to facilitate electronic examination and processing queues and help alleviate page loss and payment mismatching.

In order to accommodate absences and peak work periods and facilitate cross-training and staff backfilling, all processes and work units need to have similar workflows and processing procedures. Today, due to the current system's hardware and software limitations, many of the Division's work units are unable to share staff, processing applications and/or equipment. Consequently, when those units get behind, those team members are usually required to work overtime to catch up. Therefore, streamlined workflows and modern up-to-date hardware and processing applications would result in both improved customer satisfaction and cost savings.

4.1.3   Economics

Naturally, both the direct and indirect economic impact of *Sunbiz* being unavailable is the biggest concern. Today, should the system fail, it could take at least three (3) days to bring the current system back online and a period of weeks to update and synchronize the data – all while in an emergency mode. A new and modernized system, on the other hand, would be back up in no more than 15 minutes and would maintain the Division's revenue stream, which is vital to State of Florida's economic success and well-being.

A modernized system will also:

- Exterminate the costs associated with annual report, intent to administratively dissolve and administrative dissolution postcard notices, saving time and costs associated with querying, printing, and postage;
- Essentially alleviate the time and costs associated with printing and mailing certificates and other specialized correspondence statutorily generated by DOC;
- Virtually eliminate the time and costs of processing and storing documents (i.e., scanning, boxing, transporting, and storing in a climate-controlled building);
- Reduce licensing, service, hosting, maintenance, and support costs; and
- Drastically reduce the need for overtime in both DOC and BDIS.

4.1.4   Validity

DOC's consumer confidence is based on DOC's ability to consistently provide valid information in a time-efficient and user-friendly manner. More consistent and timely filing and service delivery promotes public accountability and allows our business communities to maintain essential business activities. There are multiple points within the Division's current processes which need to be electronically automated in order to improve the Division's customer confidence. Some of these are as follows:

- At data entry (when staff are attempting to find, read, transcribe, and type specific information from an image of a filing or a filing itself);
- During the manual workflow or scanning process (when paper documents and their attachments are manually transferred from one work unit to the other);
- In the resubmission process (which requires different pieces and parts of the same filings to be submitted at different times);
- In the check payment process (which requires matching the payment to the applicable document and payment voucher or tracking number);
- In the acceptance process (which requires accepting documents into one or more databases [i.e. Azure and legacy] and trusting that the document does not exist in another database with different information [having more than one Single Source of Truth]); and
- In the editing process (by pulling a filing or an image associated with a filing from the BLOB and/or .tif image database, making the edit to one or both versions, and trusting the changes are properly reflected in the other version[s]).

4.1.5   Queries

Another one of the many issues caused by the fractured system is the Division's difficulty to respond to in-depth requests for information. If a member of the public, another government agency, the executive or legislative branch, or a member of law enforcement requests specific information, it is challenging (if not nearly impossible) to provide reliable information in a timely manner. As previously discussed, the current system has issues which affect its validity. This is compounded by the fact that the data being pulled from more than one source when each source was not designed to interact with the other. When a query is run, it must be run against multiple databases. This poses several problems. First, since the databases store the

information differently, a specific script must be written for each. Therefore, if the syntax for each script does not match, the queries will be asking two different questions. Asking different questions will result in different answers. Some of DOC's data is stored in one database, while other information is stored in another, and some data is stored in both (which may or may not match). In other words, all queries must account for the data being in two places, allow the same piece of information to be referenced only once, and then account for differences between the two.

Writing and running queries against the cloud and other databases does not seem to be an issue. There are programmers within BDIS who can write queries against a database. Therefore, a request can be fulfilled in a few days, if not a few hours. However, the corresponding script against the Oracle database may take days or weeks to write, run, and verify. This is because BDIS only has two (2) individuals who can write queries against the legacy database. Because the output for both queries must be compared and validated for accuracy, it can take weeks from the time a scheduled or ad hoc queries for the data to be made available to the requester, and accuracy is still not guaranteed.

For example, routine queries are needed to generate the mailing lists for the courtesy annual report (AR) reminders. These courtesy reminders are scheduled and sent at least four (4) times every year. Each time this process generates a list of those business entities which are to receive annual report reminder notices via email or postcard. Other inquiries focus on the number and types of filings during a specific timeframe, the number of active entities by category, the method(s) by which entities are filing, or the amount of revenue generated during specific timeframes. In a modern system, these types of queries are first nature; however, they are challenging for the Division's current legacy system and are especially difficult when the responses require pulling information from the more than one database. Meanwhile, the requester becomes more dissatisfied with the time it takes to receive the information, not to mention the fact that a database administrator is being paid a large sum over the course of days for what should only take a few minutes.

4.1.6 Audits

The current system does not have a complete audit system. Any time a change is made to a filing (from initial filing until dissolution of the entity) the system should capture and retain both the past and new information. The current system, however, does not retain this information. The audit should retain the old and new information, what was changed, who made the change (as identified by the credentials of the user), when the change was made, and from what computer (IP address of machine). Current audits primarily capture when the change was made. This is an issue of security, investigation, data validity, disaster recovery, and liability.

4.1.7 Modifications

Since the events of 2013, it has been a challenge to incorporate changes into the system, especially those that touch the legacy system. This includes items that interact with the Division's fiscal system, as well as recently proposed legislative mandates such as annual and biennial reporting and the recent statutory revisions to Chapters 605, 607, 617 and 620, F.S., which mandate the Division to send a filing notice and a copy of the filed document to both an entity's new and previous email or mailing address upon filing.

Annual or Biennial Filing

Currently, Annual Reports are filed annually. They are due between January 1 and May 1. Florida legislators have filed bills that would allow domestic and registered foreign business entities to file their reports on an annual or biennial basis (i.e., 2018 SB 1228 & HB 373). The process is designed to reduce the filing burden on the business. However, due to the Division's system's limitation, it is simply not capable of complying with such a mandate. The system's current fiscal system is not designed for this option and to try and implement such a change would put DOC's entire system at risk for catastrophic failure.

Filing Notifications

Unfortunately, there have been a few occurrences where a third-party has maliciously (or as a joke) modified an entity's information or status on *Sunbiz*. These filings that have changed the names and/or addresses of their officers, directors and registered agent, the entity's mailing or email address, or the name of the entity itself. There have been cases where the business entity was actually dissolved or merged out of existence, as well. Therefore, CS/SB 610 was recently proposed and passed by the 2018 Legislature. This bill, which went into effect on July 1, 2018, revised sections 605.0210, 607.0125, 617.0125, 620.1206, and 620.8105, F.S., and requires the Division to send a notice of a filed record to an entity at the email address currently on file for the entity or its authorized representative; or to send a copy of the document to the entity's mailing address, if no email address is on file. If the record changes the entity's email address, the Department must send such notice to the new email address, in addition to the entity's prior email address. If the record changes the mailing address and no email address is on file with the Division (in *Sunbiz*), the Division must send a filing notice and a copy of the filed document to both the entity's new mailing address and the prior mailing address.

Implementing this statute is imperative in addressing the issue of fraudulent filings and changes on the Division's records. However, due to the current system's technological limitations and tenuousness of the system, the Division is unable to modify the system. Not only is this due to the Division's precarious and fragile Legacy system, it is also due to the lack of complete audits, ineffective email services, its inability to seamlessly program requirements, the added costs of identifying these filings, and the current difficulties in identifying those entities which do and do not have an email address on file.

4.1.8   Security

Cybersecurity is the utmost importance to web-based and other digital files. Protecting the integrity of the data and the personal information of the individual is vital. A system of this type should require Transport Layer Security v1.2 or above and the Division's current system utilizes SSL, which (along with TLS 1.0) the PCI Council determined is no longer to be used as of June 30, 2016. The system should also have its application servers behind a perimeter network/DMZ protected by a firewall and the data servers should be further protected by a second firewall or DMC. The data on the database should be encrypted and access to the data should be limited through permissions authenticated by high level credentialing.

Currently, because the public is not required to have credentials to submit or modify a filing, individuals are able to submit and file anonymous fraudulent filings that have no audit trail.

A modern system will exceed the standards and the datacenter will be at, or surpass, the prerequisites of a Tier III datacenter as defined by the Uptime Institute.

4.1.9   Institutional Knowledge

The current DOC staff who were part of the legacy system implementation team, the launching of the cloud system, and the necessary intermediary systems are close to retiring. This group includes those persons who have worked with legacy components. These individuals, which have been instrumental in keeping the current processes functioning, have developed troubleshooting techniques and workarounds for dozens of idiosyncrasies found in the aging hybrid system. Many of the solutions are not documented because the methods are mostly intuitive and individually address unique instances that have commonalities. The required insightfulness was developed by having used the legacy system and being involved in the process of dissecting the weaknesses of the prematurely released cloud portion of *Sunbiz*.
Important institutional knowledge will be lost if these assets retire or leave the Department over the next two to four (2-4) years.

4.2   Business Justification

The primary justification for initiating the modernization of the *Sunbiz* business registry is to prevent a cataclysmic event that (due to the current archaic system's lack of redundancy) would bring all the Division's activities to a grinding halt. Such an event would result in the Division being unable to provide its mission critical activities and bring about negative consequences for Florida's economy.

The second goal of the project is the unification of DOC's multiple systems (applications, hardware, databases) which make up *Sunbiz* – the State of Florida's official business registry. Uniting eight (8) of the nine (9) service areas and 15 functional areas of the Division of Corporations is critical for continued success.

Sunbiz functional areas

Authentications & Authorizations	Calendaring	Certifications
Correspondence	Fiscal	Imaging
Information Services	Inquires/Searches	Marketing
Public Records Exemptions	Public Records Requests	Registrations
Reporting	Security	Subpoenas

4.3   Business Benefits and Objectives

Although the primary goal of the *Sunbiz* Modernization Project is to prevent the loss of one of the State of Florida's most valuable assets (its official business entity index and commercial activity database) and the income generated by the Division's statutory mandated activities, the secondary goals and benefits of reducing the costs needed to operate the system are as equally important and will result in significant economic gains. The unified and modernized registry will streamline the business processes of the Division, allow for the implementation of additional and recently passed legislative mandates, and result in an integrated, sustainable, maintainable, scalable, and economical data management system which will report more reliable data.

To reiterate, the current system and its hardware are over 22 years old, which is more than four to seven (4-7) times older than industry best practices. As a result, it is expensive, difficult to maintain, and cannot be easily modified. The legacy system is nearing its storage capacity and will soon be unable to accept new filings. Rather than being a single database, the system is trifurcated, with the same data being stored in different places and methods, thereby resulting in no single source of truth and possible instances of unreliable data. Processes are technology driven and not uniform, resulting in inefficiencies, such as touching a single document multiple times during both the initial submission process and, if required, the editing process.

With the current system, it is difficult to imagine how the Division will meet continue to meet its statutory mandates. With a ten percent (10%) annual increase in filings, no increase in FTE, and an increase in the number

of errors being thrown by the system increasing, the customer satisfaction will decrease. It is evident the State of Florida needs a modernized business registry to continue its operations and increase its processing efficiencies and technological functions.

Objectives:

- Accountable – Permission-based access, through authentication and authorization of role-based credentialing, will prevent fraudulent filings and provide an audit trail for new filings and all edits. Features of a modernized system will identify who made a change, when the change was made, what was changed, and from what computer (IP address). The audit system will retain all historical files so that all original, changed, and current documents will be maintained.

- Cost Effective – Through a reduction in fees for hosting, licensing, maintenance, and support agreements, the annual costs for the ten (10) years after "Go Live" can be reduced by as much as one and one-half million dollars ($1.5 million) per year, for a total 10-year savings of $15 million in return for a $3.4 million initial investment[4]. Not to mention other projected savings in areas such as staffing, supplies (i.e., paper, toner, etc.), equipment (i.e., bar code readers, scanners, endorsers, transmitters, printers, etc.), and the perpetually rising costs of the throughput and storage of the cloud portion of the Division's current configuration.

- Communications – Form-based messaging will make communicating with the Division easier and more efficient. The new form of communication will allow the public to pinpoint which unit within the Division will receive their communication, identify the issue being addressed, and provide the user with both a template and a free-form method of communication. With email being the primary form of communication, communications will be expedited and will virtually eliminate any need to manually open and sort communications received by mail or courier, and the subsequent need to print, stuff, apply postage, and mail each response. This will save both time and money and improve overall customer satisfaction. It will also allow the Division to maintain more permanent records within a more organized system. Individual users with credentials will have an individual mailbox within the system and all generated communications will be stored for future access. Correspondence that contains sensitive information which cannot be emailed will be exchanged and stored within the client's mail folder.

- Dependable – Fidelity of the hardware is key to the modernization. It cannot be overstated or over emphasized. The critical issues the Division is currently having are due to its current trifurcated system. At the end of each AR season, there are currently four (4) programmers dedicated to *Sunbiz,* as well as the Chief Information Officer (CIO) and Deputy Chief Information Officer (DCIO) who are fully engaged in just keeping the system operational, the reports posting, and the payments synchronizing. This is primarily due to the fact that the annual reports are posted on the cloud system, but all of the reports financials must be posted on the legacy system. Tying the two systems together are a series of ad hoc applications developed in patchwork fashion as temporary workarounds. The system cannot be depended on to work without a person keeping constant vigilance. A modern system will not have these idiosyncrasies. Should such an event ever occur, an automatic notice would be generated and sent to the appropriate person.

- Efficient – The new system will be built around the processes needed for productive workflows, unlike the current system's workflows which are driven by antiquated technology. For instance, currently a scanned document must be touched multiple times to make any subsequent edits on both the image and/or filing in the legacy system and in the corresponding cloud application/system. A new system will remove the current time delay between when a request for information (data) is received and when the

---

[4] Based on BAFOs submitted in January 2018

dataset is available. This will ensure an entity's representative receives near real-time information, thereby reducing the public's current frustration with inaccurate reporting and eliminating unnecessary calls to the Division.

- Implementation – A new system will be written using a modern framework (i.e., dot net [.Net] or Java) which allow style sheets/classes to be written. Because this allows the logic to be written in the code and not in memory, changes will be easily made by programmers who are readily available and less expensive. This will allow the Division to timely comply with any and all new legislative mandates and fulfill other innovative ideas and improvements.

- Integrated – As of now, we have not addressed the incorporation of the peripherals to the application, specifically the bar code readers, scanners, check readers, and printers used by the Division. Nor have we addressed the fact some of the Division's statutorily mandated activities can only be effectuated using two (2) outdated computers. A modern system (utilizing a modern program like Java) will allow the Division to use modern peripherals. Although these peripherals are not an integral part of the computer, they are fundamental in the processing of a large percentage of filings.

- Maintainable – DOS's inability to maintain the processors in the legacy system waves yet another red flag and demonstrates the urgent need for a new system. The current languages, operating systems, and architectures are outdated, expensive to sustain, and are not expandable. A modern system is expandable with readily accessible hardware, common code and operating systems. Engineers and developers are also easily acquired, which is in the best interest of Florida.

- Prevention – The primary goal of this project is to prevent *Sunbiz* from being unavailable. DOC, Florida's business community, the general public, policy makers, regulators, law enforcement, and other key agencies and institutions all rely on Florida's official business entity and commercial activity index. Minor failures of the current system have led to weeks when the system ran sluggishly and hours and days when the website was unavailable at all. With multiple single points of failure, a catastrophic failure is on the immediate horizon. A new, modern, scalable, redundant system can avoid such an event and restore service in no more than 15 minutes due to a cataclysmic event (i.e., fire, natural disaster, act of war) that impacts the primary host site. Even during routine maintenance, users will not notice slowdowns, as updates will be through a rolling process. The current system must be taken offline.

- Redundant – The legacy system has several single points of failure. While the cloud portion of *Sunbiz* is redundant and scalable, the majority of key services (i.e., fiscal, correspondence, imaging) are embedded within a legacy system. A modern system will allow for the redundancy of power, application servers, data servers, and the connections between these components, as well as the internet. If one component fails or even runs slow, another replacement is brought online. If a component reaches an established threshold (i.e., 80% of the maximum), an additional component is brought online to support the business of the agency. This is especially important during peak usage. It is done in such a way that the user does not experience slowdown. It also allows for maintenance, updates, and patches to be run without an interruption of service. With all application code and data being backed up offsite, should there be a systematic failure at the primary site, a secondary site can be brought up with limited interruption.

- Reliable – This objective is more related to the reliability of the data, but also applies to the system and the parts that make it up. New, supportable hardware provides peace of mind not afforded by the present aged system. Because there is no single source of truth, when data or an image is updated on the current system, staff must pull data from two sources, update both documents, and then return

them to their respective area. The lack of synchronization will at times result in the user pulling files with inaccurate information.

- Scalable – One major objective of modernization is to increase the storage space needed for both the data and images in the legacy system. The current servers are nearing capacity. A second area of scalability is reaction to load increase. With a modern, virtual system, if there is a temporary need for additional resources (i.e., during peak filing periods), additional resources can be automatically engaged to handle the encumbrance. In the event additional hardware is needed, additional resources can be added, unlike with the current legacy system.

- Secure – A modern system provides authentication and authorization abilities. Persons accessing data or images and making changes leave an audit trail, thereby reducing fraudulent filings. Updated encryption (TLS) improves the security layer and helps prevent the interception of personal information, including credit card numbers. An improved DMZ and DMC, as well as encrypted data and other inherent f e a t u r e s of a modern system, will reduce the chances of hacking and the subsequent release of unauthorized information.

- Sustainable – Another primary objective is the continuation of *Sunbiz* for years to come. This objective can only be met with a modernized system.

- Unified – The second main objective of this project is to bring together all the processes and databases utilized by *Sunbiz* and obliterate the need for intermediary programs to transfer, synchronize, and correct data and images. Unification will streamline processes, expedite transactions, improve the reliability and accuracy of data, and reduce costs. This will reduce the type and number of specialists needed to keep the *Sunbiz* system operational.

- Valid – The integrity of the data will also be improved through a modernized system. Inquiries by the public will display correct information. Queries by the Division will be correct with a single source of truth. Without a delay between the actual query and the results presented, the data will be a true reflection at a given point in time.

- Warranty – Another advantage of the new hardware is the three (3) year warranties, thereby eliminating the need for the current more expensive, extended service agreements.

5. ALTERNATIVES ANALYSIS

In 1996, Florida's inaugural web-based business registry was state-of-the-art. The most robust hardware and system architecture available were utilized. And, as one of the busiest systems in the nation, it was a model schema emulated by other Departments of State throughout the United States. However, that was 22 years ago. Today, Florida's *Sunbiz* system is obsolete and in need of modernization. Today's modern systems are virtualized and allow for unlimited scaling. Faster and more powerful processors allow more complex functions to be handled in milliseconds to nanoseconds. Less expensive hardware in cloud-based environments allow for redundancy, in addition to self-assessments, repairs, notifications (with little to no downtime for emergencies or routine maintenance), off-site storage, and almost instantaneous disaster recovery. Class-based, object oriented programming languages allow for common language infrastructure, assemblies, and libraries, which result in interoperability, language independence, portability, security, memory management, and increased performance. Databases allow for a near infinite number of concurrent writers and readers. Sunbiz staying "as is" is simply not a viable option. Therefore, in 2010, BDIS began looking at alternatives to the legacy architecture.

5.1   Investigated Alternative Solutions

5.1.1   Cloud

The first wholesale attempt to modernize the *Sunbiz* registry system went live on January 1, 2013. The move of the "Core" system (corporation forms and database) was less than successful. The only effective results of the solution were that it allowed AR filings to be online and immediately posted on *Sunbiz* and it extended the life of the database by a few years by moving the annual report filing application away from the legacy system. That extension, however, has now reached its endpoint.

BDIS has considered multiple solutions to the remaining As-Is versus the COTS solution. The first alternative solution investigated was a total rewrite of all applications with all activities being moved to the cloud. This alternative was estimated to cost over $11 million to implement, in addition to taking over three (3) years to document the current and future state of *Sunbiz,* develop and execute migration plans, and design, program, test, and deploy the cloud-based system. BDIS does not have the staffing to complete such an endeavor; therefore, it was determined the Department would have to outsource the project and potentially the support, all while still assuming all the associated risks.

After the initial cost and time estimates, the next concern would be the conversion of all the document images contained within the various databases into a single format and the redesign of the SQL, indexing, and storage within the system. It is a result of the way BDIS implemented image management during their attempt to virtualize the AR system. On each call for
a document, the image must be recompiled. BDIS has developed a routine for converting the binary into compressed TIF images. There is no estimate as to how long the process would take and as each day goes by more and more ARs are filed. Therefore, the time and risk continue to increase daily. This alternative is expected to take longer and cost more than a rewrite because the images have to be taken out of cloud storage, reconfigured, and then (along with all of the images from the other sources) be put back into cloud storage after the process for storing the images is streamlined. All of which must be done in such a manner that the images maintain their integrity and are easily retrievable.

What truly makes this option unreasonable are the recurring costs for data storage, egress (number and size of files with expanding bandwidth during heavy loads) and access. The number of filings in and the number of queries against the database make the cloud system under the current terms fiscally unreasonable.

5.1.2   Rewrite

The second alternative solution is to rewrite the *Sunbiz* business registry utilizing a .NET framework against a modern database with images stored as .tif and converted to .pdf when called for download or editing. An Oracle database is preferred, but, as is noted in another section, the recurring cost of licensing the number of processors needed for the architecture makes this option cost prohibitive. There are other constraints to the three (3) year $10 million project, as well. There is a need to get out of the Cloud architecture and back into the legacy system, so that images are not continually being added into cloud storage. Having images continually added to the cloud would either require the final migration to be completed "on the fly" or" in transit" or would require the system to be offline for longer than a tolerable period. This is due to the lack of space on the legacy storage array and the need for another intermediate step prior to the final migration.

The system would also need to be hosted at and maintained by AST. It was estimated the recurring costs for the hosting, maintenance, licensing, and support would be tolerable at an annual rate approximating $1 million. However, this is twice the cost quoted by a vendor for a COTS solution and requires the State to accept all risks. It would also result in a reduction in redundancy, off-site storage, and disaster recovery, in addition to losing the advantage of enlisting the expertise of a third-party who has been successful in implementing other statewide business registry solutions for other Departments of State.

5.1.3 Translation

The third alternative considered was using translation software to convert the legacy code to a .NET framework, legacy db architecture to a modern implementation, and the cloud images to .tif instead of rewriting of the application. In theory, the end result would be the Core application in a .NET framework, written against a SQL database, with images stored as compressed TIFs. This would be similar to the custom rewrite except it only accounts for the Core functions and one (1) service area of the Division and not the seven (7) other service areas. The end result would be a continuance of a multi-furcated system with all aspects being dependent on the Core system for financials.

Custom code must be written for this integration to occur. Furthermore, all seven (7) of the companies contacted who offer legacy to .NET translators acknowledge the translation would not be one hundred percent (100%) accurate and would require a competent programmer to comb through the legacy and resulting .NET to verify that all processes are completely and accurately translated and accounted for. Moreover, much of the logic for the system is not in the legacy application, but in a portion which is not translated. The result

would get the Division off of the outdated hardware and into modern and maintainable system hosted and maintained at AST. However, the risks, costs, and time are not worth a disjointed system that would require a rewrite to optimize. The biggest concern for this option would be those portions of the code that would simply go missing or would not be translated properly. The bottom line is that the risks of this option far outweigh the benefits, especially in light of the fact the costs associated with the translation would exceed the costs associated with purchasing a COTS, and the COTS comes with many other advantages.

5.1.4 Virtualization

The fourth alternative considered was the virtualization of the legacy servers. This solution involved utilizing emulation software to run a legacy system on modernized hardware.

The primary advantages of this solution would have been twofold. It would have taken the risk of the physical legacy system failing off the table and it would have bought time for a different alternative to be applied.

Virtualization also would have allowed scaling, redundancy, and disaster recovery since the data on the storage array could be moved to a Storage Area Network (SAN). The noted disadvantages, however, were multifold. They included increased annual cost, loss of efficiency, and the system remaining trifurcated, unmodifiable, and unsecure.

To test this alternative, the development (DEV) system for the Division's Core activities was used as a proof-of-concept. Both vendors acknowledged there would be a loss of performance when the emulation software was used. It was estimated the virtual servers would perform at 80-85% of the physical servers, so four (4) virtualized dual core processors would be required in lieu of the three (3) single core processors in the current production (PROD) environment. However, when BDIS's development team ran tests against the virtualized DEV system, the virtualized servers only performed at 50% of the legacy system. This increased the number of processors required to run the future-state system at the same performance level of the current- state system.

The solution's initial cost was quoted at an additional $418,064.29 for the first year and an additional $522,513.09 for the next 10 years (excluding hardware replacements every three to five [3-5] years). These costs were determined to be within reason because the solution would pay for itself after the third year. However, these calculations were based on the belief that only five (5) new quad core processors were needed and did not take into account the CPU core licensing. The database team at AST subsequently determined a total of 20 additional licenses would be needed, at a list price of $47,500 for each processor and an additional $10,450 for each software update license and support. for a total non- discounted annual increase of $1,159,000 beginning with the first year. Even assuming a fifty-percent (50%)

discount, the additional Oracle licensing would add at least $579,500 annually to the cost of this solution. In addition, AST estimated an increase in the annual support cost. In rounded numbers, the virtualization of the current system would have had an annual cost of $650,000, plus the costs of the cloud system, with disaster avoidance being the only major benefit realized.

5.1.5   Itanium

An alternative to the legacy servers is the Itanium-based family of computers. The legacy can run on the 64-bit Intel microprocessor. However, in 2017 the term of their settlement case ended and Itanium announced they would no longer build the processors due to the fact RISC processors had reached their "technological end-of-life." Although the technology is good for large database implementations and for high- performance-computing environments, it is expensive and does not support multithreading or other advancements. Consequently, Intel shipped its last Itanium chip (Kittson), which entered production in 2001, in May 2017. Although HPE plans to support the processor through 2025, HPE recommends customers move to Linux-based machines. Moving to the expensive Itanium technology would only be a short-term fix for getting the legacy system off the out dated servers because the Division would find itself in the same position it finds itself now in just a few fleeting years. Plus, it would still be unable to implement any new ideas or legislative mandates. This solution, like the virtualization, would have only resulted in a stop-gap solution, unlike the proposed reprogramming and preferred COTS option.

HPE is currently moving to Integrity *NonStop* server technology. *NonStop* has been in service for 40 years. Integrity *NonStop*, on the other hand, is so new that it has not been investigated as part of this analysis. *NonStop* is touted as being an integrated hardware/software stack with significant hardware redundancy, self-healing systems, and automatic reconfiguration in the event of a component failure. HPE is not suggesting that *NonStop* serve as a replacement for Itanium.

5.2 Comparisons

Six (6) alternatives have been investigated as opposed to remaining "as is." They are: 1.) to custom rewrite and move to the cloud; 2.) to custom rewrite and self-host; 3.) to use translation programs to convert legacy to .NET and legacy db to SQL; 4.) to virtualize the core system; 5.) to move to Itanium processors; and 6.) to utilize a Commercial Off-the-Self (COTS) solution.

5.2.1   Rewrite

The two (2) rewrite solutions and the COTS solution allow for the unification of all of the service areas and the functional areas. They also allow the Division to change and streamline its business processes to either include front-end scanning or move all its filings online and provide a single source of truth, in addition to increased security. In fact, all three (3) of these alternatives have the potential to meet the Division's accountability, improved communications, dependability, efficiency, integration, maintainability, prevention, redundancy, reliability, scalability, security, sustainability, unification, validity, and warranty needs.

What the rewrites lack, however, is cost effectiveness. The quoted costs for rewrite development are 1.5 to 3 times greater than the development cost for a COTS solution and there are no cost quotes for the purchase of hardware or software. Nor have the annual licensing, hosting, maintenance, and support or bandwidth/egress, storage, offsite backup, secondary site, escrow of code, or disaster recovery costs been considered. Plus, the warranties are only valid if additionally purchased or new hardware is purchased prior to the warranty's expiration. The rewrite options put the burden of risk on the Department and would require BDIS to recruit, document, and supervise. Plus, with a rewrite, the Division does not have the added value of engaging an entity who has successfully deployed similar solutions for other Departments of State. In short, the Division would be faced with reinventing the wheel rather than utilizing lessons learned. Lastly and most

importantly, the process would take a period of at least three (3) years to implement instead of less than one (1) year and without guaranteed continued support.

5.2.2   Translation

Translating the legacy codebase to a modern framework and SQL-based database is simply not a viable option. Although the initial estimates indicated the translation of legacy code to .NET and legacy database to SQL would take less time than a full custom rewrite, the risks of having an incomplete translation and the possibility of missing key elements are too high. Additionally, all other service areas would have to be reprogrammed so that they interface with the newly transformed functional areas. Although the goals of moving a substantial portion of *Sunbiz* off the aged hardware and out of the legacy codebase would be met, the system would remain trifurcated, complex, inefficient, and costly to maintain. In summary, this option requires rewriting the applications in order for the processes to be integrated, efficient, cost effective and secure. Unless the new SQL database and image files were merged with the data and images in the cloud system, the data within *Sunbiz* would remain unreliable. A custom rewrite (either for a cloud system or for hosting at AST) is a less risky and ultimately less expensive option than trusting a translation program.

5.2.3   Virtualization and Itanium-based

If choosing solely between virtualizing the physical processors or moving the system to Itanium- based processors, virtualization would be the better option. The Itanium processors, like the legacy processors, are going by the wayside and virtual machines allow the use of multiple cores, multithreading, and other advancements. Virtualization allows redundancy. It is also dependable, maintainable, scalable, sustainable, and covered by warranty. If a reasonable licensing fee can be negotiated, it would be the most cost effective option until *Sunbiz* can be unified through a rewrite or implementation of a COTS solution.

The only advantage to either would be getting the system out of the current architecture and into a new configuration. The new hardware would provide the systems with dependability, prevention, redundancy, scaling, sustainability, and a warranty. Neither option, however, would provide unity, accountability, communications, or cost or process efficiencies. Nor would either option allows for the implementation of legislative mandates or the validation of data.

5.2.4   Commercial Off-the-Shelf

A commercial off-the-self (COTS) solution may also be termed a modifiable off-the-shelf (MOTS) solution. The Division released a Request for Information (RFI) and seven (7) vendors responded. Of the respondents, three (3) were determined to be capable, experienced and proficient to explore further. A fourth company was also found and has been determined to be a possible contractor. Three (3) vendors with a practical solution (defined as having at least four [4] of the nine [9] service areas and all functional areas of the Florida Division of Corporations in successful operation for at least one year in at least two [2] Secretary of State offices in the United States) presented their solutions to DOC. Because of the merits of the COTS solution, the Division solicited complete statements of work, through an Invitation to Negotiate (ITN) process.

Like the five (5) other modernization alternatives, the COTS solution gets the business registry off aged-out technology and into a new state-of-the-art architecture. Like the two (2) rewrite and translation solutions, but unlike virtualization or a move to Itanium-based hardware, the COTS solution will move all of the applications to the prevailing framework for writing applications and databases. It will also unify all of the service and functional areas into a single system with shared hardware and classes within the code. As detailed in Section 6. Proposed Solution, there are a number of value added gains associated with a COTS. COTS solutions can be deployed in less time, with a less expensive initial cost and lower annual recurring costs. Plus, a COTS solution gives Florida the benefit of the knowledge gained from all of the vendor's previous lessons learned in its engagements with other states. Another advantage is the vendor, not the State of Florida, assumes the risks.

5.3   Recommended Solution

A commercial off-the-shelf (COTS) business registry solution is the most viable option for modernizing S u n b i z . o r g . All eight (8) of the service areas targeted for unification can be integrated into the single system and all functional areas will be included. Like the other options, it helps the Department avoid a catastrophe. However, in addition to avoiding a catastrophic failure, processes can be efficiently streamlined, permission-based access easily implemented (resulting in accountability and security), and email and form-based communications initiated. The new managed hardware will result in dependability, redundancy, reliability, and sustainability. Unification will result in a single source of truth and the validation of data. In addition, legislative mandates and other system improvements can be introduced. Most importantly, all of the goals can be met (depending on the COTS solution selected) within nine (9) to eighteen (18) months for an inclusive first year cost of $3.4 to $6.6 million and recurring costs fixed at $443,400 to $704,000 for the next 10 years. Plus, there are value added items (i.e., peripherals, marketing, warranty) and the contractor accepts the risks for the duration of the project. And, as mentioned previously, Florida can take advantage of all the vendor's previous lessons learned.

6. PROPOSED SOLUTION

The primary goals of the *Sunbiz* Modernization Project are:

- To move the Core system off outdated, fragile, and irreplaceable hardware;
- To utilize maintainable and modifiable operating systems, programming languages, and databases; and
- To unify disjointed processes.

A commercial off-the-shelf (COTS) system meets these goals in the most economical, expeditious, and safe manner. The Best and Final Offer (BAFO) submitted by two (2) of the COTS vendors indicate their solutions will enhance communications; provide accountability; be cost effective, dependable, maintainable, redundant, reliable, scalable, secure, sustainable, and covered under warranty; allow for integration of peripherals; plus, provide valid, real-time data. As mentioned earlier, four (4) vendors with acceptable COTS solutions have been identified.

The Solution.
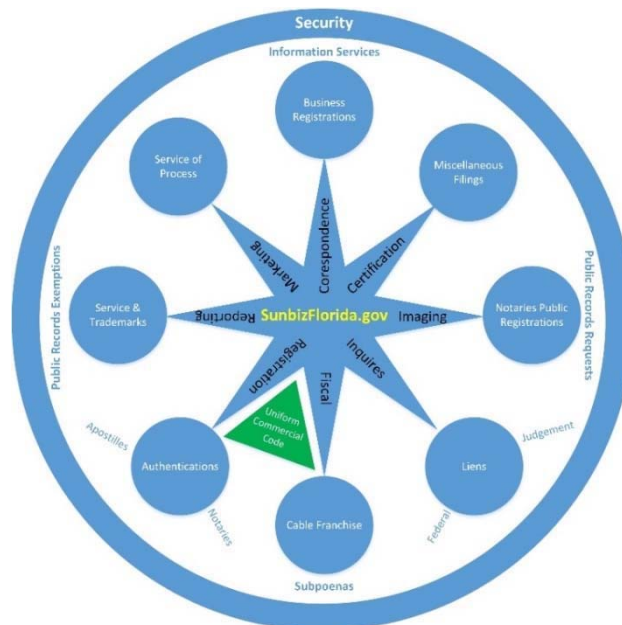
The COTS solution will have an updated web name[5] forming the hub of the application. The website will serve as the portal by which all users access the nine (9) service areas – all of which are enveloped in a robust security system (which requires authentication and authorization to modify encrypted information that is stored behind a DMZ and DMC). The eight (8) targeted service areas will fully integrate the 15 functional areas, including authentication and authorization, calendaring, certification, correspondence, fiscal, imaging, information services, inquires/search, marketing, public records exemption requests, public records requests, registrations, reporting, security, and subpoena services provided by the Division. UCC will be assimilated so that the fiscal reporting and registration aspects of *Sunbiz* are utilized, while the third-party system remains an independent service area. There will be a seamless user experience with increased efficiency resulting in less time filing, increased customer satisfaction, and a cost savings for Florida.

6.1   Summary of the Proposed Solution

The solution is the utilization of a commercial off-the-shelf (COTS) business registry to address Florida's needs. Of the four (4) possible solutions identified, not all of the four (4) include all 15 of the functional areas requested by the Division. But, all do include registration, fiscal, reporting, correspondence, certification, imaging, inquiry/search and security modules. Two (2) of the identified solutions also include marketing, information services, public record exemptions requests, public records requests, and subpoena modules. The others are willing and able to add. Not one identified COTS product includes all eight (8) of the requested service areas, but between the four (4) products, all eight (8) and UCC are addressed.

To reduce project risk, the following criteria have been established for the contractor and its COTS system:

- At least two (2) other Secretary of State (SOS) offices (or its equivalent) in the United States of America, the District of Columbia, territories, or possessions actively utilize the product;
- The solution is currently used and has been in use by the SOS for at least one year;
- The "As-Is" solution includes at least four (4) of the eight (8) services areas meeting the first two criteria;
- The solution can meet all high level requirements and their specific business rules identified by the Division to include those related to:
  o The eight (8) service areas of business registrations and management, judgment and federal tax liens, authentications (apostilles and notarial certifications), notary public registration, cable franchise, trade and service marks, service of process, and miscellaneous filings
  o Administration, authentication and authorization, data migration, hosting, inquiry/search, registrations, financial services and reporting, imaging, correspondence, certifications, and reporting, security, calendaring, reminders, training, and testing
  o Florida specific miscellaneous filings (e.g. pesticide licenses, operator of terminal facility or vessel, stamped or marked containers and baskets, linen supplier name, federal and judicially chartered entities [American Red Cross, Seminole Tribe of Florida])
  o Modifications to meet Florida's current statutes specific to the Division (Chapters 15, 20, 48, 55, 83, 110, 116-119, 215, 216, 289, 376, 420, 425, 471, 495, 506, 540, 604-610, 617-622, 657, 668, 671, 679, 680,713, 720, and 865)
  o Modifications to meet Florida's proposed legislative requirements (biennial and annual reporting, filing notifications and alerts [email or letter] for changes in entity information, etc.)
  o Florida's legal concerns.

The solution must include:

---

[5] The domain name of *Sunbiz* will be changed, but because this is a public document, the second-level domain name will not be announced, until all the pertinent, generic, top level-domain name combinations (.gov, .com, .net, .org, .biz) have been purchased. Currently, users attempting to access the business registry often use the incorrect top-level domain name and are directed to a commercial site attempting to sell them the filing services the Division provides.

- Development, testing, staging, and production environments with all systems being the same in terms of the type of hardware and its architecture, operating system, software, processes, and security, with the only difference being the number of servers in the production environment
- Automatic backup, scaling and fail over
- Offsite backup, disaster recovery, and escrow services
- Robust, detailed, and documented unit, integration, system, user acceptance, and regression testing
- The vendor having successful experience migrating data from Oracle Rdb to the native database system used by its solution
- An appropriate programming language that is common, simple, secure, universal, easy to deploy, scalable; able to be integrated into web pages; integrates with peripherals (scanners, printers, bar code readers, check scanners, endorsers, and transmitters); object oriented, server-side, and high performing; addresses memory leaks, unbounded loops, and other wrong behaviors; attends to caching; and is platform independent
- Inclusive pricing for documentation, development, migration, implementation, training, testing, marketing, hardware and peripherals, licensing, hosting, maintenance, service agreements (to include plug-ins and updates of its and third-party tools), insurance, warranties, escrow, and disaster recovery
- Pre-determined hourly rates and processes for implementing future requirements
- An inclusive team of project managers, business analysts, developers/programmers, database administrators, system engineers, cybersecurity experts, testers, and trainers who have worked together in the past to successfully develop and deploy the solution
- *Sunbiz* having a deployment date no longer than 12 months after contract execution
- Up to 10 years of continual service post deployment

The proposed solution will meet all the primary and secondary goals of the *Sunbiz* Modernization Project, as well as many other non-stated goals and objectives in less time, at a lower cost, and with fewer risks; and, most likely, at a higher quality than the other options considered and investigated by AST and DOS. This will be completed through the implementation of a modifiable COTS solution that has configurable modules structured within a Content Management System (CMS).

6.2 Implementation Approach

6.2.1 Project Management

The Department will commit Project Management Professionals® (PMP®), ideally one will be a senior PMP® with years of experience leading more complex projects and the second will be junior with fewer years of experience. Both will be familiar with version 6 of the Project Management Institute's (PMI) Project Management Body of Knowledge® (PMBOK®). In addition, the contractor will be required to have at least two (2) PMPs on the team also familiar with PMBOK v6.0. A set of PMPs (one associated with BDIS and the second with the vendor) will be responsible for the data migration and technology aspects, with a second set for the business units. In addition, both entities will have a Contract Manager with the agency's being both a Florida Certified Contract Manager (FCCM) and PMP. The Executive Management has identified this is a Project Risk Category of "2" (in accordance with the AST Project Complexity Assessment Tool [AST-F-0505A] [effective date 07/15 {incorporated into Rule 74-1.002, F.A.C.}]), based on the project's development period, it being under $10 million, having a development timeline of less than 12 months, not requiring a dedicated Risk Manager, and the senior project manager serving as the risk manager.

The project team will utilize the PMI standards (PMBOK v6) to guide the hybrid approach to project management (a combination of the traditional waterfall and agile). The project will also use the project management templates provided by AST when available; however, they will be customized for the project. Project governance will include: Executive Management for those items that may impact overall budget or

timeline; a management team consisting of the Project Sponsor, Contract Manager, and Project Managers of both sides, the Department's Deputy Chief Information Officer (DCIO), the Division's Chiefs for the Bureaus of Commercial & Information Services and Commercial Recording, and a representative from the Division of Administrative Services; and an advisory board of seven (7) members representing stakeholders external to the Department of State[6].

Section 9. Statement of Work provides additional detail to the project's management approach. The Division's organizational charts found in Section 11 and a subset of the Division's governance plans is included as Section 12.

The project will adhere to Chapter 74-1, Florida Administrative Code (F.A.C.) – Agency for State Technology Project Management and Oversight.

6.2.2   Low Level Timeline

The proposed timeline for the development and implementation is 12 months (beginning July 1 and ending July 1 of the following year). It is possible the project could be completed in as little as nine (9) months with the first three (3) months (April 1 – June 30) being used for planning and documentation, the next three (3) months for development, one (1) month for testing, one (1) month for fixes and preparation for "Go Live" and one (1) month in Production with optimization tasks taking place before AR season begins on January 1.

One constraint is the annual report filing season. It would not be good practice to launch the new application during the busiest time of the year (January 1 through May 1). This would result in hundreds-of-thousands of new and updated records to contend with – making data cleansing, matching, and migration a challenge, especially with the goal of not having any "in flight" data migrations. There may be challenges to going live between June 1 and September 30, due to the fact administrative dissolution notifications being sent out, entities paying late fees prior to being administratively dissolved, and the administrative dissolutions taking place.

6.2.3   Schedule

Three (3) teams working in parallel will complete this project. One team will focus on the technology (hardware, software, architecture, peripherals), the second on data migration (documenting, converting, cleansing, matching, validating, and moving), and the third on the business aspects (current processes, future processes, change strategies, form development, and website interface design). Initially the teams will work together during the Joint Application Development (JAD) processes to document the "As-Is" and "To Be", then work semi-independently of each other during development. The teams will meet weekly for status and planning meetings, returning for the integration, Beta, user acceptance, and regression testing. A draft deliverable schedule is provided in Section 10.

Note that the final delivery schedule is to be negotiated with the selected Contractor. The complete draft version (not included) contains sample performance measures for each phase and listed deliverable (i.e., Engagement Workshop - Contractor shall conduct an Engagement Workshop on-site at DOC for specified staff. Contractor shall provide DOC with copies of training materials, agendas, and sign-in sheets for each workshop/ working session and Configure Baseline COTS Instance - Deploy configuration to Sandbox Environment) and financial consequences.

6.2.4   Security

There are five (5) areas of security to be addressed by the *Sunbiz* Modernization Project. The first, the vetting

---

[6] Proposed are the AST Strategic Planning Coordinators that represent the Departments of Agriculture & Consumer Services, Business and Professional Regulation, Financial Services, Highway Safety and Motor Vehicles, Law Enforcement, and Revenue and the Office of Financial Regulations (Banking and Finance) and a representative each from the banking industry, Chamber of Commerce, Division's credit card vendor, and FL Sheriff's Association or FBI

and training of the development team is not a change from the current state. All persons involved in the project must:

- Be eligible to be employed within the United States of America and on government projects
- Have successfully completed a Level 2 federal background check that includes fingerprinting screens for felony convictions that concern or involve the following:
    - Computer related or IT crimes
    - Identity theft crimes
    - Financially-related crimes, such as fraudulent practices, false pretenses and frauds, credit card crimes
    - Forgery and counterfeiting
    - Violations involving checks and drafts
    - Misuse of medical or personnel records
    - Theft;
- Sign a non-disclosure agreement (NDA)
- Demonstrate successful completion of an approved security training program.

In addition, the Contractor must be headquartered in the continental United States of America and no data may be transmitted outside of the continental USA.

The other four (4) areas of security (authentication & authorization, audit, encryption, and network) will be improved over the current system.

- Authentication and Authorization – In the current state, only Department employees are required authentication to access the administrative functions of the various systems. Authorization is through the Department's Active Directory (AD). The system does not have security groups, allowing any person authenticated by the Active Directory to access any portion of the various systems.

  Authorization is not required by the public to file or to make changes to filed documents. This flaw has resulted in fraudulent changes to the several entities legal filings.

  Public users will be restricted to user data access. DOS staff will be limited in their activities and the data that can be accessed with user groups management by senior DOC management.

- Audits – The future state will include an audit trail that records all initial filings and all changes. Audits will include who made the filing/change, when the change was made, what was changed, and the IP address of the computer from which the change was made. The database will include all original documents and the changes. Filings can be played back to previous versions.

- Encryption – The current state utilizes the outdated encryption software. In version 3.1 of its Data Security Standard (DSS), the PCI council states that no government agency may use SSL (or TLS 1.0) for secure transmission protocols. The modernized system will utilize later versions of Transport Layer Security (TLS) for secure Hypertext Transfer Protocol (HTTPS). Unlike current protocols, the TLS implementation may not support a downgrade negotiation process whereby the client and server can agree on the weaker SSL protocol, even if the exchange was open in TLS v 1.2 or above, which can occur in some browsers.

  In addition to encrypting the transmission of data, the modern system will encrypt the data in the database, reducing the risk of data being compromised.

- Network – The future state architecture will include hardware and software security features not included in the current state. These feature will include: network security firewalls forming a DMZ between the webservers and application servers and a DMC between the application servers and database servers, multiple security zones physically separating the data center from other resources (security isolation), and security groups. Details are summarized in the Statement of Work (Section 9, Appendix 1).

The project will follow Chapter 74-2, Florida Administrative Code – Information Technology Security. Although offsite, it will also adhere to appropriate clauses of Chapter 74-3 – Data Center Operations and Chapter 74-5 – Information Technology Architecture Standards. In addition, the data center must meet or exceed the requirements of a Tier III data center as defined by the Uptime Institute and special publication 800-53 for security controls (National Institute of Standards and Technology [NIST]). For vulnerability management, the Contractor will utilize tools for cloud-based security. In addition to management and minimization of administrative access.

6.2.5   Testing

The Contractor will utilize a rigorous testing protocol for unit, integration, Beta, user acceptance, and regression testing. The plan will be agreed upon prior to initiation and will follow industry best practices. Testing will begin with unit testing during the development of the first module and continue throughout the product development cycle and with the release of every update and deployment of all patches and plug-ins. All functionality will successfully complete unit, system, integration, Beta, regression, and user acceptance testing before being promoted. After promotion, testing will take place with any functionality not operating as designed being backed out and the system returned to its previous functional state. Contractor will utilize a point-in-time rollback of application code and data through reversion to a previous version with master copies version-controlled repositories of images.

The Contractor will load test the application, with a full data load before "Go Live." Unit, integration/component, system, system integration, regression, and post release testing (application and patches/updates) are the responsibility of Contractor. Contractor will coordinate and support the User Acceptance Testing (UAT). All testing will include security, smoke, regression, functional, cross browser, usability, exploratory, compliance, performance, stress and volume, recovery, and system integration testing. Within scope are design qualities, reusability, Run-time qualities, system qualities, and user qualities. Testing will include elements of automated and manual testing. Success of all testing will be based on Pass/Fail criteria. All test results will be maintained in a Client Management System (CMS) and will be discussed during weekly status meetings throughout the entire Development and Hosting and Maintenance phases.

Contractor will provide validation reports for the Department to analyze for remediation at the source, default value substitution, derivatives from existing data, and remediation after "Go Live."

Prior to go-live, Contractor will conduct multiple iterations of the migration process and reconcile the source data with the target solution's structure. Contractor will provide DOS with Data Validation and Reconciliation reports after each iteration. Contractor will conduct Regression tests to ensure migrated data behaves properly within *Sunbiz.*

Additional security details are listed in Section 9. Statement of Work.

6.2.6   Training

Training of Department Staff will begin on the onset of the project. The Contractor will engage a dedicated, capable, professional training team experienced in the COTS solution. Details may be found in the attached Statement of Work. Key elements of the training module are:

- Training will be for up to 150 DOC and BDIS staff members
- Department staff will demonstrate mastery of the skills needed for their level of responsibility
- Staff will receive certification verifying their level of competence
- Training will be in an iterative approach with training building on itself along the life of the Development cycle
- Upon the conclusion of the training, staff members will be able to guide users through the navigation of the website and the use of the applications

- Training will continue after the deployment of the solution
- Initial training will be in person/face-to-face within the training rooms of the Division's headquarters in Tallahassee
- At no time will more than one-third of a business unit be involved in training
- The Contractor will maintain an online site with the training materials for remediation, new employees, and employees who have a change in job assignment (temporary transfer [fill-in], permanent transfer, or promotion)
- Training will prepare staff for involvement in testing and assisting the public with navigating and using of the *Sunbiz* instance of the solution

6.2.7   Organizational Change

Purchasing and implementing a COTS solution will promote organizational change and improve efficiencies throughout DOC's business processes. By applying similar and streamlined processes throughout all its business units, staff migration (temporary and permanent, parallel and promotional) will be easily facilitated. New processes based on the Contractor's previously successful COTS applications and DOC's specific needs will be developed and implemented. Another ultimate goal is the promotion and implementation of more electronic filing types and payment processing in order to virtually eliminate the need for paper filings and payments by check and money order. Members of the Division understand these changes are necessary and will result in positive changes in both organizational processes and business structure.

6.2.8   Risks

The primary risk associated with this project is simply not completing it. The physical processors are 22 years old and cannot be replace BDIS has five (5) on hand – four (4) have been demonstrated to be functional, with three (3) in use in the Production environment (Prod or PRD) and one (1) recently removed from the Development environment (Dev or DEV), which was virtualized. There have been no new legacy processors available since 2007. Even with the risk of catastrophic failure not coming to fruition, the database and storage array holding the .tif images for the past 22 years is nearing capacity. The files and images need to be moved to a modern, scalable database. With no persons on staff who can modify the legacy system, current system modifications, including redirecting to a different database or implementing legislative or best practice changes, cannot be completed. The licensing and support costs for the legacy system are also becoming cost prohibitive, as are the replacing of the peripherals (scanners, bar code readers, printers, and check endorsers) that interact with legacy system.

In terms of the cloud system, the egress costs and costs for storage are higher than anticipated and they continue increase, especially during high demand times (late April/early May and early October) which results in cost overages for the scaling in both bandwidth and processing. Just as important is the increased overtime. Although the number of filings and associated system errors increase, the number of staff remains the same and the number of DOC and BDIS team members with the institutional knowledge of the legacy system continue to decrease.

Admittedly, the *Sunbiz* Modernization Project is risky and complex due to multiple, large teams; project duration (nine [9] to 12 months with 10 years of hosting and maintenance); little cost, schedule, and scope flexibility; high strategic importance; high level of organizational change; inter-project dependencies; and political sensitivity. The project team will implement the Risk Management Plan (Section 12.2) in addition to stringent Communications Management (12.1), Change Management (12.2), and Issue Management (12.4) Plans.

6.3   Timeline

The pre-implementation timeline officially began in 2015 with the initial solution analysis, continued in March 2016 with an external review, and further continued in May 2017 with an analysis of translation programs and the implementation of a virtualization solution in the Development environment. During the summer of 2017, the Division also contacted 21 offices responsible for state business registries. The contacts were focused on states that had recently (within three [3] years) updated its business registry system. The list came from the National Association of Secretaries of State (NASS) and the International Association of Commercial Administrators (IACA). The solutions deployed by these states fell into four (4) categories: 1.) custom rewrite by internal resources; 2.) custom rewrite by external resources (contractors); 3.) solution deployed by the National Information Consortium, Inc. (NIC); and 4.) licensing of a commercial off-the-shelf (COTS) solution. Option 1 is not a viable solution for Florida. BDIS does not have the number of staff or the staff with the skill set, time, or funds needed for an internal rewrite. Option 2 is not viable due to the cost, time, and risks. Florida is not a member of NIC. Therefore, by process of elimination, a COTS solution is the most practical and feasible solution for the State of Florida.

In the fall of 2017, the Department issued a Request for Information (RFI) for alternatives to a complete rewrite. Seven (7) alternatives were received and, based on the evaluation criteria, three (3) were considered viable. The three (3) Contractors were invited to Tallahassee to present their solutions to representatives of the Department of State (Divisions of Administration [DAS] and Corporations [DOC] and the Bureau of Bureau of Departmental Information Systems [BDIS]) and the Agency for State Technology (AST). Each Contractor spent one (1) full business day demonstrating its solution. The committee confirmed a COTS solution was in the best interest of Florida based on the information gathered during the three (3) days of meetings.

Through an Invitation to Negotiate (ITN), the Department solicited responses from Contractors who meet the previously listed criteria that includes at least four (4) modules required by the Division in successful operation in at least two [2] states for at least one (1) year. At the same time, the Department submitted a request to the Florida Legislature for $12 million for the modernization of *Sunbiz*.

Four (4) Contractors submitted responses to the solicitation. Three (3) Contractors submitted their responses within the scheduled timeline and completed the ITN process which included the formal submission of written questions, participation in a group question and answer period, and the submission of a formal proposal. Two (2) met the criteria for presenting to the committee, entering into negotiations, and submitting a Best and Final Offer (BAFO). Although the products and implementation approach differ, both solutions are effective. The committee selected one Contractor as having the best value for the state based on cost, schedule, and value added. The drafting of a contract began in mid-January 2018 and continued through the end of the legislative session, at which time it was determined the project would not be funded by the 2018 legislature.

The project team has completed the Communications, Change Management, Risk Management, and Issue Resolution Plans and Logs.

As authorized and instructed, the Department is currently proceeding with its second COTS solicitation and procurement. The procurement process is being directed by the Department's Purchasing Director with assistance from its Contract Administrator. The solicitation will be revised by a team representing the business (Division of Corporations), technology (Bureau of Departmental Information Systems), and project management.

A summary of the timeline may be found in Section 10. Project Schedule and within Section 12.1. Project Governance: Communications Management Plan.

6.4   Business Processes (To-Be)

Currently, *Sunbiz* is not a system, but a series of independent applications and databases running on different types of architectures in various locations. However, the complex mixture of applications and databases utilizes a common fiscal system written

for a legacy infrastructure. A series of programs allow for some interactions between databases. The legacy system is expensive to maintain and does not allow for accountability, adequate communications, redundancy, or valid and reliable data. Nor is it dependable, efficient, integrated, maintainable, modifiable, reliable, scalable, or secure. Although they will be handled differently, each of the COTS registry solutions investigated will address these and many other issues.

The modernized system will be unified, virtual, and cloud-based. It will utilize both a modern operating system and database on state-of-the-art hardware in a contemporary data center and a common, object-oriented language. The specifics such as which operating system will be used (i.e. Linux, Rhapsody, Windows), the hardware on which the system will reside (i.e. Dell, Hewlett Packard), the network architecture, the language in which the applications will be written (i.e. Java, ASP.NET), the database (i.e. Oracle, SQL), or the data center that will be used (i.e. AWS, Microsoft, private) cannot be provided at this time. Each of the prospective Contractors has its own unique solution.

BDIS will not dictate any of these characteristics. In order to reduce risk, the COTS solution must work its native environment, utilizing its native language and database. If the event there are options, the State will select the option providing the best value in terms of security, robustness, scalability, speed, power, and cost. The knowledge and fact that each of the possible solutions is already successfully operational in at least two (2) Secretary of State's offices for at least one year (prior to November 2018) as verified by representatives with each state reduce the State of Florida's risk even further.

Implementing a COTS solution is a complete paradigm shift for the Division. All levels of the Division and Department recognize this shift and are eager to make the move to an integrated, cloud-based solution with common streamlined processes and procedures. Because the solution is one that is proven, the basis of the business processes will be those of the successful COTS system with slight modifications to address the eight (8) service areas and 15 functional areas of the Division. Because the staff realizes and recognizes there will be a learning curve, both training on the new system and access to a "Sandbox" are to begin immediately after "Kick Off." Section leaders will be involved in all aspects of the planning, design, documentation, and development of the solution, as well as testing, and training. All staff will be involved in the implementation of the training, testing, and release of the system. Staff training and involvement are key components of the Statement of Work (SOW). The Contractor is responsible for verifying all staff have achieved mastery of the solution and the Division Director, Bureau Chiefs, and Section Leaders are responsible for ensuring all personnel have mastered the new processes and procedures. It is estimated that it will take no fewer than 10 day-long training sessions (30 total sessions) from the Kick-Off Meeting through one (1) month after Go-Live for each staff member to master the level he or she needs to assist the public in navigating and utilizing the modernized *Sunbiz* application. The Contractor would also responsible for providing training sessions during the first year of operation to address remediation and modifications and document lessons learned. The Contractor will also maintain a web-based site containing all training materials (documents, videos, PowerPoint) for remediation purposes and training new, promoted and re-assigned employees.

The Contractor, in coordination with the Department's Marketing Department, will be responsible for developing and implementing a campaign for educating the public about the pending changes to *Sunbiz*. The *Sunbiz* Website will include infomercials, tutorials, and frequently asked questions (FAQs). Additional details may be found in Section 9. Statement of Work.

During the Discovery, Development, Training, and Testing phases of the modernization project, the levels of work for the entire Division and BDIS will increase. Nearly the entire organization from team lead to Director will be involved in documenting business requirements and reviewing documents, while simultaneously completing their assigned tasks which already require working evenings and weekends in order to meet the Division's goals. Some tasks will be parceled to junior staff. The workload will also increase during the training and testing phases. To reduce risk, the number of persons within a unit that can be involved in training will be limited to one-third (1/3) of the staff. To facilitate training, all face-to-face sessions for DOC team members will

take place at the Division's headquarters and at the Gray Building for BDIS staff. All training modules will be available online for review and remediation.

The last two (2) weeks in April and the first week in May and the last two (2) weeks in September and the first two (2) weeks in October will be "blue-out" periods. The Contractor must recognize that DOC and BDIS resources will be more limited during these timeframes with reduced staff involvement in document review, training, and testing. Internal funding will be requested for additional support throughout the development process. During training and testing, staff will be working under the new architype in order to learn the new roles and responsibilities within the new processes and procedures.

Training and testing will be heavy during the first two (2) weeks, followed by a period during which all filings are being closed out. *Sunbiz* will be taken offline for prior to "Go Live." The offline days will be for catching up on all filings so that there is no "in flight" data during the final migration and for migration and validation, and issue resolution.

Through the marketing campaign, clients will be asked to set up their credentials in December for the AR filing season that begins January 1. During this period call volume will be high, as clients be adapting to the new *Sunbiz*. But, this will be a "training" period. Only a fraction of the business entities will actually heed the recommendations made through the marketing campaign and some will wait until April. The staff members will be somewhat out of their comfort zone, as they adjust to the new structure, while completing their tasks, and assisting the public with acclimation. The January, February, and April after "Go Live" will be busy, with April being the busiest month for the Division.

After the first week in May after "Go Live," the volume and complexity of the work of all staff members will drop. The decline will continue as more entities take advantage of electronic filing, payments, and communications. The goal is to have all entities voluntarily move to electronic filings by the end of the fifth year after the implementation of the COTS solution. With the streamlined and standardized processes, cross training, and decreased workloads, staffing needs may be reduced. The first savings will be a reduction in, if not an   end to, overtime. This may be followed by a reduction in staffing, which could be accomplished through attrition, retirements and transfers to other areas within the Department or other state agencies.

The current business processes are documented through process maps and workflow descriptions. These voluminous and complex records are available for review within the project's central repository. Drafts of the proposed business processes have been submitted by some vendors as part of the RFI and/or ITN solicitations. Key elements are front-end scanning; a standardized filing and recording methods across all units within the Division; online filing and payment across all activities; no facsimiles of filed documents; ability to attach appendices to electronic filings; no labels on documents, only system generated bar codes on cover sheets and virtualized on checks; and scanning, endorsing, and transmitting of check information within a single action.

6.5   Success Criteria

The success for meeting disaster prevention, which is the primary goal of *Sunbiz* Modernization Project, will be realized immediately upon the commissioning of the up-to-date system. The second set of goals will also be achieved on the first day of the single, unified, modifiable, modern architecture, with redundancy, offsite backup, and disaster recovery, with the application written in a contemporary, object-oriented, language, running against a single, database that allows quick access to valid, reliable data, while, at the same time, allowing the reads allows insertions from multiple concurrent users, being in place. Also, all of the goals of tiers 3 and 4 will come to fruition, as the system will be integrated, sustainable, maintainable, scalable, and economical resulting in accountability, dependability, efficiency, security, and validity, all within a warranted system. The administration will notice a cost savings in hosting and maintenance, based on the cost of the current service level agreements.

After the one-year learning curve for both public users and the DOC staff (one [1] year), increased efficiencies will be realized through the streamlined procedures, the elimination of manual processes, and a level of customer service greater than those listed as the Division's goal – increased customer satisfaction (greater than 96%) and an increase in the percentage of annual report and new business filings processed by the Division within 24 hours (greater than 97%), – as well as the reduction in overtime hours and the number system generated emails with trouble tickets.

6.6   Impact to Stakeholders / Customers

In a sense, every Florida resident and visitor, as well as any domestic or foreign entity (interstate or international) doing business in Florida is a stakeholder and will be impacted by the Division's new and properly functional data management system. For the Core system and miscellaneous filings, the primary stakeholders are all business entities and all for-profit and not-for-profit organizations, consumers, regulatory and taxing agencies, banks and other lending/financial institutions, and law enforcement agencies. The stakeholders for the other aspects of the data management system are:

- Notaries Public Registration – all public notaries and all persons requiring an impartial witness to the signing of non-contentious legal matters related to estates, deeds, power-of-attorney, and other classes of documents, and foreign and international business

- Authentications – in addition to the certifications provided by public notaries, apostille certification is required for all foreign and international businesses, persons administering or accepting foreign drafts, certification of international documents, and foreign nationals traveling outside of the United States with, into, or out of countries that are part of the Apostille Convention

- Liens (Judicial and Federal)– creditors, courts, county administrators, lending institutions, and prospective purchasers of real property and personal property of value (cars, boats, recreational vehicles, and other items purchased on loan or used as collateral), as well as federal government agencies, such as the Internal Revenue Service (IRS) and Department of the Treasury

- Cable Franchises – cable companies doing business in Florida; cities, counties, and other municipalities; and all consumers of cable services

- Service Marks and Trademarks (Certification and Collective Membership Marks) – all entities (persons, organizations, or businesses) wishing to protect its name, logo, or saying from other entities doing similar types of business (providing a product or service) in order to distinguish one entity from another and to protect its intellectual/intangible property

- Service of Process (Substitute) – petitioner and defendant in a legal action, courts, and registered agents

- Uniform Commercial Code (UCC) – the courts; lending institutions, creditors, and other persons or entities that may have interest in another person or entity's asset; and all debtors - in general, the UCC impacts all persons involved in sales, leases, negotiable instruments, bank deposits and collections, funds transfers, letter of credit, bulk transfers or sales, warehouse receipts, bills of lading, other documents of title, investment securities, and secured transactions

With improved efficiencies in the filing, cataloging, editing, and retrieval of documents, all the listed stakeholders will realize a benefit from the modernized system. Standardizing the processes across the DOC's units, utilizing a single interface, providing online filing for all recordings, and having a single source of truth will also improve efficiencies.   The new system will remove the need to compare documents or set of documents, improve and archive communications for future reference, and virtually eliminate errors within the system. The new hardware will be faster, have a higher capacity for concurrent users, and will include audit and security features that prevent unauthorized modifications to filings. Entities will be more likely to file earlier and with an increased level of satisfaction due to Sunbiz's increased effectiveness.

Persons and organizations attempting to determine the legitimacy of an entity will have less difficulty retrieving the results. This includes law enforcement agencies and financial lenders, as well as taxing and regulatory agencies.

There will be significant changes in the business process of the organization and, depending on the chosen solution, the level of interdepartmental reorganization may be significant. The Division's staff is prepared for reform and recognizes there will be a period of adjustment. With restructuring, there will be a period of frustration for both the staff and the public. This will be mitigated through training for the staff (face-to-face, hands-on, small group, focused, online, and self-paced) as well as marketing, outreach, and online tutorials for the users. Both the in-house and public education will begin early in the process and continue after deployment in order to ensure customers have had the opportunity to become familiar with the resources available, the authentication and authorization procedures, and navigation. Mitigation of issues is also achieved through the use of tried and proven procedures from which the team has learned through the experiences of other Departments of State. As part of the contract, the Contractor is required to utilize a training team that has been involved in the deployment of their solution and has experience in facilitating a similar transition. The Contractor is also required to retain a professional marketing team that has assisted the public with a similar reformation.

It is not anticipated that this project will require any changes to existing statutes and will allow for the implementation of proposed statutes:

- Move from the current Florida Accounting and Information Resource (FLAIR) to the Florida PALM (Planning, Accounting, and Ledger Management) system;
- Immediate notification to business entities of changes to their filing, including who made the change, when the change was made, the IPA from which the change was made, and the actual change; and
- An entity's ability to choose between annual and biennial reporting, if authorized by the legislature.

In addition, the modernization will allow for bulk filing of submissions; attachments of supporting documents; postal address verification; enhancements to the *Sunbiz* e-file pre-paid accounts; and check scanning, printing, and transmission in a single action.

Through the discovery process, there have been filings identified as being outdated or otherwise no longer required (i.e., Pesticide licenses, Operator of Terminal Facility or Vessel, Stamped or Marked Containers and Baskets, and Linen Supplier Names). It is recommended the legislature review the statutes and either revise or remove these laws.

6.7 Financial Considerations

6.7.1 Background

The information in the next two (2) sections (6.7 Financial Considerations and 6.8 Cost Summary) is based on information gathered during the Request for Information (RFI) (seven [7] vendors), Invitation to Negotiate (ITN) (three [3] vendors), and contract negotiation (two [2] vendors] processes which occurred during the months of September 2017 through January 2018. It also includes information gathered as a result of conversations with contacts in other Secretaries of State Offices across the United States of America [(email, telephone call, and/or conference call) (representing 21 Secretary of State Offices)] and one (1) COTS vendor not involved in the RFI or ITN. The following list itemizes the 21 states contacted in September 2017, the service areas discussed, and the statuses of their projects as of the interaction in September. The chart represents the activities of four (4) different vendors and their COTS solution, with some states working with a single vendor across all service areas and others using two or more vendors for different service areas. A vendor may have one (1) or more service areas deployed in a state and one (1) or more different service areas deployed in another state. UCC was discussed with all representatives, but the service area is not listed as it is

not in scope for the *Sunbiz* Modernization Project. Miscellaneous Filings and Notary Public Registration were not in scope at the time of the information gathering.

State	Core	Federal & Judgement Liens	Authentications	Cable Franchise	Trade & Service Marks	Substitute Service of Process
Arizona	In Progress					
Arkansas			Complete		Complete	
Connecticut	Complete	Complete	Complete	Complete	Complete	
Georgia	Complete					
Idaho	Complete					
Indiana	Complete					
Louisiana	Complete					
Michigan		Complete				
Montana	Complete	In Progress			Complete	
Nebraska	In Progress					
Nevada	In Progress	In Progress	In Progress		In Progress	
New Hampshire	Complete	Complete			Complete	
New Mexico	Complete	Complete	Complete			
North Dakota	Complete	Complete	Complete			
Ohio		Complete				
South Dakota	Complete	Complete	Complete			
Tennessee	Complete	Complete				Complete
Vermont	Complete	Complete	Complete		Complete	
Virginia	In Progress	In Progress	In Progress			
Washington	Complete					
Wyoming	Complete					

Vendor names are not included in the chart or elsewhere in this document, in an attempt to protect the integrity of future solicitations for the *Sunbiz* Modernization Project. Status is of September 2017.

6.7.2   Time and Cost

The following represents the shortest and the longest durations for the configurations of the existing COTS solutions to meet the needs of the State of Florida, as well as the high and low costs for their implementation. The schedule and costs come from the extremes of the two (2) respondents that submitted a Best and Final Offer (BAFO) in response to the Department's 2017 ITN for a COTS registry solution. The cost and time estimates are consistent with a third submission considered and the conversations with representatives from other Departments of State – especially Georgia, Montana, and Idaho.

The BAFOs are for a complete "Turn Key" solution that includes, but is not limited to, the following for the required eight (8) service and 15 functional areas:

- Staffing
  - o Provides two (2) project management teams (information & technology and business applications), with each team including a PMP®, business analyst, and risk manager, all experienced in a previous deployment of the customized deployment of the solution for another state

- o Staffing includes project managers, business analysts, risk managers, project coordinators, data migration specialists, configuration analysts, database administrators, programmers/developers, system administrators, solution and system architects, release managers, trainers, testers/test analysts, client support service managers, help desk support specialist's/service desk staff, as well as consultants for interface design and marketing
  - o Throughout the project the executive sponsor, senior project manager, senior delivery manager, consulting lead, and product lead are to be available
- Documentation
  - o Drafting project governance documents/project management plan
  - o Detailed Work Breakdown Structure (WBS)/project schedule
  - o Planning, conducting, and documenting the Joint Application Development (JAD) sessions
  - o Documenting the current/As-Is state of the databases to include data dictionaries, field mapping, Entity Relationship Diagrams (ERDs)
  - o Documenting the future/To-Be state of the database to include data dictionary, field mapping, and Entity Relationship Diagram (ERD)
  - o Documenting data crosswalks and gap analyses
  - o Requirements documentation and validation (technical and functional specifications, Division specific business rules)
  - o System documentation
  - o Traceability matrix
  - o All reporting/logs (including: status; adherence to plans; change, communications, issue, and risk management; earned value management (EVM); testing; training; knowledge transfer; and closeout)
- Migration
  - o Data conversions
  - o Multiple migration reiterations from all sources to single target
  - o Data cleaning
  - o Data completion/insertion
  - o Data validation
  - o Final migration and validation
  - o Document, filing, reference, and tracking numbers are to remain consistent and continue sequentially into the new database
- Configuration
  - o Conversion of Division forms from paper to electronic form
  - o Update current electronic forms for consistency
  - o Validate fields (data) and field validation (restrictions)
  - o Brand website to Florida (*Sunbiz*) requirements
  - o Involve experts in website design, navigation, and 508 & 504 requirements
- Testing
  - o Solution prototype/sandbox
  - o Testing environments
  - o Test scripts (manual and automated testing)
  - o Load, unit, integration, Beta, user acceptance, regression for each module, change, and deployment, including "bug" fixes/issue resolution, patches, version, and updates to third-party software, operating systems, and hardware
- Training
  - o Solution prototype/sandbox
  - o Independent learning through exploration of base solution in sandbox through each version until completion
  - o Face-to-face, hands-on, small group sessions

- o Certification
- o Testing
- o Online training documents
- Environments
  - o Demonstration/sandbox, development, test, user acceptance testing, migration, stage, and production, as well as failover and offsite backup
  - o Hardware (firewalls, switches, servers [web, application, image, data, and email], load balancers, etc.)
  - o Software (operating system, core system, third-party, security)
  - o Outbound connectivity to public internet, payment processor
- Peripherals[7]
  - o 20 each of the following with the speed and capacity to successfully the peak load of the Division
    - Document scanners
    - Network printers
    - Bar code readers
    - Check scanners, endorsers, and transmitter
  - o Native to the solution
  - o Includes installation and testing
  - o Maintenance/replacement agreement
- Hosting and Maintenance
  - o Warranty for at last one (1) calendar year after "Go Live" until the June 30 date greater than 12 months after deployment[8]
  - o Tier III Datacenter as defined by the Uptime Institute at or above all current standards for a datacenter including security
  - o Adequate, scalable bandwidth and throughput to address the egress for standard load of 500 concurrent users writing to and reading from the same segments of the database
  - o Hosting fees at a government cloud facility (Amazon, Carahsoft Technology, CDW, Dell, Google, IBM, Microsoft, Oracle, SHI)
  - o One-time licensing fee for the base product
  - o Maintenance costs to include product support, hosting fees (Contractor and host site), license fees for third-party applications, network security, offsite backup, escrow, application support and maintenance, dedicated and available account manager, help desk support, quarterly patching and updates, bug fixes, upgrades to the core/base COTS solution, and testing of all changes
  - o Fixed process schedule for enhancements/change orders
  - o Rollback of application in the event of the insertion of improper code
  - o Rollback of data in the event of an improper insertion or deletion
- Disaster Recovery
  - o Automatic failover within the same host site for machine level issues
  - o Automatic failover to a duplicate site far enough not to be impacted by the same disaster but close enough (same region) to reduce latency
  - o Offsite data and application backup
  - o Escrow of current core solution and *Sunbiz* configured instance
  - o Annual disaster recovery drills
- Marketing

---

[7] It is a goal of the modernization project to move away from the submission of paper filings and the issuing of correspondence and certifications through hardcopy and to online form filing, electronic attachments of supporting documentation, and the emailing and posting of communications through individual correspondence portals.

[8] A November 30 release will result in a 19-month warranty period under the development contract. Hosting and maintenance fees begin July 1.

The Contractor will implement public outreach activities to prepare clients for the change in system
- Look and feel
- Navigation
- Procedures for filing and adding attachments
- Process for running queries and retrieving general information
- Submitting and retrieval of communications through email and communications portal
- Use of credentials for authentication and authorization (how to acquire)
- Password retrieval process
- How to contact the support desk

o The Contractor's external education program will begin at least six (6) months prior to "Go Live," will use a variety of media to include direct email, mailings, message boards, FAQs, and tutorials on the existing *Sunbiz* website, and public outreach through television, newspaper, and radio

o The education program will continue after deployment with additional direct email, mailings, message boards on the old *Sunbiz* (redirect) and new websites, and public outreach through television, newspaper, and radio, as well as Frequently Asked Questions (FAQ) links and tutorials on the new site

o Marketing will be coordinated through the Department's marketing unit and the Division's Communications and Customer Service office in the Director's Operations unit

Development

The shortest schedule quoted for implementing a Sunbiz COTS business registry solution had a duration of eight (8) months from contract execution through "Go Live." This included the first three (3) months (April 1 through June 30) of the following four (4) units working in parallel: #1.) project management - drafting the governance documents and developing the WBS; #2.) data team - documenting the databases and conducting the gap analysis; #3.) business team - verifying the business rules; and #4.) environment team - setting up the various environments[9]. During the next three (3) months, the focus would be on: migration; unit and integration testing; configuring the *Sunbiz* instance of the COTS solution; and training. During the final two (2) months the focus would be on: User Acceptance Testing (UAT), load testing, and regression testing; debugging, enhancements, and modifications; additional data migration testing, cleansing, insertion, and validation; and training. *Sunbiz* would not be available to the public for five to seven (5-7) days and would have a "Go Live" date of November 30. The focus for the following months (through June 30) would be debugging, continuation of training, and regression testing, resulting in a total development and release cycle of 12 to 15 months.

The longer development cycle was 15 months, with another nine (9) months for debugging, continuation of training, and regression testing, resulting in a total development and release cycle of 24 months[10].

The totals, which included development costs (staffing, materials, hardware, hosting, licensing) from contract execution through June 30 following "Go Live" was $3,398,788 to $6,608,466. This was the quoted total implantation cost for the first year with work beginning April 1, 2018. The recommendation is for the Department to resubmit a Legislative Budget Request in the amount of $12M. This will ensure adequate funding is available to purchase and implement a COTS vendor at current pricing. The reviewed proposals included one-half (1/2) of the product license to be paid upon execution of the contract, payments made throughout the development cycle based on the successful completion of defined deliverables, and the remaining portion of the one-time product license fee paid upon successful "Go Live."

---

[9] The vendor reports the three (3) month period can be crashed (2 months), without impacting the scope or quality of the project. The limiting factor is Department (DOC and BDIS staff).

[10] Eighteen (18) months is being used in this document with the understanding, depending on the contractor, the period can be +/- six (6) months.

Note that because the new system will have a different address, both systems can remain up. Should the deployment of the new system not be successful, users will be redirected back to the current URL. When successful, the users going to the old site will be redirected to the new website.

Warranty

Both plans in this comparison included a warranty period, during which all of the issues not discovered through testing but through use of the production system would be resolved at no cost to the Department. Both periods run through June 30 of the year following "Go Live."

Hosting and Maintenance

Both plans used in this comparison included a five (5) year hosting and maintenance period with a five (5) year renewal period. The inclusive costs included all licensing, fees, and support costs in the user/master level. Service level agreements ranged from $443,400 to $704,000 per year for each of the ten (10) years for a total cost of $4,434,000 to $7,040,000. With a percentage added for the delay in project initiation, the cost for ten years of hosting and maintenance is estimated to be between $5-8M.

Enhancements/Meeting Regulatory and Legislative Requirements

When executing the agreement, the Contractor will provide a cost schedule for future development work. All new development will be on a fixed-price basis with the contract being based on the given hourly rates. Examples of rates range:

Role	Low	High
Senior Project Manager	$152	$190
Project Manager	$140	$155
Business Analyst	$110	$135
Developer	$102	$145
Tester	$81	$115

The above rates are just a sampling of those provided by the respondents in their BAFOs. Other roles included were database administrator, trainer, system engineer, and support specialist, all at various levels (i.e. senior, junior, assistant, manager).

Costs included travel (mileage, rentals, lodging, meals); per diem; equipment; supplies; materials; and all other costs associated with the completion of the deliverables and tasks associated with this Contract.

All development requested by the Department will be negotiated and based on the agreed upon fixed-price for each role. They will include design, documentation, development, testing, training, implementation, and regression testing. The Department will reserve the right to utilize internal resources to implement enhancements and will accept the risk of promoting self-developed code.

At the end of the third year of the initial support, hosting, and maintenance period, the Department and the Contractor will determine if the partnership will continue through the optional five (5) year support, hosting, and maintenance period. At the beginning of eighth year of hosting and maintenance, the Department and the Contractor will begin negotiations for the next five (5) years of support. If an agreement cannot be reached by the sixth month of negotiations, the Department will begin the solicitation for an alternative.

Based on the current annual allocation of $2M in the State's budget for the support of *Sunbiz*, conservatively, the modernization project could have a return on its investment in less than seven (7) years[11] and as early as three (3) years[12]. Realistically, based on the previous pricing for both development and

---

[11] Based on an extrapolated, high-end development cost of $7.9 M and an annual rate for support of $844,800.
[12] Based on the quoted, low-end, development cost of $3,398,788 and an annual rate for support of $443,400.

support, the ROI would have been realized in five (5) years[13]. This would have allowed the State to get away from its antiquated, trifurcated system; prevent a catastrophic failure; and continued its $373 million revenue stream (increasing annually). All at a cost savings of approximately $5.7 to $7.7 million over the last five (5) years of the ten-year service period. And, all while having decreased the time and cost to process filings and improve customer satisfaction; security; and data accuracy, reliability, and availability.

6.7.3 Funding Sources

This request is for a one-time allocation, from general revenue, in the amount of $12M for the licensing, configuration, customization, and standing up of a *Sunbiz* instance of a proven commercial off-the-shelf business registry solution. Depending on when funded and the selected solution, the implementation will be completed during the course of one (1) fiscal year. This business case is being submitted as part of a Department of State Legislative Budget Request (LBR) with the additional request for authorization to engage vendors, enter into a contract, and possibly consider beginning work prior to July 1, 2019.

Hosting and maintenance for the next 10 years will continue to come from the annual allocations to AST and DOS to support *Sunbiz,* with a reduction in the allocation from the current $2M down to $0.5M., db licensing fees, the discontinuation of the service agreement for the physical processors, as well as a reduction in other areas of support.

During the negotiation process, the Vendors proposed other solutions for funding the project to include:
- Providing a loan with payments coming from the difference between the annual support and maintenance fees and the current annual spending in support of *Sunbiz* for the ten-year duration of the support agreement.
- An excise fee charged on every filing – this can either be an additional fee added to the registration fee or a fee taken out of the current charges.
- Percentage of revenue – on a monthly basis, the Contractor would receive a negotiated percentage of the revenue generated by *Sunbiz.*

6.7.4 Ownership

The Contractor will retain ownership of the base solution. The State will license the base/core application and through the annual service level agreement (SLA) will be provided all updates to the framework and any customization/enhancements applied by the Contractor or any other entity licensing the product. Florida will own any customization to the core product it initiated, as well as all of the data and images stored in the system's databases. Should the Contractor default on any aspect of the project or become insolvent, ownership of the base/core product would revert to the State.

Vendors of third-party software utilized within the solution will retain ownership of their product. All hardware will remain the property of the host site.

6.7.5 Procurement

The Department was successful in its previous solicitation of a COTS business registry solution through to the point of developing the contract for execution. However, the project was not funded during the 2018 legislative session. Through the Request for Information (RFI), Invitation to Negotiate (ITN), negotiations, and contract development processes, the Department garnered and utilized the knowledge it requires to develop a successful solicitation to meet its needs.

The Department will again utilize the ITN processes. All of the processes are in place and it provides more flexibility. At issue are the differences in the COTS solutions. All of those investigated result in the same outcome, but the manner at which the outcome is achieved differs (host site, hardware, software,

---

[13] Assuming there would be no increase in annual funding to AST and DOS for the support of *Sunbiz.*

programming language, database structure, interface design, development strategies). The Department wishes to maintain the flexibility to negotiate the best value for the State in terms of cost and time, since scope and quality are relatively equal. Although it takes more time, the ITN process allows for more flexibility and interaction with the respondents and does not require as much specification in the solicitation. It also allows an offer to be withdrawn should acceptable terms not be reached. It also allows for negations to occur with two or more respondents in parallel or serially

As authorized and instructed, the Department is proceeding with its second COTS solicitation and procurement. The procurement process is being directed by the Department's Purchasing Director with assistance from its Contract Administrator. The solicitation will be revised by a team representing the business (Division of Corporations), technology (Bureau of Departmental Information Systems), and project management. Plans are in place for the following areas to be represented:

- Business
    - Director, Division of Corporations
    - Bureau of Commercial Recording, Division of Corporations
    - Bureau of Commercial Information Services, Division of Corporations
- Technology
    - Chief Information Officer, Department of State
    - Deputy Chief Information Officer, Department of State
- Project Management

Contract negotiations will be conducted by a DOS certified contract negotiator (FCCN oversite provided DOS Senior Management.

6.8   Cost Summary

Based on the initial procurement, the overall cost of the *Sunbiz* Modernization Project will be a direct (realistic) savings to the State of Florida of approximately $5,776,000 to $7,783,000 over the course of the 10 years of support. This was based on an initial investment of $3,398,788 to $7,930,159.20 for the licensing and configuration of a commercial off-the-shelf business registry system. Savings were expected to continue, after the tenth year of support. The calculated savings were solely based on the hosting, maintenance, licensing, and other annual support costs for the state's business registry that, if the trend continues, in all likelihood generate in excess of $373M per year in direct general revenue. The stated savings to Florida does not include the cost savings for a potential future decrease in personnel at Division (salary, benefits, space, equipment, support) as a result of increased efficiency, purchasing and maintaining peripherals, paper, storage, and postage.

The cost and savings calculation were not presumed numbers based on estimates; they were the result of extensive RFI, ITN, and negotiation processes with the actual numbers provided by the respondents in their Best and Final Offers (BAFOs). Twenty-percent (20%)[14] above the higher BAFO has been added to the quote to account for a possible increase in cost due to the over one year delay to execute a contract and because the procurement process must start anew.

The first year implementation costs and subsequent ten years of hosting and maintenance are inclusive of all aspects of the project and include:

- Staffing
- Documentation
- Migration
- Configuration
- Testing

---

[14] Twenty-percent (20%) is an extreme, but provides a cushion for the unknown unknowns.

- Training
- Release
- Hardware
- Hosting, Maintenance, and Support
- Disaster Recovery
- Marketing

The breakdowns of the inclusive costs for the different solutions are available in the vendor responses. The documents may be reviewed by contacting the Department's Purchasing Director, Vonda Murray. Each respondent breaks down their all-inclusive costs differently in their BAFO. In all cases, a "turn-key" solution is released at the end of the development/configuration phase. All costs ($3,398,788 to $7,930,159.20 for development/configuration and implementation and $443,400 to $844,800 for annual support, hosting, and maintenance) are inclusive.

	Minimum Cost	Maximum Cost
First Year (Licensing, Configuration, Development, Migration, and Implementation)	$3,398,788.00	$7,930,159.20
Annual Hardware, Throughput Hosting, Maintenance, Support, Escrow, and Disaster Recovery	$443,400.00	$844,800.00
Total Costs (10 years)	$7,832,788.00	$16,378,159.20
10 year Cost based on current cost[15](Hosting, Maintenance, and Licensing)	$20,000,000.00	$20,000,000.00
Extreme Savings over 10 years	$12,167,212.00	$3,621,840.00

During the year of configuration, development, and implementation, outlays by the Division are expected to go up for overtime and/or OPS employees to back fill for staff. The increase will be necessitated by the staff's involvement in training, testing, and reviewing documentation, all while maintaining the level of productivity in the daily activities of the Division. During this period, the Division will be maintaining the current system as well as developing the new system. There will not be a cost increase for support of *Sunbiz.org*; however, there will be an increase in overtime and/or OPS spending.

The will also be an increase in overtime in the month after "Go Live" because staff will be continuing their training, learning the new system, testing/troubleshooting, and reporting errors, all while assisting clients with navigating the new system and credentialing users. However, the reduction in paper and streamlining processes will negate part of the load. During the first month the modernized *Sunbiz* is in operation, the current system should remain in service. This fallback will only need to be available the first two (2) days the new system is operational and result in duplicate costs for 30 days. This period is built into both budgets and does not result in a budget increase.

The first two (2) and the last one (1) month of annual report (AR) season (January, February, and April) will have a higher than usual call volume. Those filers who have accessed the new system previously must be

---

[15] HPE is projected to increase costs of maintenance support of the Alpha AXP servers if support is not discontinued, it is anticipated that Oracle Rdb licenses will increase, and payments to Microsoft for use of the Azure solution are going up as a result of increased throughput and cost overruns during peak submission period and expanding storage needs

credentialed and learn how to navigate and use the "new" *Sunbiz*. An increase in overtime and OPS payments may be seen during these three (3) months, as well.

Overall, however, the budget can be reduced during the first year after launching because of the reduction in hosting, maintenance and other support. This budget reduction can be planned through the ten years of operation. Additional savings (a decrease in salaries, benefits, leased space, technology, telephones, and support) may be achieved through reductions in staff (i.e., not filling vacated positions, vacancies due to retirements and transfers); improved efficiencies; paper; storage; postage; purchasing and maintaining system hardware; and purchasing and supporting copiers, scanners, printers, and bar code readers.

Agencies utilizing *Sunbiz* for their daily business (i.e., Florida Departments of Agriculture and Consumer Services, Business and Professional Regulation, Economic Opportunity, Financial Services, Highway Safety and Motor Vehicles, Law Enforcement, and Revenue and the Office of Financial Regulations) will realize a time and cost savings as inquires will take less time, be richer in data (depth and breadth), and can be completed in real-time. Reporting to the Departments of Finance, Management Services, and Revenue, as well as the legislature will be significantly improved, which will result in additional time and cost savings, as well.

In accordance with the ITN, the peripherals utilized for inputting paper filings (scanners, bar code readers, and check scanners) as well as DOC's network printers will be replaced by the Contractor. The contractor will verify the hardware is security compliant and properly interfaces with the desktop systems used by the Division (hardware, software, and operating system[s]); and acquire, install, test, and maintain up to 20 units of each throughout the term of the contract. This can be through a purchase or lease program as long as the required number of units (up to 20) are in service. This reduces the annual overhead for the Division and has a positive impact on the budget. In addition, the current check scanners are "readers" only. The requirement is for the new hardware to scan the check into the image repository, associate the payment with a filing and its entity, endorse the check (in advance of scanning for actual endorsement or after scanning for virtual endorsement), and transmit the image to the financial institution for automatic, electronic payment to the State.

Onsite and offsite backups of the application (base code, framework, website, and customized/configured modules, as well as integrated third-party software) are to be maintained with backups renewed with each update, patch, and revision for automatic failover onsite for hardware issues and offsite failover for site disaster, power failure, or inadequate/loss of connectivity. The application is also to be held in escrow by a fourth-party for the Department to stand up the solution should the Contractor fail to meet the agreed upon terms or become insolvent. Data and images will be backed up on site and remotely at the failsafe site, as well as at the Department. The Contractor is required to provide documentation and knowledge transfer activities for standing up an instance of the solution, and assist BDIS in running annual disaster recovery drills.

6.9 Operational Fiscal Impact

The ongoing fiscal impact of implementing an instance of a COTS business registry is positive in terms of savings. A full budget analysis has not been completed, but as mentioned previously the current $2M spent annually for licensing fees, support and maintenance agreements, hosting costs, and staffing will be reduced to less than

$844,800.00 (depending on the selected solution, and may be as low as $443,400). System hardware will no longer need to be purchased, support, maintained, and housed, and the exponential increase in the costs of utilizing bandwidth, greater than contracted, is eliminated. Other savings may be realized by a reduction in staff and all associated costs, mailings, payment processing, and peripherals.

The actual savings are difficult to calculate without a costly analysis; however, savings will be realized as soon as the "go live" date and the savings will continue to increase through the first three to five (3-5) years post-implementation.

Savings will also be felt by all of the agencies that utilize the information collected, recorded, stored, and reported by *Sunbiz*, as well. Queries will be more timely and robust will include more reliable and accurate data. With more valid data, a complete audit trail, and increased security, fraudulent filings will be decreased and less time and energy will be spent on subpoenas and investigations.

This section does not address the reduced operational costs for entities outside of the Agency that file to or retrieve data from *Sunbiz*. However, they too should benefit from the new *Sunbiz*.

As stated, all costs for backup, failover, and disaster recovery are built into the inclusive cost. The cost breakdowns can be reviewed in the individual proposals, but an example of a cost is the $34,356 per year for the application and data to be backed up to a fourth-party data backup and recovery solution. The escrow company is independent of the Contractor and the host site, which is key in the event of insolvency or either's failure to perform as contracted. The Department, the Contractor, the host's primary and secondary site, and the Department keep backups of the most recent tested and an operational version of the application and/or the data and images. This is in addition to the fourth-party holding escrow. On an annual basis, the Department, in conjunction with the Contractor, will run a disaster recovery drill and standup a new instance of *Sunbiz*. DR documents will be updated as needed.

6.10   Impact of Not Funding

Implementing an alternative to the current legacy system is paramount for the Division of Corporations continuing its numerous legislative mandates - primarily serving as Florida's ministerial filing agency responsible for formalizing the legal standing of a business or activity. The Division is also responsible for indexing an entity's filing or registration and supplying information and certification regarding the filings and activities of record. As already mentioned, its mandates include the registration, recording, certifying, and reporting of trade and service marks, fictitious names, judgement and federal tax liens, Uniform Commercial Code (UCC) financing statements, cable and video franchises, surety bond maintenance, notary public commissions, and apostilles. Another duty includes the recording, acceptance, and notification of Substituted Service of Process.

In the event the legacy system (for which there is no backup, failover, or disaster recovery plan) has any issues (slowdown to failure), there is no substitute. If there is a database failure, the records from 1996 through 2013 will be lost. Should there be an error on the application side, the data will not be accessible for a significant amount of time; and there will be no new filings until a new system can be stood up to run against the Azure system. The replacement must include the 15 functional areas provided by *Sunbiz*, especially a supported fiscal module. In short, a substantial portion of the $373M revenue stream will be lost for at least one year. Consumer confidence will be lost, new business will not be able to legitimately conduct commerce in the state of Florida, and lending institutions, government, and law enforcement agencies will not be able to conduct inquires. It will be catastrophic. Florida's economy and portions of its legal system will be negatively impacted at an unprecedented level.

The licensing, configuration, and deployment of a commercial off-the-shelf business registry solution is not the only option, but it is the most viable – being the short- and long-term least expensive, most expedient, and least risky.

6.11 Technical Considerations

To recap, the Division's current system is trifurcated and consists of a legacy system, a newer cloud system, and several ancillary and intermediary systems. The legacy system is over 22 years old and currently performs 70% of the Division's functions; the cloud system, implemented in 2013, performs 20%; and the remaining 10% is performed by the ancillary systems. The ancillary systems were developed to fill the gaps between the legislatively required tasks of the Division and those for which the legacy system was designed to do. Intermediary systems were developed to integrate the legacy, cloud-based, and ancillary systems. Synchronization between the databases remains a challenge. All records filed prior to 2013 remain in the legacy's storage system and 70% of the data since 2013 is now stored in the cloud.

The systems are not conducive to the following updates and enhancements that are native to the COTS solutions that have been investigated. These functions are required by legislation, federal rules, security, or business registry best practice.

- Ability to Search Existing Business and Commercial Registries
  - o Provide for ad hoc public searches and display all matched entities, providing pertinent information including, but not limited to, images of new filings, amendments/edits, and annual report documents in Print Document Format (PDF)
  - o Disallow the filing of two entities with the same name matched on any of the matching criteria in accordance with statutory business rules
  - o Search for and display filed business entities or registered fictitious names
  - o Allow for the search of an entity (singularly or in combination) by name, county, entity type, address, zip code, registered agent, officer, partner, debtor name, trademark name, owner name, FEI/EIN, owner FEI/EIN, document or registration number, date filed, effective date, and/or status
- Creating New Business Registries
  - o Provide for entity registration and modifications
  - o Have auditing and journal capturing and recording capabilities
  - o Distinguish between different business entity types – limited liability company (LLC), profit corporation, not-for-profit corporation, limited partnership, general partnership, etc.
  - o Distinguish between domestic and foreign business entities and registrations
  - o Allow for the registration, renewal, cancellation and expiration of fictitious registrations (aka "Doing Business As")
  - o Filing Declarations of Trust
  - o Filing domestications (profit and non-profit)
  - o The formation and amendment of a profit benefit or social purpose corporation
  - o Filing of mergers, conversions and consolidations by the same or varying business entity types
  - o Edits/addendums/amendments (changes in name, address, officers, registered agent, FEIN), as well as additional filings, withdrawals, dissolutions, domestications, and reinstatements
  - o Registration, assignment, renewal, expiration, and cancellation of Trade & Service Marks
  - o Filing, adding a debtor, amending, and correcting judgment liens
- Manage a Business Entity or Registry
  - o Allow for modifying, revoking, or dissolving an entity (administratively, involuntarily, voluntarily, etc.) including, but not limited to, the e-filing of articles of amendment, dissolution and foreign entity withdrawals, amendments, and registrations
  - o Allow the manual and automatic dissolution of entities, with the date and criteria for automatic dissolutions to be modified by the Division
- Manage Fiscal Transactions and Information
  - o Allow for online payments by credit card and Sunbiz E-file accounts
  - o Print PDF payment vouchers for payment by check with vouchers tying the payment to the filing

- Scan and Manage Documents and Images
  - Allow for PDF uploads by the entity to include articles of incorporation, articles of organization, articles of correction, annual reports, withdrawals, registrations, resignations, articles of dissolution, articles of amendment, etc.
- Create and Manage Communications
  - Create Correspondence templates
  - Generate letters and emails to send to business owners
  - Maintain an audit trail of correspondence sent to customers
- Produce Certified Documentation
  - Downloading, displaying and printing of
    - Certificates of status, name change, registration, renewal, conversion, and merger
    - Filed business and commercial records (certified and non-certified)
    - Detailed record screens
- Manage Internal User System Access (security, audits, and prevention of fraudulent modifications to existing filings)
  - User groups within the Division with differing levels of permission for
    - Read only
    - + New filing
    - + Edits
    - + Dissolution, withdrawals
    - + Deletions
    - + Fiscal transactions
    - + User administration
- General Reporting
  - The generation of various reports meeting federal and state requirements

6.11.1 Current State

The Division of Corporations' production system is bifurcated. The system utilizes cloud services and a clustered legacy server architecture. Also used are secondary/ancillary systems running on various servers and databases (i.e. Notaries and Apostilles). There are also supplementary/intermediary systems assisting in the synchronization, editing, and reconciliation of information (data and images) between the Legacy and Cloud systems, and facilitating financial, correspondence, and imaging transactions.

The current corporate registry (Corporations, Limited Liability Companies, Fictitious Name Registrations, Limited and General Partnerships, Trademarks and Service Marks, Judgment Liens, Federal Tax Liens, Fiscal, Correspondence and Images) contains approximately 100 million records (including entities and associated records).

There is limited to no documentation of the database (data dictionaries, mapping, entity relationship diagrams), applications (commented code, protocols and procedures), and architecture (schematics).

Legacy

The Division's legacy system, which has served Florida well for over 22 years, centers around a legacy multiple node cluster. The physical processors run against a database hosted on a legacy storage array. Images are indexed and are stored on an image server as compressed, editable .tif files that are converted to .pdf for display. The legacy nodes are each dedicated to a specific task or set of tasks: 1.) in-house filings; 2.) online filings; and 3.) payments, synchronization, and batch processing, which includes financials, correspondence, and images. Until 2013,

the legacy system completed 100% of the activities of the Division and stored 90% of the data, including the images. All data and images remain on the Legacy database. Since 2013, the legacy system completes 70% of the activities and stores 20% of the new data and images, with some data and images housed both in the legacy system and cloud system. The Development system is a single, non-clustered node.

Cloud

In 2013, 20% of the functionality and 80% of the new data and images were moved to a cloud system. Data is stored in a Structure Query Language (SQL) and images are stored as multi-page .tif files. Some data and images are stored in both the Legacy system and Cloud system.

Ancillary

Cable Franchise, Notaries and Apostilles, Liens, Service of Process, and Public Records Exemptions are outside of the architecture previously listed. The data is stored in a variety of methods, including SQL databases. The activities and storage account for 10% of the activities and file storage of the Division.

The breakdown by activity and volume for the three systems is estimated to be:

	Activity	File Size
Legacy	70%	20%
Cloud	20%	70%
Other	10%	10%

Intermediary

The intermediary systems assist in the synchronization, editing, and reconciliation of information (data and images) between other systems and facilitate financial, correspondence, and imaging transactions. With the unification of the Legacy, Cloud, and SQL systems and databases, the intermediary systems will no longer be needed.

6.11.2 Uptime and Security

The various servers, operating systems, and data storage options will be eliminated and integrated into a single, modern, system. A third-party Cloud hosting solution may be used, with all hardware, operating, and databases being uniform and native to the COTS application. The host site will be responsible for keeping the system online, at a level equal to or greater than a Tier III hosting facility as defined by the UpTime Institute (concurrently maintainable site infrastructure)[16], meet the requirements of Florida Administrative Code 74-5, as well as industry standards for good practice cybersecurity (CISQ, ETSI Cybersecurity Technical Committee, ISF, ISO/IEC [including ISO 15408, IEC 62443, and the renumbered ANSI/ISA-62443], NERC, NIST, and RFC 2196 [Internet Engineering Task Force]). Any conflict between two standards will default to the higher level of security.

The COTS product and any third-party tools must meet the same applicable standards. In addition, the COTS solution must meet IEC 62443 conformity assessment program standards under ISASecure® brand (ISASecure-EDSA [Embedded Device Security Assurance [certifying IACS products to the IEC 62443-4-2 IACS cybersecurity standard and ISASecure-SSA [System Security Assurance], certifying IACS systems to the IEC 62443-3-3 IACS cybersecurity standard. Test tools must also meet the ISASecure scheme which includes a process for recognizing test tools to ensure the tools meet functional requirements necessary and sufficient to execute all required product tests and that test results will be consistent among the recognized tools.

The Contractor and the host must certify that no data will leave the confines of the secure network and all assets are within the continental United States of America (USA), all persons working on the project or with

access to the data must be qualified to work in the USA, have successfully completed a federal background check (Level 2 with fingerprinting), have signed a Non-Disclosure Agreement (NDA), and have completed an approved course in cybersecurity which is renewed annually.

Concerns regarding the COTS solution and the use of a cloud-based system have been addressed. Portions of the current *Sunbiz* solution are currently hosted in the cloud. All protocols have been approved by AST and DMS and the same protocols will be followed for the new host site. In addition, the host site must be certified and utilized by other state and federal agencies gathering, storing, and reporting data. It should be noted that *Sunbiz* maintains no protected data such as social security and credit card numbers.
Credit card numbers collected but not stored by a third-party payment center. The new system will have

---

[16] Tier III does not require the ability to "hot swap," have fully redundant electrical circuits, cooling, and networks, but this is addressed by the requirement that the host have a secondary sit for failover. The key difference is the lesser requirement of 1.6 hours of interruption per year versus 0.8 hours (99.982% v 99.995%).

increased security over the current system by requiring authentication and authorization capabilities, defined roles and access, audit records, a higher level of encryption, encryption of the database, the use of a DMZ and DMC, and other features.

6.11.3 Intellectual Property

Unless there is an instance of breach of contract on the part of the Contractor, insolvency of the Contractor, or sale of the company to an entity not meeting the domicile and security requirements of the Department, the base application remains the property of the Contractor. Through payment of annual maintenance fees, the Department has the right to all upgrades to the COTS framework and all modules utilized by the Division. The COTS application is held in escrow by a fourth-party so that in the event of breach, insolvency, or sale and the host site is not willing or able to continue supporting the *Sunbiz* instance of the solution beyond the contracted year, the Division can standup its own version.

The Department owns any customization of the COTS solution, as, for the enhancements, the Contractor is considered a Work for Hire. The Department maintains ownership of all data captured and stored by the *Sunbiz* instance of solution and, upon termination of the relationship between the Department and the Contractor, the Contractor will destroy all copies of the data. This includes document images and images provided by the Department of the front-end user interface. The Department shall keep a real-time backup copy of the data and related images on its own data servers.

6.12   Assumptions and Constraints

6.12.1 Constraints

Funding

Funding is the primary constraint to the initiation of the *Sunbiz* Modernization Project. The Department is requesting a one-time allocation, from general revenue, in the amount of $12M for the licensing, configuration, customization, and standing up of a *Sunbiz* instance of a proven commercial off-the-shelf business registry solution. Depending on when funded and the selected solution, the implementation will be completed during the course of one (1) fiscal year. This business case is being submitted as part of a Department of State Legislative Budget Request (LBR) with the additional request for authorization to engage vendors, enter into a contract, and possibly begin work prior to July 1, 2019.

Timing (Deployment Windows)

The windows during which the solution can be released are relatively limited. The solution should be operational for at least one (1) month prior to a heavy load being placed on it so that debugging can occur, the staff has an opportunity to become proficient in its use, and public outreach is effective and customers have an opportunity to be credentialed. "Go-Live" should not take place during an active Annual Report (AR) session or the AR validation period (January 1 through May 1) so that there is no "on the fly" migration of data, or during the administrative dissolution period and subsequent reinstatement period (September 15 through October 14). This leaves a preferred window for deployment from October 15 through November 30 and a secondary window of mid-May to mid-June.

6.12.2 Assumptions

The Department is assuming that at least one (1) of the four (4) Vendors of having a COTS business registry solution meeting the requirements of the solicitation will be willing to resubmit and with the terms previously discussed. If not, it is assumed that there is a fifth option that meets the requirements and, like those identified, is:
- Intuitive and easy to use
- Flexible and adaptive

- Process driven
- Flexible (both in reporting and open query)
- Maintainable
- Auditable
- Well documented
- Available to customers online 24/7/365
- Designed for information to be easily shared with other agencies

As well as the Contractor and its solution being able to:

- Reduce the risk of catastrophic failure with 99.982% uptime (1.6 hours per year interruption [except for scheduled and maintenance and promotions])
- Provide redundancy in all aspects of the system, with automatic failover and an offsite data backup within the continental United States
- Provide a rapid disaster recovery plan
- Improve service deliverables by providing additional filing, acknowledgment, certification, and payment options online
- Reduce the number of telephone inquiries received by the Division
- Generate timely, valid and reliable statistical data and reports as needed and upon request
- Reduce fraudulent filing activity (i.e. user accounts, delegated filing authority, better tracking capabilities and investigative options, etc.)
- Improve and expand payment methods and options (e.g. shopping cart, e-checks, etc.)
- Be easily adaptable/configurable by Department staff to implement new legislative mandates and/or business rules
- Provide an improved and enhanced in-house and outside user experience
- Facilitate mass email communications
- Improve fiscal processing, adjustments and reporting
- Improve scanning and imaging capabilities
- Provide enhanced search capabilities
- Increase the overall depth and breadth of data collection
- Improve workflow processes and efficiencies
- Increase public confidence by providing improved data availability and reliability

The Department also assumes external stakeholders will be willing to participate in strategic planning meetings and be part of the Advisory Board.

7.   STATEWIDE ENTERPRISE CONSIDERATIONS

This project is a critical improvement to the State's current enterprise solution *Sunbiz.org*, which is responsible for eight (8) key legislated service areas. The current system and the proposed solution loosely interacts with the Florida Accounting and Information Resource (FLAIR). This project will strengthen the interaction and capabilities without changes to the FLAIR system and the future implementation of the Florida PALM (Planning, Accounting, and Ledger Management) system.

The solution will build on an existing tried, tested, and proven system in operation, for at least one (1) year in at least two (2) Secretary of State Offices in the U.S. Other than configuration of modules already in place to meet Florida's specific needs for branding, forms, data structure, and *Sunbiz* pre-paid accounts and interaction with

FLAIR and Florida's third-party credit card processor, and UCC filing Vendor, the solutions are near ready to be implemented without impact on any other Florida data management system.

State agencies that currently use data provided by *Sunbiz* do so manually, but will have the opportunity to automate their processes. These include the Departments of Agriculture and Consumer Services, Business and Professional Regulation, Economic Opportunity, Financial Services, Highway Safety and Motor Vehicles, Law Enforcement, Financial Services, Management Services, and Revenue, as well as the Office of Financial Regulations. The agencies, in addition to municipal, county, other state, and federal law enforcement agencies, clerks of court, and other offices, private financial institutions and business entities, are requesting more full-bodied secure search tools that provide more accurate and in-depth filing data in a timelier fashion. One of the easiest methods of interaction will be through bulk filings and scripted queries run during off-peak times.

Three of the four (3/4) Vendors known to meet Florida's requirements for the implementation of a COTS business registration solution have additional modules in place in other states that allow for a single access point for the requesting of business licenses/permits and for paying taxes. Implementing such a solution would provide entities with a "one-stop-shop" for creating a business, maintaining its legal status, and paying its taxes and fees.

8. PROJECT RISKS

Not modernizing *Sunbiz* immediately is the biggest risk. *Sunbiz* is essential to preserving the Division and State of Florida's $373 million revenue stream, maintaining confidence in Florida's economy, and protecting against unlawful and unscrupulous business practices. Through retirement, the Department is at risk of losing its personnel with the required institutional knowledge needed to maintain the current system and its processes. The current staff is losing motivation for the project. The 2013 implementation was less than successful. Various initiatives promoted as solutions have been started and stopped since 2013. Consequently, there is frustration on the part of staff. If, at any time during the implementation, the staff views there is not one-hundred percent (100%) support by all parties involved, their buy-in will be lost and the project will not be a complete success.

Risks internal to the Department include, but are not limited to, the Department not:

- Developing, implementing, and adhering to a formalized communications plan;
- Engaging the Agency for State Technology (AST) early and throughout the entire;
- Adhering to all AST procedures, as well as all other project management best practices;
- Utilizing the Project Management team to its fullest;
- Calculating and reporting the actual, total annual cost to operate *Sunbiz*;
- Fully documenting the systems that make up *Sunbiz*, to include data dictionaries, entity relationship diagrams, and crosswalks between the multiple databases and database types;
- Make the *Sunbiz* Modernization Project a Department priority and obtaining, allocating, and maintaining adequate resources;
- Establishing reasonable timelines and success criteria for time-sensitive critical projects;
- Continuing to utilize the best practice of having different areas of the Department (Procurement, Business Unit [DOC], Technology, and Project Management) work together as a team;
- Continuing to utilize the best practice of having DOC staff rapidly and accurately respond to requests for feedback and apply the practice to all of DOS; and
- Returning A Anderson - full-time – to the project in order to adequately complete the requirements gathering and to develop the business rules.

It is recommended the following stipulations be placed on the Department to keep focus on this high stakes project:

> From the funds specific to the appropriation, from nonrecurring general revenue, any amount above the contracted cost plus ten-percent (10%) for the Contractor to replace the current systems supporting the registration of businesses and management of businesses' activities through electronic filing and correspondence, document management, payment processing, and certification issuance by implementing its COTS business registry solution, be returned to general revenue. From the remaining funds specific to the appropriation twenty percent (20%) of the contract be released upon execution of the contract. The remaining funds be placed in reserve. An additional 20% of the contracted amount be released quarterly upon the submission of status reports to the Office of Policy and Budget in the Executive Office of the Governor, the chair of the Senate Appropriations Committee, and the chair of the House Appropriations Committee that include progress made to date, planned and actual project activities, planned and actual costs incurred, and any identified project issues and risks. As for the ten-percent (10%) held in reserve, the department be authorized to submit budget amendments to request the release of the funds pursuant to the provisions of chapter 216, Florida Statutes, and based on the department's planned expenditures. Each budget amendment shall include a current project management plan with project milestones, progress made to date for each milestone, planned and actual deliverable completion dates, planned and actual costs incurred, and any known project issues and risks.

Withdrawal of the recurring funds for hosting, maintenance, and support is not considered a risk, as the legislature has been supporting the system at twice to four times the cost for years to maintain the revenue stream and to meet the mandates.

An additional risk to project initiation is not having qualified respondents resubmitting their proposals and at the cost and terms previously submitted. This concern is raised by the delay in project initiation. However, once a contract is executed, there is strong confidence it will be fulfilled.

The final risk is a possible change in priorities as a result in the change of administration after the November election and the resulting leadership for the Department of State.

In conclusion, it is recognized that the State's business registry is in dire need of modernization. After years of evaluation, two (2) attempts (moving to the cloud and virtualization), and another year of discovery and assessment, all in collaboration with the Agency for State Technology, it has been determined licensing and configuring a proven commercial off-the-shelf business is in the best interest of Florida's citizens and business entities. Without an immediate implementation of a *Sunbiz* instance, the Department of State is at risk of not continuing to preserve, promote, and provide.

9.   Appendix 1 – Statement of Work

Overview

The Florida Department of State ("DOS" or "Department") Business Registry Modernization Project will utilize the Contractor's configurable commercial off-the-shelf (COTS) business registry solution to successfully modernize, unify, integrate, and modify the State's *Sunbiz.org* business registry. Upon successful deployment, the Contractor will host and maintain the inclusive system for ten years.

Working in parallel, the development teams will modify, unify, and integrate the data, enterprise software/applications, hardware, and hosting solutions for *Sunbiz* and train Division of Corporations ("Division" or "DOC") staff at a mastery level for the complete utilization of the solution.

The Contractor is to provide a complete "turn-key" solution, branded to Florida's requirements for *Sunbiz*. The inclusive product provided by Contractor will address all identified requirements

Modification, Unification, and Integration

This section provides a summary of the Scope of Work (SOW) for the Contractor's project team. Detailed requirements are provided in later sections and include testing and training.

Data

The Division's information and images are currently stored in a variety of methods to include relational databases, compressed .tif images indexed on an image
server, and XML data stored serialized in the cloud. There may be cases in which a single record exists in two (2) places and the data in one or more fields of the records differ. There may also be cases in which the records may be incomplete (missing or incorrectly formatted fields).

Contractor is responsible for migrating/moving all data from the current trifurcated databases to a single database. Contractor will develop and implement a plan to first modify/convert the trifurcated data into a single relational database structure (i.e. MySQL, PostgreSQL). With limited assistance from DOS, Contractor will develop and act on: data dictionaries, data profiles, logical mapping specifications, physical mapping specifications, transformation and load modules, gap analyses, data validation reports, reconciliation reports, entity relationship diagrams, and crosswalks for the Department's current databases, convert the data and then unify the data into a single database. Contractor is responsible for the cleansing of the data through the insertion of missing information, correction of fields, deletion of characters as needed, resolving of records that do not match, and validation. Data will be reconciled to verify there is only one instance of each record and all records in the legacy system are in the new system.

All currently stored images and data are to be converted (modified) to single format that is compressed and editable, unified in a single image file system, and integrated within the *Sunbiz* business registry, through indexing in the database.

Contractor will utilize a phased migration to minimize disruption and will plan and execute several rehearsals before go-live. Contractor will read the XML data serialized in cloud storage and covert the images into a tabular representation.

Downtime of 48 hours is required for the final data migration process, during which *Sunbiz* will not be available.

Contractor must recognize there is a limited number of Department staff available to assist with the project, and the time staff has available to the project is restricted. Contractor will provide the staff necessary to

successfully conduct the Joint Application Development (JAD) sessions, documentation (to include data dictionaries, data profiles, logical and physical mapping specifications, ERDs, and data mapping, gap analysis, and data and reconciliation reports), data cleansing, mapping, and testing activities. Availability of the Subject Matter Experts (SMEs) and project management team is most restricted during the closeout of the AR filing season (April 27-May 11).

Contractor will provide validation reports for the Department to analyze for remediation at the source, default value substitution, derivatives from existing data, and remediation after "Go Live." Prior to go-live, Contractor will conduct multiple iterations of the migration process and reconcile the source data with the target COTS structure. Contractor will provide the Department with Data Validation and Reconciliation reports, after each iteration. Contractor will conduct Regression tests to ensure migrated data behaves properly within *Sunbiz.*

Versioning of migrated data is not required. Data migration will not include in-flight transactions. As such, the Department recognizes all transactions must be completed prior to the Go-Live activities.

Software/Applications

Sunbiz and the intermediary systems utilize a variety of programming languages. The multiple language, systems, and services are used to manage the following:

DOC's Service Areas:

- Business Registrations (Corporations, Limited Liability Companies, General Partnerships, Limited Partnerships, Limited Liability Limited Partnerships, Fictitious Names [aka dba's], Alien Business Organizations, and Declarations of Trust)
- Liens (Judgment and Federal Tax Liens)
- Authentications (Apostilles and Notarial Certifications)
- Notaries Public (Registration and Renewal)
- Cable Franchises
- Marks (Service and Trade)
- Miscellaneous Filings
- Service of Process

and Functional Areas:

- Certifications
- Correspondence
- Fiscal
- Imaging
- Informational Services
- Public Records (Requests for and Exemption from)
- Registrations
- Searching
- Security
- Subpoenas

Contractor will configure its COTS business registry solution to meet the legal and business requirements of the Division and unify and integrate all Service and Functional Areas into a single system operating in a single location and operating in a like manner with a common set of business rules. The base programming language will be an object-oriented language (i.e. .NET, Java).

Contractor will meet or exceed all identified requirements, Business Requirements for the *Sunbiz* Modernization Project. An emphasis will be placed on all applicable statutes and administrative codes and the ability to incorporate changes, additions, and deletions to these rules.

Searching will be performed using the solution's native search engine. Searching within documents is out of scope. Automatic redaction of images during scanning is not within the scope of this project.

In scope are integration with the Department's Active Directory, third-party payment gateway, Florida Accounting and Information Resource (FLAIR), bulk filing submissions, postal address verification, *Sunbiz* e-file pre-paid accounts, and check scanning/printing, as well as future integration with the Florida PALM (Planning, Accounting, and Ledger Management). The solution will support up to 500 concurrent users per second.

Hardware

The Division has difficulty with peripheral hardware (i.e. document scanners, check scanners, check endorsers, bar code readers, printers) interfacing with its applications. To resolve the interface concerns with Florida's modernized business registry, Contractor will provide up to 20 each of scanners, printers, bar code readers, and check endorsers that properly interface with the system. Contractor will provide, within the fixed-price for the implementation year, the first five (5) years of post-implementation, and the five (5) optional years, the listed peripheral hardware that interfaces with *Sunbiz* required for the business of the Division. Contractor will ensure the equipment meets the requirements to support the Division's business needs (speed, volume). In addition to the hardware, Contractor will provide product warranties, support and maintenance, and will connect to the Department's existing desktop systems and test each device for proper integration.

Hosting

Hosting services will be provided by Contractor and not the Department or the Florida Agency for State Technology (AST). Contractor will contract with an approved GOV (Government) Cloud solution, with the *Sunbiz* being hosted in the Cloud. Hosting must be at a Tier III or equivalent facility as defined by the Uptime Institute's Tier Standard System. Contractor must guarantee the services meet or exceed the standards in all areas to include no more than 1.6 hours of unscheduled downtime per year (99.982%). Contractor is responsible for the successful operation and availability of the solution to the public.

All hosted environments will be created and maintained by Contractor, with at least Test, Stage, and Production residing at the hosting site. No data is to leave the security of the host site. Contractor will provide the hardware for, publish the application solutions to, and maintain software, hardware, and data integrity of the *Sunbiz* solution. Contractor will provide and support demonstration instances for structured learning and informal experimentation by the Division's Service Area Leads and SMEs. During development (pre-release), Contractor will deliver an operational but incomplete version of *Sunbiz* to allow for early feedback. The Production version will utilize multiple web servers, with all public facing environments being placed in a DMZ environment and internal web, application, and database servers being behind A VM-Series Next Generation Firewall.

Hosting and maintenance costs include all required licensing at no additional cost to the Department.

Escrow

Contractor will hold in escrow, the most recent version of *Sunbiz*, in the event of insolvency by Contractor. To ensure continuity of operations of *Sunbiz*, in the event of default disaster or insolvency, Contractor, in

conjunction with the Department, will conduct annual disaster recovery drills. The Department will take the lead in running the annual drills, using the instructions provided by Contractor and the stored source code, to demonstrate the Department can bring up a functioning Production instance of the solution.

Pricing includes the use of a VM-series Next Generation Firewall for the hosting of the *Sunbiz* application, in addition to a web application firewall or its equivalent and the host sites security groups. Included in the costs are all data and document storage costs. Pricing also includes 20 hours per month for resolving Priority 1 and Priority 2 services during hosting years. During the warranty period, all Priority 1 and 2 issues will be resolved as part of the warranty at no additional cost.

Licensing, hosting, and maintenance costs include all new versions of the base product, as well as patches and other releases. Hardware patching to underlying servers will not require an outage, as traffic will be automatically delivered to multiple target nodes. Maintenance windows will be scheduled during periods of little or no system utilization and do not involve extended downtime. The normal restart of the application will not take longer than three (3) minutes.

Other Value Added

In addition to providing the peripherals for scanning and printing documents and increased staffing for documentation and migration, Contractor will provide additional value-added commodities. Contractor will handle all data cleansing and analysis of all data. Reasonable assistance will be provided by the Department as needed to determine data meaning, rules, and review decisions.

Documentation

Contractor will cover the cost of all Business Analysts, Developers, and Database Administrators for the documenting of the system, to include the current databases, data elements, form fields, gaps, and crosswalks. Contractor will create the current state (As Is) and future state (Will Be) data dictionaries, entity relationship diagrams, and data crosswalks. The Contractor will identify gaps and deploy appropriate measures to close all gaps.

Marketing Plan

Contractor will design and implement a public marketing plan that will include public outreach activities. The outreach efforts will be coordinated with the Department's Marketing Office that will establish general expectations for marketing and review all materials before deployment.

Migration

Contractor is responsible for all data migration – first to unify the current data, form a single source of truth, complete any missing data, and validate the date and then to migrate to the new database. This is to be an iterative approach with no "on the fly" data migrations. The final migration into production is to take no more than 48 hours and include all data to the point-in-time.

Patches

Contractor will cover the cost of all patches and upgrades for the solution under the Maintenance Agreement.

All new features and functionality to be added to the implementation/client layer at the request of the Department will be covered separately under a Change Request.

Solution Requirements

Contractor will meet the State's requirement of a modern, flexible, and customer-centric business registry solution. By implementing its COTS solution as *Sunbiz*, Contractor guarantees a robust system that integrates with the State's other critical systems. The product will increase self-service and improve the constituent's user experience. The solution will be readily supportable, scalable, flexible, and adaptable. It will improve filing and reporting efficiency and productivity; facilitate accurate data processing and retrieval; and, implement consistent process, governance, and compliance capabilities.

Solution

Architecture

All application components are to be hosted within a virtual private cloud system which is to provide a virtual boundary for deploying and managing services. The system will have multiple zones for a physically separated data center with its own resources. Each zone will include public and private networks with security isolation. The system will be protected by a Network Security Firewall. The Department requires an upgrade to a VM-Series Next Generation Firewall to be utilized.

The public network will utilize a Load Balancer (LB) that will forward requests to the application stack in the private network. Each of the services in the application will be its own container running inside the host virtual machine. The system will run an "active-active" configuration requiring zones servicing requests from the load balancer. The *Sunbiz* application will be available in multiple zones. Each zone will be separated by security groups. The content management system will utilize MySQL or like service. The delivery of the content management system is in scope. Databases will be "active-passive" allowing one database to be active and being replicated to the passive database. Data from the file system and databases will be replicated off-site to a redundant site.

Active Directory, printing, and scanning reside at the Department and will be connected to the host site through a Virtual Private Network (VPN). The Department utilizes a third-party payment service. Sensitive financial information (e.g. credit card numbers) will not be captured by or stored within the *Sunbiz* application. Outbound email will be sent via the solution's service gateway, as will outbound communication to the Department's third-party payment processing service.

Static content will be delivered through web hosting services to minimize latency and to optimize performance. Dynamic content will be routed to the Load Balancers. Images will be downloaded to the Contractor's repository.

A web application firewall will secure access to static content, limit rates, and mitigate against threats such as SQL injection and cross-site scripting. Pricing includes the use of the host site's firewalls and security groups.

To support the private network, Contractor will utilize a gateway service. In addition to firewalls to control access, Contractor will provide Distributed Denial of Service (DDoS) protection.

Security

The non-public records and other information within *Sunbiz* shall remain confidential. The data must maintain its integrity, validity, reliability and be auditable. The system will be protected by a network security firewall. The Department requires an upgrade to a VM-Series Next Generation Firewall. A web-application firewall will be utilized to secure access to static content, limit rates, and mitigate against threats such as SQL injection and cross-site scripting.

Access to the application will be through a single domain.

The system will utilize role-based security. Access to non-public records, forms, and files will be through assigned security roles via security groups. Security roles are to be based on user:data associations. *Sunbiz* will integrate with the Department's Active Directory.

Personal identifiable information (PII), to include all financial transactions, will be encrypted within the database. Sensitive financial information (e.g., credit card numbers) will not be captured by or stored within the COTS solution or the *Sunbiz* application.

Session information will be stored at the database-level with session cookies using random Universally Unique Identifier (UUID) (Globally Unique Identifier [GUID]) indexes in the database table. No user information will be stored at the client-layer. Initially, the system will utilize 256-bit TLS (Transport Layer Security) (HTTPS – Hyper Text Transfer Protocol Secure) encryption between the server and the browser, as Secure Socket Layer (SSL) security has been deemed obsolete. Session UUID, client IP address, and expiratory time are checked on every request/transaction.

For validity, all changes to the data are to be completed within the context of a business service that contains the rules and validations to enforce the maintenance of the data integrity. No data with inconsistencies, missing data, or data not adhering to the business logic can be applied to the register. Fields within the frontend require validation and cannot be submitted if the data does not meet the requirements of the field. Key information, such as email address and passwords, entity names, must be entered twice and entries must match. Information pasted into fields will not be accepted.

All database updates are made through the solution's persistence layer with insertions validated for Atomicity, Consistency, Isolation, and Durability (ACID) a SQL database procedure making all insertions "All or None," committed, independent, and not lost, as a single transaction.

To facilitate audits, registry data is to be versioned, allowing a snapshot of the data to be retrieved at any point-in-time. All non-versioned data will contain history tables to log changes made. Every event will capture what was changed, when the change was made, who made the change, and from what IP address the change was made. An audit log will be maintained for all activities in the system, including data updates, task, job and process completion, system generated activity, and internal and external user activity.

Contractor will be proactive in their stance on Security Breaches and in their Security Plan developed during the Engagement Phase of the project will address potential events such as DDoS), screen scraping, social engineering and phishing, cross-site scripting (XSS), and direct hacking/exploits.

Contractor will implement patching components as part of the regular maintenance schedule. Emergency maintenance windows will be arranged if critical fixes are released by vendors. Monitoring tools will be used to help detect breach attempts. Encryption of database content and file systems will be used to mitigate the release of sensitive information in the event of a successful breach. The Registry will have antivirus software and firewalls. Regular scans will be completed. The security policy will implement mandatory operating system updates.

In the event Contractor is not able to preempt a security breach, the Department shall immediately be notified by Contractor of the breach. The report will include what data was compromised, how and when it was compromised, by who and how, and how Contractor will remediate the issue, to include restoring secure service and closing the point of attack, and any client loss.

In terms of security processes, Contractor will ensure there is clear delineation between staff with access to production systems and staff involved with development and support. Similarly, there will be a clear separation between staff with system administration and management access to the solution. Multi-layer separation is to verify no single staff member can access administrative level functions across the platform and the applications.

In addition to Rule 74, Florida Administrative Code (FAC), Contractor will adhere to compliance with ISO 27001 and industry standards. The project will meet or exceed the National Institute of Standards and Technology (NIST) special publication 800-53 for security controls and Chapter 74-2, FAC on Information Technology Security.

Contractor will certify all persons working on the project has successfully completed a Level 2 background check, its equivalent, or higher and has successfully completed a data security training approved by the Department's Contract Manager.

All Contractor employees and subcontractors accessing the *Sunbiz.org* or data/images generated by or stored in their databases will have a Non-Disclosure Agreement (NDA) on file with the Department's Contract Manager.

For vulnerability management, Contractor will utilize tools for cloud-based security. In addition to management and minimization of administrative access.

Database

A single logical database will be used to store registry and transaction data. The database will be paired with an electronic document management system for the storage of document images.

Failover

Contractor will utilize a multi-site architecture to address the need for failover. A combination of active/active and active/passive components in at least two data centers will be utilized. The sites are to be far enough apart for environmental disaster protection, but close enough in the same region for low-latency interconnects and synchronous data replication. Failover will be less than 15 minutes with and include complete database availability. The solution should allow for near-instant failover (within 30 seconds).

Within each of the data centers, there are to be no single points of failure. There will be redundancy in all hardware to include load balancers and all other high availability network, web, application, search, content management, file, and data components.

Disaster Recovery

The Source Code, database schema, and Department data and images are to be held at a redundant location for failover. In the event of a disaster to the host network, Contractor will utilize the most recent Source Code and schema and the up-to-date data to reconstruct the system with an alternative hosting site. For backup and recovery, Contractor will utilize a point-in-time rollback of application code and data through reversion of a previous version, with master copies version-controlled repositories of images.

Contractor will maintain daily snapshots should reversion be needed to return the system to a previous point in time. The replacement database will be generated based on a combination of snapshots and roll-forward of log files. In the event of web, network, application, or search layers, a new server will be generated.

Contractor, in conjunction with the Department, will conduct annual disaster recovery drills. The Department will take the lead in running the drills, using the instructions provided by Contractor and the stored source code, to demonstrate the Department can bring up a functioning Production instance of the *Sunbiz* solution.

Contractor is responsible for operational continuity and will ensure the Department has the support and knowledge towards getting the environments up and running.

Components

Authentication and Authorization

For all internal users of *Sunbiz*, the register will utilize the Department's Active Directory (AD) for authenticating users. The system will allow identified administrative users within the Division to assign specific roles and access to Division staff.

Sunbiz will allow non-Division personnel to have high-level, read-only access to specific reports. The system will require public users who are making changes to a filing or any entity record to be authenticated and authorized to make those changes. The public will have unauthenticated access to *Sunbiz* for the accessing of forms and information, making initial filings, and running queries/searches of limited filings.

Core

For the eight (8) service areas, the system will include management of calendaring, documents, reminders, correspondence, searches, and user dashboards by authorized Division staff. Specially, *Sunbiz* will allow for the configuration by authorized users within the Division the configuration of: 1) entities, 2) correspondence templates, 3) User Interface Styling (through cascading style sheets [css]), 4) business calendars, 5) service configuration, 6) task definitions, 7) fee definitions, 8) notifications, 9) labels and help, 11) job schedules, 12) payments to include account management, payment labels, payment notifications (who, when, and what), and job schedules, 13) security to include user, team, and group management, organization management, labels and help, and notifications, and 14) the integration of code to interface with external resources.

Sunbiz will be compatible and integrate and integrate with the Florida Accounting and Information Resource (FLAIR). When the new accounting system is released and FLAIR deactivated, *Sunbiz* will be compatible and integrate with the Florida PALM (Planning, Accounting, and Ledger Management) System.

Functional Services

The system will include a customized (branded for the State of Florida, Department of State, Division of Corporations) dashboard, as well as payment, security, content management, and case management systems, as well as processes for other fiscal services, reporting, certifications, imaging (to include redaction of form fields and scanned checks) and informational services.

Service Oriented Architecture

Within its Service Oriented Architecture (SOA), *Sunbiz* will include an Enterprise Service Bus (ESB) for external web services, user authentication, user authorization, a robust search engine, fiscal integration, document/record management, and mobile services.

Project Management

Contractor recognizes there are a limited number of Department staff to assist with the project and the time staff has available to the project is restricted. Contractor will provide the staff necessary to successfully conduct the Joint Application Development (JAD) sessions, documentation (to include data dictionaries, data profiles, logical and physical mapping specifications, ERDs, and data mapping, gap analysis, and data and reconciliation reports), data cleansing, mapping, and testing activities. Availability is most restricted during the closeout of the AR filing season (April 27-May 11).

The project team will utilize the Project Management Institutes' (PMI) standards detailed in the PMBOK® Guide, sixth edition). When available, the project team will utilize the templates for project management

documents provided by AST. When agreed upon by Contractor and DOS, modifications to the templates will be accepted.

Training

Contractor is responsible for developing all training materials and subsequent delivery for all aspects of the application for all users to include up to 150 members of the Department. Contractor is responsible, before deployment of the solution, for ensuring DOC staff are competent in the navigation and use of the modernized business registry and prepared to provide high-level assistance to all level of users. Contractor is responsible for defining competencies, having the competencies approved by the Department, and certifying that all members have reached the defined level(s). Contractor must also provide tutorials, responses to frequently asked questions, and navigation tips within the front end of the 504 and 508 compliant user interfaces.

Face-to-face training will be provided by Contractor in at the Division's headquarters. At any point in time, no more than one-third (1/3) of the Department's staff will be engaged in training activities. All training will be coordinated with the Division's leadership.

Upon completion of the training(s), Division staff will be "highly proficient" in the use of the *Sunbiz* instance of the COTS solution. Contractor will conduct all training, testing, and certification programs to ensure Division staff have mastered the navigation and use of *Sunbiz* and can perform their duties for their respective areas of responsibility.

Contractor will provide and support demonstration instances for structured learning and informal experimentation by the Service Area Leads and SMEs. During development (pre-release), Contractor will also deliver operational, but incomplete, versions of *Sunbiz* to allow for early feedback. Contractor will provide a 24/7 online portal available for system administrator troubleshooting and end user access to frequently asked question articles and training materials.

Testing

Contractor will utilize a rigorous testing protocol for unit, integration, Beta, user acceptance, and regression testing. All functionality will successfully complete unit, system, integration, Beta, regression, and user acceptance testing before being promoted. After promotion, testing will take place with any functionality not operating as designed being backed out and the system returned to its previous functional state. Contractor will utilize a point-in-time rollback of application code and data through reversion of a previous version with master copies version-controlled repositories of images.

Contractor will load test application, with a full data load, before "Go Live." Unit, integration/ component, system, system integration, regression, and post release testing (application and patches/updates) are the responsibility of Contractor. Contractor will coordinate and support the User Acceptance Testing (UAT). All testing will include security, smoke, regression, functional, cross browser, usability, exploratory, compliance, performance, stress and volume, recovery, and system integration testing. Within scope are design qualities, reusability, Run-time qualities, system qualities, and user qualities. Testing will include elements of automated and manual testing. Success of all testing will be based on Pass/Fail criteria.

Contractor will provide validation reports for the Department to analyze for remediation at the source, default value substitution, derivatives from existing data, and remediation after "Go Live."

Prior to go-live, Contractor will conduct multiple iterations of the migration process and reconcile the source data with the target solution's structure. Contractor will provide DOS with Data Validation and Reconciliation reports after each iteration. Contractor will conduct Regression tests to ensure migrated data behaves properly within *Sunbiz.*

Data

All data (records and images) remain the property of the State of Florida, shall not leave the designated *Sunbiz* network at the host site, are not to be shared with any foreign national, and all persons with access to the data are to be approved by the Department, have completed a Level 2 background check – to include fingerprinting and cross-references with national criminal and terrorist databases, and approved data security training, at the cost of the contractor.

Included in the costs are all data and document storage. Contractor's document receipting module is included.

Sensitive financial information (e.g. credit card numbers) will not be captured by or stored within the base solution or the *Sunbiz* application.

Peripherals (i.e., Equipment/Hardware)

- Contractor shall provide 20 scanners, 20 printers, 20 bar code readers, and 20 check endorsers (scan, endorse, and transmit) that properly interface with the *Sunbiz* solution.
- Contractor will verify the peripherals properly interface with the Division's desktop systems and network and meet the capacity (speed and volume) of the Division.
- At its own expense, DOS will upgrade its desktop systems, as needed, to properly interface with the peripherals and *Sunbiz.*
- Contractor has the option of leasing or purchasing the peripherals.
- The hardware provided by Contractor does not include desktop systems, monitors, keyboards, or mice.
- Printed labels will not be accepted for filing documents. Cover pages with barcodes are required.
- Contractor will connect the peripherals to existing desktop systems and verify they are properly connected and function as required for interfacing with *Sunbiz*.
- Contractor will provide product warranties/support and maintenance contracts for the devices and maintain the maximum number of devices (up to 20 each) needed for the Division's operations.
- As the Division's operations become less dependent on paper, the Department may reduce the number of required peripherals provided by Contractor.
- Costs for the peripherals, installation, warranty/service contracts are included in the fixed-price amount through the end of the original Contract term.
- Examples of possible peripherals are:
  - Scanner – Cannon DRM260
  - Printer – HP LaserJet enterprise MFP M633fh
  - Barcode Scanner – Unitech America AS10
  - Check Endorser – Epson TM-2000 or TM-S9000 Multifunction Teller Device
- If the items listed do not meet DOS requirements as it relates to capability needs (e.g. handling "high" cycle volumes), Contractor will provide other models that meet the Division's needs.

Hosting and Maintenance

Contractor will provide Hosting and Maintenance services for the *Sunbiz* instance of its COTS solution from deployment ("Go-Live") through the ten-year Hosting and Maintenance. Hosting will be provided by an approved government cloud hosting service.

Location

Hosting services will be provided by Contractor and not the Department or AST. Contractor will contract the hosting of *Sunbiz*. Hosting will be at a Tier III facility or equivalent facility as defined by the Uptime

Institute's Tier Standard System. Contractor guarantees the services meet or exceed the standards in all areas to include no more than 1.6 hours of unscheduled downtime per year (99.982%). Contractor is responsible for the successful operation and availability.

The Department recognizes that not all cloud solutions are certified as a Tier III facility by the Uptime Institute, and the Contractor will submit the following assurance it and the host site will.

- Adhere to Florida Administrative Code (FAC) 74-3 related to data center operations;
- Be staffed 24/365;
- Provide safe and secure housing for data processing equipment and applications;
- Provide a dedicated site infrastructure to support information technology beyond an office setting
- Include a dedicated space for IT systems, an uninterruptible power supply (UPS) to filter power spikes, sags, and momentary outages, a dedicated cooling equipment, which does not shut down at the end of normal office hours, and an engine generator, which protects IT functions from extended power outages;
- Provide redundant critical power and cooling components to provide selected maintenance opportunities and an increased margin of safety to guard against IT process disruptions resulting from site infrastructure equipment failures. The redundant components include power and cooling equipment such as UPS modules, chillers or pumps, and engine generators;
- Not require any shutdowns for equipment replacement and maintenance;
- Provide a redundant delivery path for power and cooling for the redundant critical components of Tier II, which ensures each and every component needed to support the IT processing environment can be shut down and maintained without impact on the IT operation.

Should the project be moved from the initial hosting site, the contracted data center must be approved by the Department and meet the minimum requirements of a Tier III data center and Ch. 74-3, FAC. The architecture of all systems (Test, Stage, and Production) must utilize a DMZ with a VM-Series Next Generation Firewall between the forward-facing webservers and the system servers, and a second between the servers and the database, as well as all other requirements made of the host.

All application components are to be hosted within a "Virtual Private Cloud" (VPC), to provide a virtual boundary for deploying and managing services. The VPC will have multiple availability zones) for a physically separated data center with its own resources. Each zone will include public and private networks with security isolation. The content management system will utilize MySQL or another approved database structure. Databases will be "active-passive" allowing one database to be active and being replicated to the passive database. Data from the file system and databases will be replicated off-site to the escrow storage facility and a redundant failover site within the host network.

All Hosting environments will be created and maintained by Contractor, with at least Test, Stage, and Production residing at the approved host site. Contractor will provide the hardware for, publish the application solutions to, and maintain software, hardware, and data integrity.

At a minimum, Contractor will provide:

- Hosting for production
- Hosting for disaster recovery
- Six (6) accounts for support and development
- All necessary third-party license and support costs
- Offsite backup

Hardware

Pricing includes the use of VM-series Next Generation Firewalls by the host site for the hosting of the *Sunbiz* application.

Upon its deployment, *Sunbiz* will be sized and will perform at a level 20% greater than the historical filing/transaction volumes identified during the solicitation process. The data provided was based on calendar year 2016 (an average of 1 million web transactions daily, 50,000 entity transactions filed monthly, and up to 2.1 million annual reports filed). On deployment, the system must meet the anticipated 10% annual growth for two (2) years. The system is designed to be scalable and will be scaled at a 10% increase for each of the years of the hosting and maintenance period.

Through its application layer, the Department's third-party payment gateway can interface directly with the *Sunbiz* instance of the COTS solution without further equipment.

Software

Contractor will provide a new major release at least annually and may provide several minor releases. A patch release will occur for urgent updates.

New releases and patches are not to be provided to the Department prior to a thorough product testing and acceptance process. Release documentation will be made available with each release and include: 1) the new product features, 2) improvements and enhancements, and 3) product defects raised as a result of, and explicitly associated to, Project issues.

Upgrades are to utilize the "blue-green" hot deployment process in which two (2) identical production environments are utilized (Blue and Green). At one time, one Production environment is active and serving all Production traffic, while the second Production environment is not active and receives the update. After successful testing and validation of the upgrade, the second Production environment is put online and the first is taken offline for the upgrade. Upon successful testing and validation of the upgrade on the first Production environment, it is placed back on line and switches route incoming requests to both Production environments. Upgrades will take place during non-peak periods.

Before and after all iterations of the *Sunbiz* instance of the solution, Contractor will test for and resolve any security vulnerabilities. The vulnerability will be logged in the Security and Vulnerability Register and addressed by Contractor in accordance with through the Support and Maintenance Policy.

Licensing

There will be a one-time licensing fee for the perpetual use of the Contractor's core solution to be included in the Year 1 implementation costs. The costs for licensing all third-party software and services are included in the first-year implementation and the yearly maintenance cost during the Contract term. The annual fee is for product upgrades, hosting, and maintenance. Hosting and maintenance fees include all required licensing at no additional cost to the Department.

The End User License Agreement (EULA) is to provide for statewide licensing of all pre- and post-production Department sites and workstations, to include the Production, Stage, and Test environments, as well as the back-up and Disaster Recovery sites and training (Sandbox) sites. There is an unlimited number of non-Production environments. The statewide license is for an unlimited number of interfaces, with no restrictions on CPUs or servers.

Contractor will provide source code escrow protection covering the common release, to include Contractor failing to support and maintain the software for any reason.

Items developed specifically for the Department, such as configuration files, build scripts, and custom software (e.g. integration adaptors) are the property of the State of Florida.

If, in its solution, Contractor utilizes Open Source Software (OSS), libraries, and components, these are licensed under an open source agreement and do not attract license fees.

Source Code

Department Specific

Items developed specifically for the Department are to be held in a shared resource repository available to authorized users within Contractor, the Department, and the Florida Agency for State Technology.

Open Source Software

Contractor will complete a regular review – at least twice yearly – to review the current version of open source code relative to the version currently in use within its solution and upgrade, at no cost to the Department, the *Sunbiz* instance, as needed, as part of the Product upgrade.

Escrow

Contractor will hold in escrow, the most recent version of the *Sunbiz* instance of its solution, in the event of insolvency by Contractor. This escrow agreement will remain in place from the launch of *Sunbiz* in Production ("Go-Live") through the end of the original Contract term and will be renewed, at no additional costs to the Department, upon the execution of optional five (5) years of hosting and maintenance terms. Should the escrow company no longer be in business or acquired by a non-USA entity, Contractor will provide the same escrow service through another vendor at no additional costs to DOS.

Disaster Recovery

To ensure continuity of operations of *Sunbiz*, in the event of default, disaster, or insolvency, Contractor, in conjunction with the Department, will conduct annual disaster recovery drills. The Department will take the lead in running the drills, using the instructions provided by Contractor and the source code stored with escrow contractor, to demonstrate the Department can bring up a functioning Production instance of the *Sunbiz* solution.

Support Services

Contractor will provide a monthly service report as defined by in the executed Service Level Agreement (SLA), incident reports within one (1) day of a major incident occurring, and an updated incident plan every six (6) months. Included in or in addition to the SLA, Contractor will:

1) Assign a dedicated project manager to serve as the primary interface liaison between the Department and Contractor. The Project Manager will be the initial contact from contract execution through the end of the warranty period;

2) Assign a dedicated Client Support Specialist for post implementation through the hosting and maintenance phase. After transitioning out the Project Manager, the Client Support Specialists will serve as the contact for support of *Sunbiz* by Contractor;

3) Formalize, prior to implementation of *Sunbiz,* service level management for governing incident, change, configuration, problem resolution, and software release management;

4) Provide a frontline service desk and support for pre-production and production applications, infrastructure, and systems;

5) Maintain database administration and systems integration with internal and external client systems;

6) Provide a secure and robust back-up and recovery program;

7) Schedule and run frequent analysis and assessment of capacity, speed, validity, and reliability of the system and its data;

8) Continually analyze new technology and its availability and applicability to *Sunbiz*;

9) Provide 24/7 online self-service knowledge portals for: 1) system administrators (troubleshooting) and department users (Frequently Asked Questions [FAQs] and tutorials);

10) Provide 24/7 support with service accessible online and by telephone with response times for critical (level 1) issues (application software not available, wholly unusable, or storing or reporting unreliable data) responded to within 30 minutes and resolved within six (6) hours with all data issues resolved and priority (level 2) issues (one or more functions unavailable that effects a significant number of users) responded to within one (1) hours and resolved within 12 hours;

11) Will include 20 hours per month, at no additional costs, for resolving Priority 1 and Priority 2 services during hosting years two through five (2-5) and optional years six through 10 (6-10). Additional hours will be charged at the "Change Order Pricing" Schedule. During the warranty all Priority 1 and 2 issues will be resolved as part of the warranty;

12) Include all new versions of the base product, as well as patches and other releases, with an at least annual update of the COTS business registry solution, as long as the Department continues to purchase the annual hosting services at the beginning of each fiscal year;

13) Implement a formalized, responsive, robust and efficient Service Level Management framework for governing incident management, change management, configuration management, problem resolution management and software release management;

14) Be proactive in infrastructure maintenance and support to help existing business systems achieve maximum service availability and to avoid costly outages, including software release management, server management, system software maintenance management, SAN maintenance management;

15) Guarantee database administration and systems integration with internal and external client systems;

16) Maintain security management to protect databases, document stores, customer privacy (and secrecy), applications and supporting infrastructure including a robust, reliable and tested back-up and recovery regime;

17) Regularly conduct environmental analysis and assessment of capacity, availability, security, and new technology availability and applicability; and

18) Provide 24/7 online, self-service knowledgebase portal, available for system administrator troubleshooting and end user access to frequently asked question articles.

Transition

Contractor will utilize a staged approach to deploy *Sunbiz.org* into the Production environment and into operation. The transition plan will be designed prior to User Acceptance Testing (UAT) and include criteria for "Go Live" activities, data migration tasks, deployment scheduling, and early-life support. The focus is ensuring successful deployment of the application and continued system stability. Contractor will assign staff to the *Sunbiz* Modernization Project who are certified in the selected process and have experience in successfully demonstrating their knowledge.

Prior to deployment, Contractor will assign and activate an account manager who will work with the Project Manager throughout the warranty period to ensure the Department staff is properly and fully engaged with *Sunbiz* and the system is stable and functioning as designed. Other key project resources will remain available, to ensure the annual report filing period is successfully completed. After "go-live", regular client meetings (up to monthly and no less than quarterly) will be held to keep the Department informed of new features and improvements of the core product and to update Contractor on any requirement changes. The focus of these meetings will be continuous improvement in the areas of Training, Process Improvements, Toolset Improvements, and Updated Document Templates.

These meetings are in addition to Contractor's dedicated Client Support Specialist liaising with the Department representative on a weekly basis, once the *Sunbiz* instance is deployed into Production. Weekly meetings will address:

- Any Department upgrade activities or request;
- Proposed version upgrades
- The state of current builds
- Known security issues and how they will be/have been addressed
- High urgency bugs or improvements and their prioritization

The CSM will provide monthly reporting on the status of *Sunbiz*, to include the analytics in terms of traffic, number and types of transactions, number and types of interventions, as well as the reason, resolution, and time to resolve, and security issues. Contractor will provide automated monitoring of the production environment and immediately address any issues.

Post Implementation Plan

Contractor will integrate the transition from project to ongoing Post Implementation Support during the "Deployment" Phase of the project. To ensure the Department has a firm understanding and awareness of the support processes and procedures required to meet their needs and expectations, prior to the formal go live sequence of the project implementation.

As part of the project, Contractor will facilitate workshops to guide the Department through post implementation support to develop the Department's understanding and confidence in working within Contractor's post go live software development lifecycle and major incident response processes.

System Transfer Plan

Contractor will host the application, but in the event Contractor is unable to fulfill its obligations, as part of the disaster recovery plan, the Department and AST must be prepared to resolve any issues and set up an instance of the application. The Contractor's architects and system experts who developed the *Sunbiz* instance will provide all future Level 1 and 2 System Support for the solution. Annually after Go-Live, Contractor will lead onsite technical workshops where DOC's technical teams progress through the system architecture, supported by Contractor's technical documentation. Workshops will be divided into Application Layer and Server Layer components, where the following topics are covered:

- Application Layer Components
  - Load Balancer Components
  - Web Server Components
  - Database Components
  - Middleware components
  - Server Layer Components
- Servers Components
  - Memory
  - Network
  - Disk I/O
  - CPU
  - Processes

Workshops will also cover system troubleshooting, start-up and shutdown procedures, system monitoring, storage management and typical patch management routines required to support the implementation. DOC technical teams will also be supported through technical documentation required to support the implementation from a system perspective.

Marketing Plan

At no cost to the Department, Contractor, in coordination with the DOS Marketing Office, will provide public outreach activities targeting the public and educating them on the move from *Sunbiz.org* to the new web address/Universal Resource Locator (URL). Contractor will design and implement the marketing plan to advise the public of the change in the Universal Resource Locator (URL) for the newly branded *Sunbiz* website, new features, modified functions, and of the one-stop-shopping for the eight (8) service areas. A key portion of the education plan will be the advising of the public and entities – to include financial institutions, law enforcement agencies, and government offices – of the timing of the transition from *Sunbiz.*org to the new address, the possibility of the unavailability of information during the transition, and two (2) different possible windows for the release of *Sunbiz*. The DOS Marketing Office will establish general expectations for the campaign and will review and approve all materials before release.

Contractor will target (in priority order) high-volume online paper filers, high volume online filers, key industry groups that represent end users, low-volume online filers, low-volume paper filers. Contractor will utilize the following to keep stakeholders informed and to accept the modernized registry.

- Existing website
- Monthly newsletters
- System and manually-generated correspondence
- Social media
- In person meetings, workshops, seminars and roadshows
- Webinars and online videos

10. APPENDIX 2 – PROJECT SCHEDULE (PHASES)

Initiation Phase
Deliverable 1

A. Project Kickoff Meeting

B. Project Plan: Develop the Project Plan and the following sub-plans and documents:
- Organizational & Governance Structure
- Quality Management Plan
- Risk Management Plan
- Issue Management Plan
- Security Management Plan
- Communications Management Plan
- Resource Management Plan
- Scope Management Plan
- Schedule Management Plan
- Change Management Plan
- Escalation Management Plan
- Work Breakdown Structure
- Project Schedule

C. Project Charter

D. Engagement Workshop: The Engagement Workshop consists of a series of working sessions, meetings and activities held during a site visit to officially launch the project.
Key Activities:
- Introduce Key Personnel – Establish working relationships between the key personnel assigned to the project.
- Demonstrate Base COTS Solution – Provide a demonstration of standard system functionality and explain key concepts.
- Present Project Method – Present the concepts, phases, activities, roles, responsibilities and deliverables of the project methods
- Provide COTS Documentation – Deliver and explain the base product's documentation that is pertinent for the project, including those project-specific working documents that will be used during the implementation.
- Assess Compliance Requirements – Hold a workshop to understand the compliance requirements of the system, including the data necessary to be established to support it.

E. Workflow Documentation: Develop project workflow, which explains the core flow of activities which are common to all business services in the implementation of the COTS solution.
Activities:
- Review Business Process Change Impact – Review how the features and functionality in the COTS solution are likely to affect current business process and assess the impact of change necessary to adopt the COTS product. Any areas that represent significant areas of change to the COTS solution can be addressed within the Project Charter.
- Develop *Sunbiz* Workflow – Present and confirm/establish the workflow that an online form is to be controlled by, ensuring an understanding of the various business/process configuration options available.

F. Requirements Traceability Matrix: The Requirements Traceability Matrix allows traceability of requirements through design, configuration and testing to ensure coverage of all requirements. It is established at the start of the project and updated during each phase.

Initiation Phase
Deliverable 1
G. Inventory of Forms: Develop a list of regulatory forms that need to be implemented as business services within the solution, together with copies of the associated physical documents. Tasks include: • Gather existing business service forms and data • Document Inventory of Forms • Review Inventory of Forms
H. Discovery Document for *Sunbiz*'s Infrastructure: The Discovery Document for infrastructure of the *Sunbiz* instance documents the fundamental non-functional requirements for the infrastructure needed to support the *Sunbiz* business register, including sizing, volume, security, backup and disaster recovery. **Activities:** • Identify and review infrastructure requirements • Document infrastructure requirements

Planning Phase
Deliverable 2
A. Configure Baseline Instance: Implement configured COTS solution with the Departments chosen "look and feel", common components, common services and business services with very limited business logic in place. **Activities:** • Deploy sandbox environment • Deploy COTS business register baseline • Configure look and feel from Design Guidelines document • Configure vanilla services from Inventory of Forms document
B. Sandbox Environment: Release to DOC staff a "vanilla" baseline COTS configuration, based on a "bare bones" technical architecture sufficient to demonstrate the COTS in a workshop environment. **Activities:** • Build Sandbox Environment • Deploy unconfigured register • Test environment and deployment
C. Data Profiling Document, Data Dictionaries, and Entity Relationship Diagrams: Describes the structure of the legacy data (e.g. Entity types, roles, correspondence, cancellations, compliance, registry correction) in a highly structured and standardized way. This document is a key input into the Data Migration Specification. A copy of legacy data is required, or access to an environment which contains legacy data. **Activities:** • Analysis of legacy data • Documentation of data structure and quality • Review Data Profiling Document
D. Adoption Workshop: An intensive series of workshops which use the Configured Baseline Instance as a design aid to elicit key feedback and aid the Business Service design process. **Key Activities:** • Demonstrate the capabilities and limitations of the Configured Baseline COTS Environment • Review the draft Business Service Catalogs using the Configured Baseline Instance as a demonstration aid and identify detailed functional requirements • Record feedback from DOC's business and technical SMEs • Review and confirm menu structure

Planning Phase
Deliverable 2

E. Common Services Catalog and Interface Control Document: Describe the design for the components e.g. Name fields, Address fields etc.… which are used in the configuration of all business services, and the form structure and business rules for any business services which are implemented commonly across many entity types.

Activities:
- Analyze feedback from business SMEs received during the Adoption Workshop
- Update common component and common service structure and business rules based on feedback
- Review Common Services Catalog

F. Business Services Catalog: Describe the form structure and business rules for business services which are implemented for a single entity type.

Activities:
- Analyze feedback from business SMEs received during the Adoption Workshop
- Update common component and common service structure and business rules based on feedback
- Review Business Services Catalog

G. Interface Specifications and Interface Control Document: Describe the key data flows between the *Sunbiz* instance of the COTS solution and other client systems, such as payment and accounting systems, and describe the functionality implemented through the data flows.
- Colors
- Images
- Terms of art
- Layout and placements
- ADA (504 & 508) compliance

Activities:
- Update interface processes, mechanisms, formats and business rules
- Review Interface Specifications

H. Infrastructure Design Document: Describes the technical architecture of the infrastructure design to support the COTS business register, and the implementation of the architecture to the different environments in the project and support stacks, e.g. Development, Test, UAT, Staging, Production.

Activities:
- Analyze in detail the requirements documented in the Discovery Document for infrastructure of the *Sunbiz* instance of the COTS solution
- Design infrastructure technical architecture in conjunction with key stakeholder from IT organization
- Review Infrastructure Design Document

I. DEV, TST and MIG Environments: The DEV (Development) and TST (Test) environments are used for the configuration, development and testing of the *Sunbiz* instance during the Build phase. The MIG (Migration) environment is a dedicated environment used by the Data Migration team for data migration development and testing. All environments will be based on the content of the DOS-approved Infrastructure Design Document.

Activities:
- Build DEV, TST and MIG environments
- Deploy unconfigured register to DEV, TST and MIG environments
- Test environment and deployment in DEV, TST and MIG

J. Data Migration Specification, Gap Analysis/Cross Walk/Data Mapping, and Future State dictionary, ERD: Map the legacy data to the COTS implementation, including business rules to handle the conversion of data and incomplete/inaccurate/ambiguous data. The Data Profiling Document is a key input. This document is started during the Preparation Phase but is not completed and signed off until the end of the Adoption Phase.

Activities:
- Update entity, entity address, role, role address, service, filing, and document mappings
- Review Data Migration Specification

Planning Phase

Deliverable 2

K. Training Plan: Prepare a Training Plan that describes in detail the scope of training, the approach to be taken to delivering training, any materials required, the schedule of training sessions, and a summary of the topics covered in each training session.

Activities:
- Update training plan based on revised content of Common Services Catalog, Business Services Catalog, Interface Specifications, and Customization Specifications
- Review Training Plan

Execution Phase

Deliverable 3

A. Test Plan: Prepare a Test Plan describing the strategy and approach for testing, including descriptions of the major test types and phases.

Activities:
- Review the testable scope of the project (components, business services, interfaces, workflow, menus, and look and feel.)
- Update test strategy, approach, scope and schedule in the Test Plan
- Document test scenarios in Test Plan
- Review Test Plan

B. Configured and Tested *Sunbiz* Instances: The configured and tested *Sunbiz* Instance of the COTS solution consists of a complete set of configurations for all common components, business services, compliance, correspondence and interfaces which has passed unit, system and systems integration testing.

Activities:
- Prepare Automated Unit Tests
- Prepare System Test Scripts
- Configure the *Sunbiz* instance of the COTS solution
- Execute Unit Tests
- Build release
- Execute System Tests
- Execute Browser-Based Automated Regression Tests
- Deploy solution release to UAT
- Smoke test deployment

C. UAT Environment: Contractor shall develop the UAT environment, which will be owned by DOS and used for the execution of user acceptance testing against the Configured and Tested instance.

Activities:
- Build Baseline Environment
- Deploy un-configured COTS business register
- Test environment and deployment
- Hand over environment for configuration to be applied.

D. Data Migration, Transformation Modules, Validation Plan: Perform the transformation of the legacy data into a suitable form to be loaded into the new database

Activities:
- Analysis of legacy data
- Review of the Data Migration Specification
- Development of the Data Migration Transformation Modules
- Unit and System Testing of the Data Migration Transformation Modules

Execution Phase

Deliverable 3

E. Migrated Data in UAT: Test migrated data produced from a complete set of legacy data by the tested Data Migration Transformation Modules and deployed into the UAT environment through a tested data migration process.

Activities:
- Source a fresh legacy data set
- Transform the legacy data set
- Execute the volume and quality reports
- Load the legacy data set into the target environment

F. Data Migration Execution Strategy: Finalize the approach which will be taken to converting the legacy data into the production environment at go live, which will be practiced many times during internal testing and UAT. The data migration strategy is a key input into the Go Live Plan

Activities:
- Review Data Migration Execution Strategy based on experiences from data migrations into MIG environment
- Review Data Migration Execution Strategy

G. Training Material, Competency Plan: Finalize the detailed content and notes required for the trainer to deliver all training sessions effectively.

Activities:
- Update draft training materials with further detail, and screenshots taken from test environments
- Review Training Material

Deployment Phase

Deliverable 4

A. Go-Live Plan / Implementation Plan: Contractor shall develop a Go-Live Plan that describes the logical sequence of activities needed to transition from a project state to the active delivery of a live service.

Activities:
- Review Data Migration Execution Strategy
- Identify required activities, dependencies, effort, owners
- Document Go-Live Plan
- Rehearse Go-Live Plan
- Update Go-Live Plan based on rehearsal outcomes
- Review Go-Live Plan

B. UAT Exit Certificate: A UAT Exit Certificate will formally document the acceptance of the *Sunbiz* instance of the COTS business registry and the associated Migrated Data.

Activities:
- Review UAT test results
- Confirm fulfilment of UAT Exit Criteria documented in the Test Plan
- Review UAT Exit Certificate

Deployment Phase

C. Configured and Tested *Sunbiz* Instances: During UAT multiple releases will be provided on a schedule to be mutually agreed with the department containing fixed for defects found during UAT.

Activities:

- Triage and review UAT defects
- Reproduce and characterize UAT defects
- Prepare Automated Unit Tests to reproduce defects
- Prepare System Test Scripts
- Fix defects within the configuration
- Execute Unit Tests
- Execute System Tests
- Execute Browser-Based Automated Regression Tests
- Deploy configured *Sunbiz* instance of the COTS business register to UAT

D. Requirements Traceability Matrix: Developed in Engagement Phase, the Requirements Traceability Matrix RTM) allows traceability of requirements through design, configuration and testing to ensure coverage of all requirements. It is established at the start of the project and updated during each phase.

Activities:

- Map requirements to UAT scenarios
- Record summary UAT status by UAT Scenario
- Review the Requirements Traceability Matrix

E. Migrated Data in UAT: During UAT multiple conversions of legacy data will be executed to provide fixes for defects found during UAT. These migrations also act as rehearsals of the data conversion process.

Activities:

- Triage and review UAT defects
- Reproduce and characterize UAT defects
- Fix defects in the Data Migration Transformation Modules
- Source a fresh legacy data set
- Transform the legacy data set
- Execute the volume and quality reports
- Load the legacy data set into the target environment
- Validate data migration completed
- Retest defects

F. Production Environment and Support Stream Environments: The Production environment will contain the production version of the Sunbiz instance of the COTS business registry solution. The support stream environments will provide additional resources necessary for the resolution of production incidents.

Activities:

- Build Baseline PROD and SUP Environments
- Deploy configured instance of the COTS business registry
- Test environment and deployment
- Hand over environment for configuration to be applied

G. Training Delivery: Contractor shall deliver training to all individuals identified by DOS.

Activities:

- Training Sessions
- Receive and analyze feedback on Training Sessions
- Update Training Session plans based on feedback

Deployment Phase

Deliverable 5

A. Go-Live Delivery and Communication: DOS and Contractor shall make the decision to deploy the *Sunbiz* instance of the COTS solution into production and support stream environments.

Activities:
- Initial Go / No Go Decision
- Execute and Communicate Go Live
- Launch Go / No Go Decision

B. Configured and Tested *Sunbiz* Instances of the COTS Solution: Contractor shall deploy the *Sunbiz* instance of the COTS solution into production and support stream environments.

Activities:
- Deploy configured *Sunbiz* instance to Support Stream environments
- Smoke test environment to validate deployment
- Deploy configured *Sunbiz* instance to Production environment
- Smoke test environment to validate deployment

C. Migrated Data in Support Stream and Production Environments: During UAT multiple conversions of legacy data will be executed to provide fixes for defects found during UAT. These migrations also act as rehearsals of the data conversion process.

Activities:
- Source the final pre-go live data
- Migrate data to Support Stream environments
- Validate data migration
- Migrate data to Production environment

Warranty Phase

Deliverable 6

A. Configured and Tested *Sunbiz* Instances: After Go-Live, multiple releases (updates and patches) will be provided on a schedule, mutually agreed upon by Contractor and DOS, containing fixes for defects found after Go-Live. Warranty phase is from deployment to the June 30 of the year following deployment (no less than 12 months and no greater than 24 months).

Activities:
- Review Production defects
- Reproduce and characterize Production defects
- Prepare Automated Unit Tests to reproduce defects
- Prepare System Test Scripts
- Fix defects of configuration
- Execute Unit Tests
- Execute System Tests
- Execute Browser-Based Automated Regression Tests
- Deploy configured *Sunbiz* instance to Support Stream
- Smoke test environment to validate deployment
- UAT
- Deploy configured *Sunbiz* instance to Production Environment
- Smoke test environment to validate deployment

Warranty Phase

Deliverable 6

B. Tested Data Fixes: After Go-Live, members of the Data Migration team will resolve any Production data defects found to arise from errors created during the data migration process.

Activities:
- Triage and review Production data migration defects
- Reproduce and characterize Production data defects
- Develop data fixes
- Test data fixes
- Deploy data fixes to the Support stream environments
- Data fix UAT
- Deploy data fixes to the Production environment
- Validate data fix deployment to Production

Hosting Phase

Deliverable 7

A. Transition Plan: DOS and Contractor to develop a plan for the transition of ownership, hosting, maintenance and support should the Contractor become insolvent, fail to meet the requirements of the contract, or after 10 years of hosting.

B. Knowledge Transfer: Train BDIS staff for skills for daily operation of the *Sunbiz* instance of the COTS solution, emergency procedures, management of issue tracking system, disaster recovery, and standing up a new instance of the *Sunbiz* instance

C. Transition Completion Report: Verification of knowledge transfer and that if needed, the BDIS team could standup and support an instance the modernized *Sunbiz*.

D. Closeout Report: Closeout report as per the Project Management Institute, to include lessons learned. To be drafted one (1) month after initial deployment, one month after warranty period, one month after the five (5) month anniversary of the end of the warranty period, and six (6) months before the end of the 10-year hosting and maintenance period.

E. Disaster Recovery Drills: To be conducted annually (between October 1 and December 31), with BDIS retrieving the current code for the *Sunbiz* instance of the COTS solution out of escrow and the data from the data recovery center and standing up a new instance of the system.

F. Hosting: Beginning after the conclusion of the warranty phase, the Contractor is to provide 10 years of licensing, hosting, maintenance, service desk, support, and bug fixes (to include the most recent version of the base COTS project and enhancements, customized *Sunbiz* variations, plug-ins, and third-party software [including shareware]) at no additional costs and enhancement services at the contracted fixed contract rate

11. ATTACHMENT 1: ORGANIZATION CHARTS

1A   Department of State

Department of State Organization (abridged with emphasis on Sunbiz)

DOS Org. v3 04/02/18
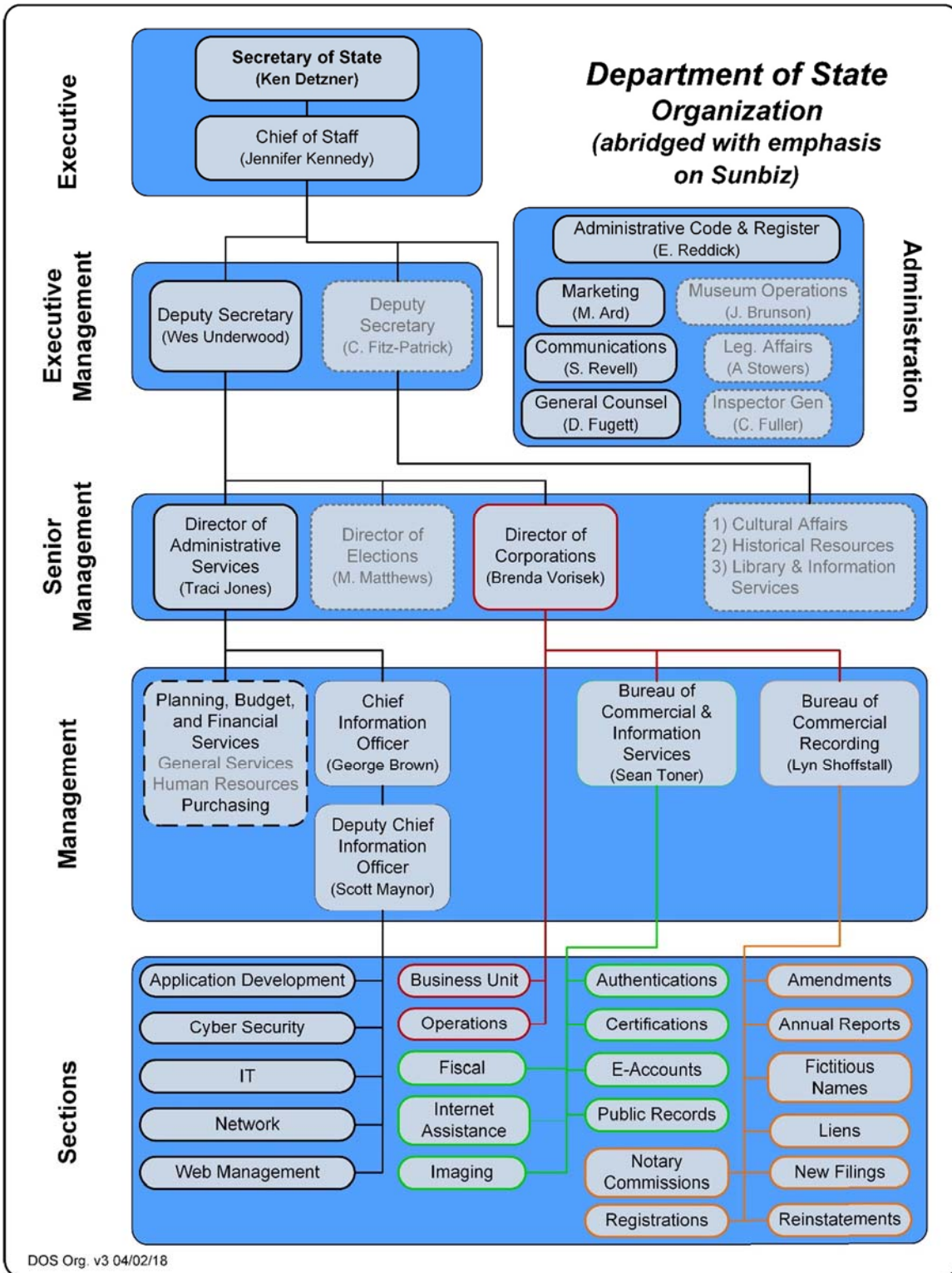
1B   *Sunbiz* **Modernization Project Organization**

SMP Project Org. v3 04/02/18

1C   Division of Corporations

Administration

Bureau of Commercial & Information Services

Bureau of Commercial Recordings

Bureau of Commercial Recording
New Filings and Registrations

Bureau Chief
(Lyn Shoffstall)

Registrations
(Michelle Milligan)

Annual Reports & Reinstatements
(RoseAnn Varnadore)

See Bureau of Commercial Recording:
Amendments, Annual Reports, Reinstatements, and
Fictitious Names Organization Chart

Foreign Corporations
- Qualifications
- Registrations
- Renewals

Limited Liability
Companies (LLC)
- Florida LLC Converting to Non-Florida Entity
- Foreign LLC Qualifications
- LLC Modifications
  - Amendments
  - Dissolutions
  - Withdrawals
  - Corrections
- LLC Dissolutions
- LLC Interest Exchanges and Abandonments
- LLC Conversion and Domestication Abandonments
- LLC Statements of Denial, Termination, and Authority
- LLC Amendments or Cancelations of Statements of Authority
- LLC Registered Agent Changes
- LLC Registered Agent Resignations
- LLC Member or Manager Resignations/Dissociations
- LLC Consent to Adopt or Renounce Alternate Name

Marks
- Trade & Service Marks
  - Registrations
  - Renewals
  - Cancellations
  - Name Changes
  - Assignments
- Collective & Certification Marks
  - Registrations
  - Renewals
  - Cancellations
  - Name Changes
  - Assignments

Miscellaneous Filings
- Registered Agent
  - Pesticide Licenses
  - Operator of Terminal Facility
  - Vessel Operator
- Registrations
  - Stamped or Marked Containers & Baskets
  - Linen Supplier Name
  - Federally and Judicially Chartered Enities
    - Seminole Tribe of Florida
    - American Red Cross

Amendments
(Diane Cushing)

See Bureau of Commercial Recording:
Amendments, Annual Reports, Reinstatements, and
Fictitious Names Organization Chart

Liens
(Melanie Solomon)

See Bureau of Commercial Recording:
Amendments, Annual Reports, Reinstatements, and
Fictitious Names Organization Chart

New Filings
(Gina McLeod)

Corporations
- Florida Profit/Non-Profit Articles of Incorporations
- Florida Profit Social Purpose or Benefit Articles of Incorporation
- Domestications of Foreign Corporations
- Conversions - Other Business Entity to Florida Corporation
- Non-Profit Re-incorporations

Limited Liability
Companies (LLC)
- Florida LLC Articles of Organization
- Other Business Entity Conversion to FL LLC
- Domestication of Non US to Florida LLC

Limited Agricultural
Associations
- Articles of Association
- Conversions to Florida Not for Profit Corporation

Declarations of Trust

Foreign Unincorporated
Association Registration

Alien Business
Organizations
- Registered Agent
  - Changes
  - Designations
  - Resignations
  - Withdrawals

General Partnerships (LLP)
Limited Partnerships (LLLP)
- General Partnership Filings
- LP Filings (No Annual Reports or Reinstate)
- LLP Filings (No Annual Reports or Reinstate)

BCR 2 Org. v3 04/04/18

Bureau of Commercial Recording
Amendments, Annual Reports, Reinstatements & Fictitious Names

Bureau Chief (Lyn Shoffstall)

Amendments (Diane Cushing)

Corporations
- Conversions of Florida Corps to Non-Florida Entities
- Corp Amendments, Dissolutions, Withdrawals, & Corrections
- Corporate Revocations of Dissolution & Share Exchanges
- Corporate Officer & Director Resignations & Affidavits
- Registered Agent Changes
- Corporate Registered Resignations
- Foreign Alternate Name Resolutions

Mergers & Abandonments
Cable Franchise
Cross Entity Mergers
Limited Agricultural Associations
Dissolutions

Annual Reports & Reinstatements (RoseAnn Varnadore)

Corporations
- Annual Report Filings
- Reinstatement Filings

Limited Liability Companies (LLC)
- Annual Report Filings
- Reinstatement Filings

General Partnerships (LLP) Limited Partnerships (LLLP)
- Annual Report Filings
- Reinstatement Filings

Notary Registrations
- Commissions
- Renewals
- Amendments

Fictitious Names
- Registrations
- Cancelations
- Renewals
- Re-Registrations

Liens (Melanie Solomon)

Federal Tax Liens
- Notice of Federal Tax Lien Registration
- Refile of Notice of Federal Tax Lien
- Notice of Federal Estate Tax Lien under Internal Revenue Laws
- Certificate of Discharge of Property from Federal Tax Lien
- Certificate of Release of Federal Tax Lien
- Revocation of Certificate of Release of Federal Tax Lien
- Partial Revocation of Certificate of Release of Federal Tax Lien
- Withdrawal of Filed Notice of Federal Tax Lien
- Withdrawal of Filed Notice of Federal Tax Lien After Release
- Amended Notice of Federal Estate Tax Lien under Internal Revenue Laws
- Amended Notice of Federal Tax Lien
- Certificate of Subordination of Property from Federal Tax Lien

Judgement Liens
- Judgement Lien Certificates
- Second Judgement Lien Certificates
- Judgement Lien Correction Statements
- Judgement Lien Amendments

Miscellaneous Liens
- Department of Treasury
  Alcohol Tobacco tax and Trade Bureau
- Pension Benefit Guaranty Corporation
- Notice of Federal Lien Under IRC 412(n) and/or 430(k) Pension Benefit Guaranty Corporation

New Filings (Gina McLeod)
See Bureau of Commercial Recording: New Filings and Registrations Organization Chart

Registrations (Michelle Milligan)
See Bureau of Commercial Recording: New Filings and Registrations Organization Chart

BCR 1 Org. v4 04/11/18

Key Functional and Administrative Functions

Corporations — **Section Name**

Corporations	Section Name
Florida Profit/Non-Profit Articles of Incorporations	New Filing Section
Florida Profit Social Purpose or Benefit Articles of Incorporation	New Filing Section
Domestications of Foreign Corporations	New Filing Section
Conversions - Other Business Entity to Florida Corporation	New Filing Section
Non-Profit Re-incorporations	New Filing Section
Conversions of Florida Corps to Non-Florida Entities	Amendment Section
Corp Amendments/Dissolutions/Withdrawals/Corrections	Amendment Section
Corporate Revocations of Dissolution/Share Exchanges	Amendment Section
Corporate Mergers	Amendment Section
Corporate Officer/Director Resignations/Affidavits	Amendment Section
Corporate Registered Agent Changes	Amendment Section
Corporate Registered Resignations	Amendment Section
Foreign Alternate Name Resolutions	Amendment Section
Foreign Corporation Qualifications	Registration Section
Corporation Annual Reports	Annual Report Section
Corporation Reinstatements	Reinstatement Section

Limited Liability Companies (LLC)

Florida LLC Articles of Organization	New Filing Section

Attachment 11. Org Charts

Other Business Entity Conversion to Florida LLC   New Filing Section
Florida LLC Converting to Non-Florida Entity   Registration Section
Foreign LLC Qualifications   Registration Section
Domestication of Non-US to Florida LLC   Registration Section
LLC Amendments/Dissolutions/Withdrawals/Corrections   Registration Section
LLC Revocations of Dissolution/Notices of Dissolution Registration Section
LLC Interest Exchanges and Abandonments   Registration Section
LLC Conversion and Domestication Abandonments   Registration Section
LLC Stmts. of Denial, Termination, and Authority   Registration Section
LLC Amendments or Cancelations of Stmt. of Authority Registration Section
LLC Registered Agent Changes   Registration Section
LLC Registered Agent Resignations   Registration Section
LLC Member or Manager Resignations/Dissociations   Registration Section
LLC Consent to Adopt or Renounce Alternate Name   Registration Section
LLC Mergers and Abandonments   Amendment Section
LLC Reinstatements   Reinstatement Section
LLC Annual Reports   Annual Report Section

General Partnerships/Limited Partnerships
General Partnership Filings   Registration Section
Limited Partnership Filings   Registration Section
    (With the exception of ARs and Reinstatements)
Limited Liability Partnership Filings   Registration Section
    (With the exception of ARs and Reinstatements)
LLP and LLLP Annual Reports   Annual Report Section
LLP and LLLP Reinstatements   Reinstatement Section

Public Records
Public Records Request   Public Records Section
Public Records Exemption   Public Records Section

Fictitious Names
Registrations (Names)   Fictitious Name Section
Cancellations/Re-Registrations (Names)   Fictitious Name Section
Renewals (Names)   Fictitious Name Section

Trade and Service Marks/Collective and Certification Marks
Registrations   Registration Section
Renewals   Registration Section
Cancellations   Registration Section
Name Changes   Registration Section
Assignments   Registration Section

Liens
Federal Tax Lien Filings   Bureau Chief Section
    Notice Federal Tax Lien Registration
    Notice of Federal Tax Lien ***Refiled Notice***
    Notice of Federal Estate Tax Lien under Internal Revenue Laws
    Certificate of Release of Federal Tax Lien
    Revocation of Certificate of Release of Federal Tax Lien
    Revocation of Certificate of Release of Federal Tax Lien ***Partial Revocation***
    Withdrawal of Filed Notice of Federal Tax Lien
    Withdrawal of Filed Notice of Federal Tax Lien After Release
    Amended Notice of Federal Estate Tax Lien under Internal Revenue Laws

Attachment 11. Org Charts

Amended Notice of Federal Tax Lien

Certificate of Subordination of Property from Federal Tax Lien

Department of Treasury: Alcohol & Tobacco Tax and Trade Bureau

Pension Benefit Guaranty Corporation: Notice of Federal Lien Under IRC 412(n) and/or 430(k) Pension Benefit

Guaranty Corporation

Judgment Lien Filings	Bureau Chief Section
Judgement Lien Certificates	
Second Judgement Lien Certificates	
Judgement Lien Correction Statements	
Judgement Lien Amendments	

Apostilles	Apostille Section
Internet Support	Internet Access Section
Sunbiz Pre-Paid Accounts	Internet Access Section
Certification/Copy Request	Certification Section
Service of Process	Certification Section
Subpoena	Certification Section
Notary Public	Notary Public Unit
Cable Franchises	Amendment Section

Alien Business Organizations

RA Designations, Resignations, Changes, & Withdrawals	Registration Section

Miscellaneous Registered Agent Designations

Pesticide Licenses	Registration Section
Operator of Terminal Facility or Vessel	Registration Section

Miscellaneous Registrations

Stamped or Marked Containers and Baskets	Registration Section
Linen Supplier Name	Registration Section
Federal and Judicially Chartered Entities	Registration Section
(i.e. Seminole Tribe of Florida American Red Cross)	

Limited Agricultural Associations

Articles of Association	New Filing Section
Conversions to Florida Not for Profit Corporation	New Filing Section
Dissolution	Amendment

Corporate Foreign Name Registrations

Registrations and Renewals	Registration Section

Cross-Entity Mergers	Amendment Section
Declarations of Trust	New Filing Section
Foreign Unincorporated Association Registration	Registration Section

Attachment 11. Org Charts

12. ATTACHMENT 2: PROJECT GOVERNANCE PLANS

12.1 Communications Management Plan

Purpose

The purpose of the Communications Plan is to define the process for communicating applicable changes to the status of the *Sunbiz* Modernization Project to the project team. The plan defines how communications will occur, the frequency of communications, and who is responsible for initiation. The Communications Management Plan is a sub-plan of the overall Project Management Plan for the *Sunbiz* Modernization Project.

Table 1 (Glossary) provides a summary of key terms used within the Communications Management Plan.

Glossary	
Term	**Definition**
DOS Management (Senior Management)	Within the Department of State, this refers to Division Directors. Pertinent to this project are the Directors of Corporations, Administration, Communications, Marketing, and Legal Affairs.
Executive Management	The Secretary of State, Assistant Secretary of State/Chief of Staff, and Deputy Secretaries of State (DOS Management). Pertinent to this project are the Secretary and Assistant Secretary, as well as the Deputy Secretary of State for the Divisions of Administrative Services, Corporations & Elections
Key Stakeholder	Any person or group whose support is critical to the success of the project.
Management (Middle Management)	Within the Department of State, this refers to the involved Bureau Chiefs, to include the Chief Information Officer (CIO) and the BCs within the Division of Corporations (DOC Management)
Oversight	Persons responsible for verifying policies and procedures are followed. In the case of this project, the Agency for State Technology will provide oversight of the Information and Technology aspects to verify State Administrative Code and best practices related to security and infrastructure are adhered to, as well as the principles of good project management as outlined by the Project Management Institute
Project Team	The people actively working on the project: includes vendors, consultants and employees of the Department of State and the Agency for State Technology
SME	Subject Matter Expert
Sponsor	The person who is accountable for overall project acceptance. This individual will act as an advisor in decision-making and problem resolution
Stakeholders	Any person or group that has a vested interest in the success of the project

Key Stakeholders

Stakeholder engagement is essential to successful project implementation. This plan identifies key project stakeholders (those who will be accountable or responsible for decisions made by the project team) and defines the level of engagement required for each. The following key stakeholders have been identified at this time. As key stakeholders are identified, the plan will be updated.

Sunbiz Modernization Communications
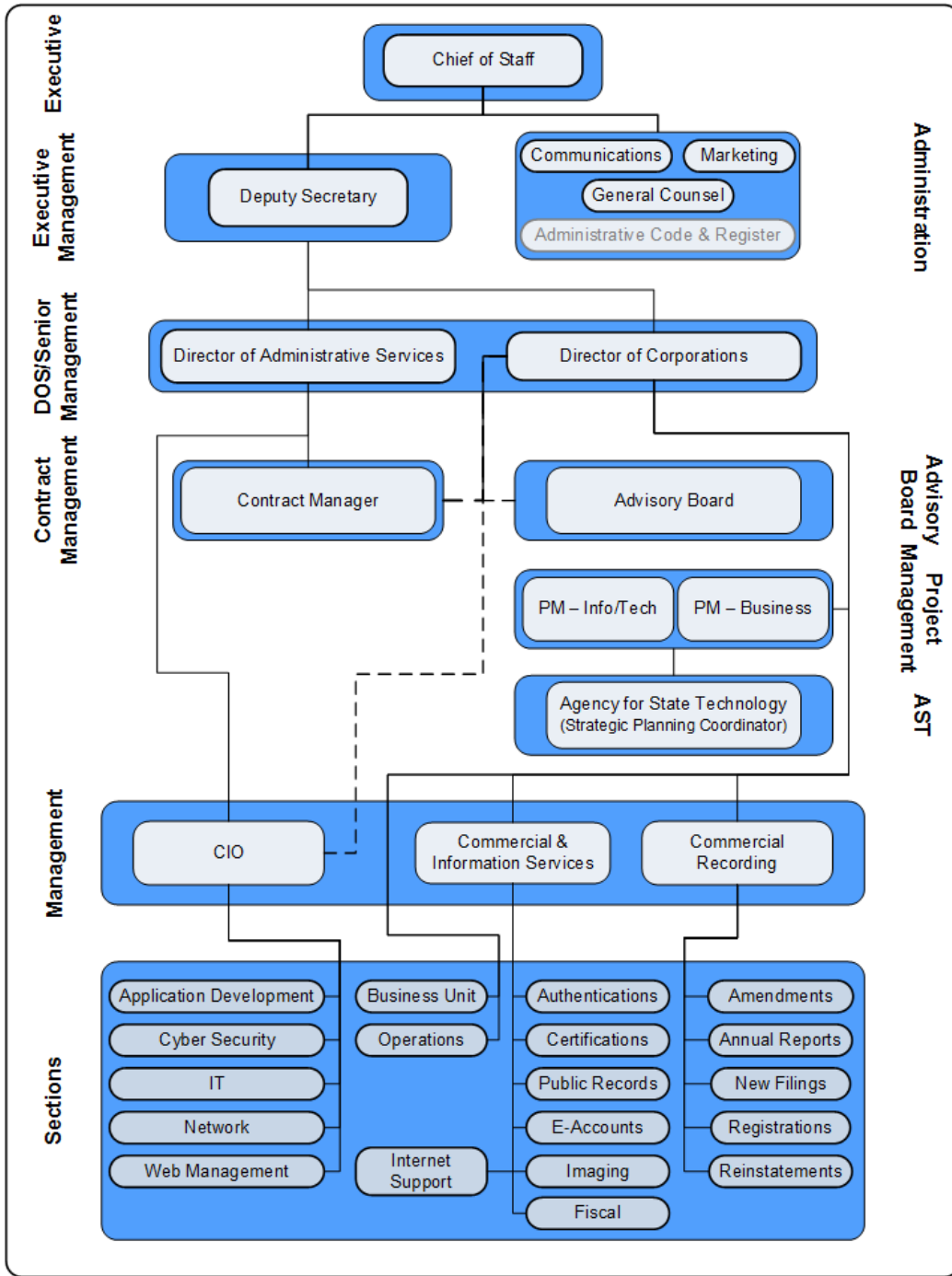
Communication Plan

Attachment 1 of the full Communications Plan (see project SharePoint site) summarizes the Communications Management Plan to include the content of key communication types, as well as the purpose, initiator, audience, frequency and communication method for all project communications and documentation (such as meeting summaries, project status reports, or project governance meetings) and stakeholder communications.

Communication RACI Matrix

The communication RACI matrix defines the communication tasks for the project and identifies the individuals who will create, approve, and receive the communications. The definitions for the communication RACI are:

Responsible (R): The person(s) responsible for initiating the communication to be disseminated to the project team (e.g. Project Manager).

Accountable (A): The person(s) who has the authority to approve any communication created for the project and authorize dissemination the communication to executive management. This person determines the highest level of management that will receive the approved communication (e.g. Project Sponsor, Executive Management).

Consulted (C): Individuals who will provide input to any communications created for the project. (e.g. Subject Matter Experts [SME]).

Informed (I): Individuals who are kept up-to-date on progress, often only on completion of deliverables and/or project phases; and with whom there is just one-way communication. (e.g. Procurement Management, Executive Management).

The communication RACI Matrix for the Sunbiz Modernization project will be located within the project document library on the project SharePoint.

Communications Tracking

Communications Log

The Sunbiz Modernization project management team will track and document communications for the project via a communication log. Within this communication log the project management team will track outgoing and incoming communications and feedback expected.

The communication log for the Sunbiz Modernization project will is located within the project document library on the project SharePoint.

Decisions and Action Items Log

The project management team will track Decisions and Action Items identified throughout the life of the project. The Decision Tracking Log and Action Item Tracking Log is located within the project document library on the project SharePoint

Conception and Initiation Phase (pre-funding)

Content	Purpose	Initiator	Audience	Method	Frequency
Approval to Initiate	Authorization to engage Project Team, AST, and Advisory Board	Project Sponsor	Executive Management	Formal Meeting followed by written authorization to Project Management Team	Once
Phase Kick-Off Meeting	Communicate Project Direction, Introduce Project Team Members	Project Manager	- Executive Management - Project Sponsor - DOS Management - Agency for State Technology (AST) - DOC Management	Formal Meeting followed by minutes and action items	Once
Document Development - Business Case - D-3A - Schedule IV-B - ROI	Pre-Project documentation and analysis	Project Manager	- Executive Management - Project Sponsor - DOS Management - Contract Manager - Agency for State Technology (AST) - Advisory Board - DOC Management - SMEs	A) Documents Review B) Written Status Reports C) Formal Status Meeting D) Draft documents kept on project SharePoint site	A) As Competed B) Weekly C) Bi-weekly
Document Approval	Signoff of D-3A and Schedule-IVB	Project Sponsor	- Executive Management - AST	Formal Signed Documents	One-time event for each document
Legislative Budget Request	Formal request to the Florida executive and legislative branches	Project Manager	- AST - House - Senate - Governor's Office	Formal Written Document submitted through LBR portal	One-time event
Procurement Planning and Document Development	Development of Solicitation documents (ITN, Statement of Work, Business Requirements)	Project Manager	- Executive Management - Project Sponsor - DOS Management - Procurement Team - DOC Management	A) Email B) Work Group Meetings C) Status Reports D) Status Meetings	A) As needed B) As needed C) Weekly D) Weekly

Conception and Initiation Phase (Solicitation)

Content	Purpose	Initiator	Audience	Method	Frequency
Solicitation (Posting and Responses)	Posting of Invitation to Negotiate on State Vendor Bid System to solicit responses from qualified vendors	Executive Management	Potential Contractors	Posting of formal documents on Department of Management Services (DMS) vendor bid system (https://www.dms.myflorida.com)	Once (May Amend)
Formal Answers to Questions	To answer questions submitted by vendors regarding the ITN and public Q&A session To provide information to potential contractors so they may submit the most relevant and reasonable proposal	Director of Administrative Services	Potential Contractors	Answers drafted by the project team posted on the Vendor Bid System after approval by Executive Management and Legal Counsel	Once
Invitation to Present	To invite qualified vendors, meeting established criteria, to present to their proposal to the DOS Project Team	Director of Administrative Services	Qualified Vendors whose proposal meets the requirements	Vendor Bid System Email	Once
Vendor Presentations	For vendor to present their solution to the Department's business, technology, project management, and procurement needs	Director of Administrative Services	- Project Sponsor - DOS Management - Project Management - Management	Formal Presentation	Once per invited Vendor
Status Reporting		Project Manager	All	Email and posting to SharePoint Site Meeting	Weekly As Needed

Content	Purpose	Initiator	Audience	Method	Frequency
Invitation to Negotiate	To invite vendors whose solution has the best prospect of meeting the Department's needs and has the best value to the State	Director of Administrative Services	Qualified Vendors whose proposal meets the requirements	Vendor Bid System Email	Once
Best and Final Offer (BAFO) Negotiations	For qualified vendors to meet with subsets of the procurement and project teams to negotiate the best value for the state while meeting the requirements of the project	Director of Administrative Services	Qualified Vendors whose proposal best fulfills the project's requirements	Face-to-Face Meetings, Email of Documents	As frequently as needed until terms are reached
Intent to Award	Notification by the Department of State that a vendor whose solution meets the requirements of the Department at a value acceptable by the State has been selected and, pending no protests, a contract will be issued	Director of Administrative Services	A single qualified vendor	Vendor Bid System and Email	Once
Contract Development (Project Schedule [Work Breakdown Structure], Escrow Agreement [EA], Master Service Agreement [MSA], Service Level Agreement (SLA), Scope of Work [SOW], Licenses)	For the selected Contractor and the State to come to terms of final pricing, licensing, and other details such as Project Schedule	Project Manager	Contractor and Project Sponsor, Procurement Team, Legal, Contract Manager, and Management	Face-to-Face Meetings, Email of Documents	As frequently as needed until terms are reached

Initiation Phase (Commencement)

Content	Purpose	Initiator	Audience	Method	Frequency
Project Charter	Communicates delineation of roles and responsibilities, outlines objectives, identifies main stakeholders, defines authority of PM, serves as a reference of authority project.	Project Manager	- DOS Executives - Project Sponsor - AST - Advisory Board - Project Team	Formal Document	Once
Project Schedule	Identify and document project tasks milestones	Project Manager	Department & Contractor - Project Sponsor - Contract Manager - Project Management Team - DOC Management - SMEs	Meetings and Email	As needed
Contract	Memorialize Scope, Time, and Cost of Project defined during negotiations	Director of Administrative Services	Contractor & DMS, Legal Counsel, and Contract Managers	Formal Document through DMS	Once (May Amend)
Project Kick-Off Meeting	Communicate Project Direction, Introduce Project Team Members	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - DOC Management - AST - Advisory Board	Formal Meeting followed by minutes and action items	Once
Closeout	Communicate the end of the current project activities and communicate the activities that will occur in the next phase of the project.	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Project Management Team - Contract Manager - DOC Management	Formal Report	Once

Attachment 12.1: Communications Plan

Planning Phase

Content	Purpose	Initiator	Audience	Method	Frequency
Project Governance Document Development and Approval	To document management procedures/plans (communications, change, human resource, risk, schedule, requirements traceability matrix, decision escalation matrix, time, scope, quality, cost, etc.)	Project Manager	Department & Contractor - Project Sponsor - Contract Manager - AST - Advisory Board - DOS Management - DOC Management - SMEs	- Team Meetings - Email - SharePoint	TBD based on need
Project Schedule	Identify and document project tasks; resources; project timelines	Project Manager	Department & Contractor - Project Sponsor - Contract Manager - Project Management team - SMEs	Meetings and Email resulting in Work Breakdown Structure (WBS) and Gantt Chart	TBD during Contract Development
Acceptance Criteria/Quality Control Documents/Key Performance Indicators (KPIs)	To determine, document, and communicate the acceptance criteria for deliverables	Project Manager	Department & Contractor - Project Sponsor - Contract Manager - AST - Advisory Board - DOS Management - DOC Management - SMEs	- Team Meetings - Email - SharePoint	Once
Marketing Plan Development	Document and communicate the marketing needs of the project and how the vendor will meet those needs	Project Sponsor	Department & Contractor - Executive Management - Project Sponsor - Contract Manager - Project Management team - Marketing team - DOC Management	Team Meetings; Discussions, Email; SharePoint	Weekly or bi-weekly; Number of sessions will be determined during Contract Development

Attachment 12.1: Communications Plan

Content	Purpose	Initiator	Audience	Method	Frequency
Migration Plan	Document the process and procedures for migrating and validating multiple source data and types to a single database and format	Project Manager	Department & Contractor - CIO - Project Sponsor - Contract Manager - Project Manager - BDIS Team	Team Meetings formal documentation	As needed
Training Plan and Schedule	Identify, Assign, and Communicate Training Tasks	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management - DOC Management - SMEs	Formal Training Plan (status of plan development and implementation as part of weekly status report and meeting)	Once (weekly)
System Test Plan (Business and Technology)	Communicate Test Plan	Project Manager	Department & Contractor - Entire Project Team	Formal Test Plan (status of plan development and implementation as part of weekly status report and meeting)	Once (weekly)
Closeout	Communicate the end of the current project activities and communicate the activities that will occur in the next phase of the project.	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Project Management Team - Contract Manager - DOC Management	Formal Report	Once

Attachment 12.1: Communications Plan

Execution Phase

Content	Purpose	Initiator	Audience	Method	Frequency
Status Reporting	Communicate overall project status and project health	Project Manager	Department & Contractor - Executive Management - Project Sponsor - Advisory Board - AST - Project Management - Management	Written Report (part of status report) followed by Meeting and Minutes - Weekly Status Report - Email - Weekly Status Meeting - SharePoint	Weekly
Project Risk Assessments	Identify, document, and communicate risks; identify mitigation strategies	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management - Management	Written Report (part of status report) followed by Meeting and Minutes - Weekly Status Report - Email - Weekly Status Meeting - SharePoint	As Risks are Identified; At least weekly
Issue Assessments	Identify, document, and communicate issues; determine priority	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management - Management	Written Report (part of status report) followed by Meeting and Minutes - Weekly Status Report - Email - Weekly Status Meeting - SharePoint	As Issues are Identified; At least weekly
Change Requests	Identify, document, and communicate changes to Schedule, Scope, Cost, or Quality	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management	Written request to the Project Manager and forwarded to Change Control Board - Weekly Status Report - Email - Weekly Status Meeting - SharePoint	As Changes are Requested; At least weekly

Content	Purpose	Initiator	Audience	Method	Frequency
Change Control	Identify, document, and communicate changes to Schedule, Scope, Cost, or Quality	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management - Management	Written Report (part of status report) followed by Meeting and Minutes - Weekly Status Report - Email - Weekly Status Meeting - SharePoint	As Changes are Approved (proactive) Identified (reactive); At least weekly
Benefits Cost Analysis, Project Forecasts, KPI Assurance	Communicate project benefits costs analysis	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management	Written Report (part of status report) followed by Meeting and Minutes Earned Value Management Worksheet - Status Report - Email - Status Meeting - SharePoint	Monthly
Action Items	Identify, document, assign, and communicate action items	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management - Section Leads - SMEs	Written Report (part of status report) followed by Meeting and Minutes Action Item Log - Weekly Status Report - Email - Weekly Status Meeting - SharePoint	As Actions are Assigned; At least weekly
Decisions	Identify, document, and communicate decisions	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management - Section Leads - SMEs	Written Report (part of status report) followed by Meeting and Minutes Decisions Log - Weekly Status Report - Email - Weekly Status Meeting - SharePoint	As Actions are Made and Approved; At least weekly
Communications Log	Memorialize Communications	Project Manager	Department & Contractor All Project Team Members	Communications Log on SharePoint	As Information is Communicated

Attachment 12.1: Communications Plan

Content	Purpose	Initiator	Audience	Method	Frequency
Deliverable Tracking	Accountability	Project Manager	Department & Contractor All Project Team Members	Deliverable Tracking Log	As Actions are Made and Approved; At least weekly
Deliverables Review and Feedback	Accountability	Project Manager	Department & Contractor All Project Team Members	Deliverables Review and Feedback Log	As Deliverables move from status-to-status or from project team member-to-project team member, to include the testing cycle
Data Migration Reports	To communicate the current and future state of the data	Project Manager	Department & Contractor - CIO - Project Sponsor - Contract Manager - Project Manager - BDIS Team	- Data Dictionaries - Entity Relationship Diagrams - Data Crosswalks	Once
Data Migration Status Report	Communicate current status of data migration testing	Project Manager	Department & Contractor - CIO - Project Sponsor - Contract Manager - Project Manager - BDIS Team	- Written Report - Email - Status Meeting - SharePoint	After each reiteration of data migration
Training Implementation	Communicate the status of the training implementation	Project Manager	Department & Contractor All Project Team Members	Formal Report	Once After Each Training Cycle
Issue Tracking	Communicate issues found during testing	Project Manager	Department & Contractor - Project Management Team - Contract Manager - SMEs	Issue Tracking System Status report & Meeting	As issues are documented; At least weekly
Responsibility Matrix	Verify All Requirements are complete and at the required level of quality	Project Manager	Department & Contractor All Project Team Members	RM Report	Weekly, bi-weekly, and daily as phase nears completion
System Testing Status (Business and Technology)	Communicate current status of system development and testing	Project Manager	Department & Contractor All Project Team Members	Test Management Logs and Written Report	As tests are attempted and progressed or regressed. Weekly Status Report

Attachment 12.1: Communications Plan

Content	Purpose	Initiator	Audience	Method	Frequency
User Acceptance Testing (UAT) Sign Off	Formally Accept the Solution for Implementation	Project Sponsor	Department & Contractor - Executive Management - Project Sponsor - DOC Management - Advisory Board - AST - Project Management	Formal Document	Once
Closeout	Communicate the end of the current project activities and communicate the activities that will occur in the next phase of the project.	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Advisory Board - AST - Project Management - DOC Management	Formal Report	Once

Implementation

Content	Purpose	Initiator	Audience	Method	Frequency
Status Reporting	To Communicate Project Status	Project Manger	Department & Contractor - Project Sponsor - DOS Management - Contract Manager - Advisory Board - AST - Project Management - DOC Management	All Status Reporting from the Execution Phase Continues (Change, Risk, Issue, Action, Deliverable, Decisions, Communications, Benefits Cost Analysis, Project Forecasts, KPI Assurance)	Same Frequency as during Execution Phase

Attachment 12.1: Communications Plan

Content	Purpose	Initiator	Audience	Method	Frequency
Data Migration Deployment Report	Communicate the status of the data migration implementation	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Contract Manager - CIO - Advisory Board - AST - Project Management - DOC Management - BDIS Team	Formal Report	Once
System Deployment Report	Communicate the status of the full system implementation	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Contract Manager - Advisory Board - AST - Project Management - DOC Management	Formal Report	Once
"Go-Live" Authorization	Authorization for "Go-Live"	Project Sponsor	Department & Contractor All Project Team Members	Formal Authorization initiated by the Project Sponsor and Signed by Executive Management to Proceed with System Implementation	Once
Post Deployment Issue Tracking	Communicate issues found during full system deployment	Project Manager	Department & Contractor All Project Team Members	Issue Tracking System Status Meeting	As issues are documented; At least weekly
Closeout	Communicate the end of the current project activities and communicate the activities that will occur in the next phase of the project.	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Project Management Team - Management	Formal Report	Once

Attachment 12.1: Communications Plan

Closeout Phase

Content	Purpose	Initiator	Audience	Method	Frequency
Status Reporting	To Communicate Project Status	Project Manger	Department & Contractor - Project Sponsor - DOS Management - Contract Manager - Advisory Board - AST - Project Management	All Status Reporting from the Execution Phase Continues (Change, Risk, Issue, Action, Deliverable, Decisions, Communications, Benefits Cost Analysis, Project Forecasts, KPI Assurance)	Same Frequency as during Execution Phase. Continues from Solution operational in Production and until Punch List is Closed and Closeout Report Accepted
Punch List	To identify and communicate items to be completed before final acceptance of the solution	Project Manger	Department & Contractor All Project Team Members	Written Report Issue Tracking System	Once As issues are identified, completed, and resolution accepted
Lessons Learned	Communicate lessons learned during the project lifecycle	Project Manager	- Project Sponsor - DOS Management - Advisory Board - AST - Project Management	Report	Once
Post Mortem	To Evaluate what went well and what did not go well during the project	Project Manager	- Project Sponsor - Project Management - SMEs	Meeting	Once
Closeout Report	Communicate the official closeout of the project	Project Manager	Department & Contractor - Executive Management - Project Sponsor - DOS Management - Project Management Team - Management	Formal Report (Final EVM and KPI)	Once

Attachment 12.1: Communications Plan

12.2   Change Management Plan

Overview

Changes are expected during a project. These changes can be the result ~~from~~ of the realization of risks, externally imposed requirements, estimation errors, leadership decisions, or the adoption of new approaches to gain efficiency. Regardless of the source, it is important changes be managed to minimize the project's risks or adverse impacts. Any change affecting Scope, Schedule, Cost, or Quality initiates the Change Management Process (CMP). Change management is subject to the governance and escalation processes described in the Organizational and Governance Plan.

Change Management Committee

The Change Management Committee will be made up of personnel from both the Department of State (Department) and *[insert vendor's name]* (Contractor).

Membership

Representing the Department will be the Project Manager, Contract Manager, and Project Sponsor. Representing the Contractor will be the Project Manager, *[insert member's title]*, and *[insert member's title]*.

Any Change requiring an extension in Time beyond a "Go Live" date of *[insert date]* or overall costs above *[insert cost]* during the Implementation year or *[insert cost]* during any of the *[insert number of years]* Hosting and Maintenance years will include the Department's Executive Manager and the Contractor's *[insert member's title]*. In the event of an absence of a Member, a qualified Designee may be identified to serve as their proxy.

Meetings

During the Implementation year, the Change Management Committee will meet weekly as part of the weekly Status Meeting. During the Hosting and Maintenance years, the Change Management Committee will meet twice monthly as part of the bi-monthly Status Meeting.

A Change Request deemed to be critical by a Project Manager can initiate a meeting of the Change Management Committee as soon as reasonably practical.

Change Control Process

Any party may request a change to the accepted Requirements and Business Rules. Any proposed change that may have an impact on Scope, Schedule, Cost, or Quality is to be reviewed and approved by the Change Management Committee. A Change Request by a team member will be brought to the attention of their respective Project Manager. Changes deemed not to be significant and do not change the overall project Scope, Schedule, Cost, or Quality may be reviewed by the Project Managers for both Parties and Approved for implementation. The Change Management Committee will be notified of the change, at the next regularly scheduled meeting, and the change is to be memorialized in the Status Report and Change Control Log. If the Project Managers do not agree on the Change, the proposed Change will go to the Change Management Committee.

Submitting a Change

A Project Manager requesting a Change Review by the Change Control Committee will complete a Change Control Request Form and submit the Request as soon as reasonably practical. The Request, in reasonable detail, will include:

- A description of the Change
- Reason for the Change
- Benefits of the change

- Priority
- Implications/Risk(s) of not making the change
- Overall Impact(s)/Risk(s) of making the Change on
  o Scope
  o Schedule
  o Cost
  o Quality
  o Resources
  o Requirements
  o Other
- Planned Implementation Date of Change

Review

Prior to or during the meeting of the Change Control Committee, the Committee will review the request and at the meeting:
- Accept the change
- Request further information
- Request negotiations in which both Parties will negotiate in good faith
- Reject the change

Acceptance

To be accepted, the Change Request must be approved by the entire Change Management Committee (Project Manager, Contract Manager, and Project Sponsor for both Parties).

Issues that extend the project timeline or increase the costs must be approved by the Executive Manager for both Parties.

Post Review

a. Accepted

An accepted Change Request is considered an Amendment to the Contract ("Change"). Upon Acceptance, the approval will be entered into the Change Control Log and the Change Control Request Form will be updated to include:

- The signature of all approving members of the Change Management Committee
- The identification number (ID#) of the Change
- The person responsible to make the change
- Signatures of approving Change Control Committee Members
- The person updating the form and Change Control Log

Accepted Change Requests will be entered into the:

- Action Item Log
- Requirements Document
- Requirements Traceability Matrix

Any risks identified in the Change Control Request will be entered into the Risk Log.

b. More Information
For Requests for which more information is needed:

- The request for information will be recorded in the Action Item Log

- Within a reasonable amount of time, the Party, from which additional information is requested, will submit the information, as an addendum to the Change Control Request Form and the form will be submitted for re-review

- During the collection of additional information, the Party submitting the Request may withdraw the Request. At the next meeting of the Change Control Committee, the Membership will be notified, and the decision to withdraw the request will become part of the Status Report

c. Rejections

- Change Requests may be Rejected for any of the following:
  o The request is not technically or operationally feasible
  o The change would result in a breach of la.
  o The change in Scope, Schedule, Cost, or Quality is not acceptable

- Rejected Change Requests are to be documented in the Decision Log and, if there is a risk associated with not making the proposed change, in the Risk Log

- In the event the decision to Reject is not unanimous, Members of the Change Management Committee who voted to Accept the Change may sign the Change Control Request Form and the Change Request may be escalated to the Executive Managers

d. Negotiation

Requests requiring negotiations will be elevated to the Executive Manager.

- During negotiations, the Request may be Accepted, require additional information, or be Rejected

- The decision is to be documented in the Status Report
  o If accepted, treated as an Accepted (3.4.a.)
  o If more information is needed, treated as defined in 3.4.b
  o If rejected, treated as Rejected (3.4.c.)

Overrides/Appeals

A decision (Acceptance or Rejection) may be overridden by agreement of the Executive Manager of both Parties. Acceptance by the Executive Managers is treated as an Accepted Change (3.4.a.), except Members of the Change Management Committee opposed to the change are not required to sign the Change Control Request Form.

Emergency Change Request

For urgent changes that do not increase the Cost of the project or extend the "Go Live" date, the Change Management Committee may agree to truncate the outlined procedure. Via email, the Members of the Change Management Committee will be notified of the proposed change. The correspondence will be entered in the Communications Log. The Members or their designee will have a reasonable time to respond. The Project Managers may proceed with the Change if not Accepted or Rejected in a reasonable time.

Urgent matters are those critical changes for which delaying the implementation will prevent the Contractor from reaching a milestone, the functionality is part of a Critical Chain, or the delay results in a Bottle Neck.

Although the change has been implemented and logged:

o A Change Control Request Form will be executed
o The Change logged
o The Change included in the Status Report

    o   The Change will be discussed at the next meeting of the Change Management Committee

    o   Identified risks entered into the Risk Log

Changes to Cost

Any cost or fixed price increase proposed by the Contractor in a Change Request must be fair and reasonable, incremental to the change in question, and unable to be reasonably mitigated. Without limiting the previous sentence, the Contractor must not propose any additional charge for minor changes that can be implemented at no or *de minimis* cost to the Contractor.

Reasonableness Requirement

The Department must not unreasonably withhold its acceptance of a Contractor initiated Change Request where the change is:

- Required to address an assumption of qualification in the scope of work or another attachment to this Contract which has materialized or failed to materialize (as the case may be)

- To extend a milestone or other date or deadline set out in this Contract (including other consequential changes) which is due to a delay caused by DOS (including any officer, director, employee, or other agent or contractor) failing to comply with a DOS obligation under this Contract; or by the negligence or misconduct of DOS (including any officer, director, employee, or other agent or contractor)

The Contractor must not unreasonably withhold its acceptance of a Department initiated Change Request where the change is:

- Required to address an improper assumption of the Contractor
- Addresses a key or statutory function of the application

Change Control Request

CHANGE CONTROL REQUEST FORM				
Project:	Sunbiz Modernization Project			
Project Manager:				
Contract Manager:				
Project Sponsor:				
Executive Manager:				
Change Control #				
Requested by:		**Date:**		
Primary Nature of Change:	Scope		Time	
	Cost		Quality	
Description of Change:				
Reason for Change:				
Benefits of Change:				
Priority	Enhancement	Moderate	High	Statutory	Critical
Implications of not making change:				
Impact	*Explain Impact in Detail*			
Scope				
Schedule				
Cost				
Quality				
Resources				
Requirements (Specify #)				
Other:				
Planned Implementation Date for Change:				
Contract Amendment				
Person Responsible				
Change Approved				
Conditions for Approval / Reason for Denial				
Signatures	**Department**	**Date**	**Contractor**	**Date**
Project Manager:				
Contract Manager:				
Project Sponsor:				
Executive Management:				
Documents Updated by:		Documents Updated On:		
Contract Amendment #				

AERCI

Within the Change Control Process are those people who are Accountable for any change, those Responsible, others who are Consulted, and others who to be informed of a change. The project team recognizes that it is ultimately Executive Management (the Secretary, Chief of Staff, and Deputy Secretary) that is ultimately accountable, but within the department there are persons assigned accountability - for technology related items, it is the Department's Chief of Bureau of Departmental Information Systems (BDIS) (a.k.a. – Chief Information Officer [CIO]), or the business unit (Division of Corporations) it is the Division Director, and for external changes, it is the Deputy Secretary for Administrative Services, Corporations, and Elections (DS-ACE).

To illustrate the assignments for technology, external, and business changes, the project team has developed the Accountable, Executive, Responsible, Consulted, and Informed (AERCI) matrices. The appropriate AERCI matrix serves as a guideline. Within the change control process, individuals may be assigned responsibility to complete an assignment.

Technology (and Information) AERCI
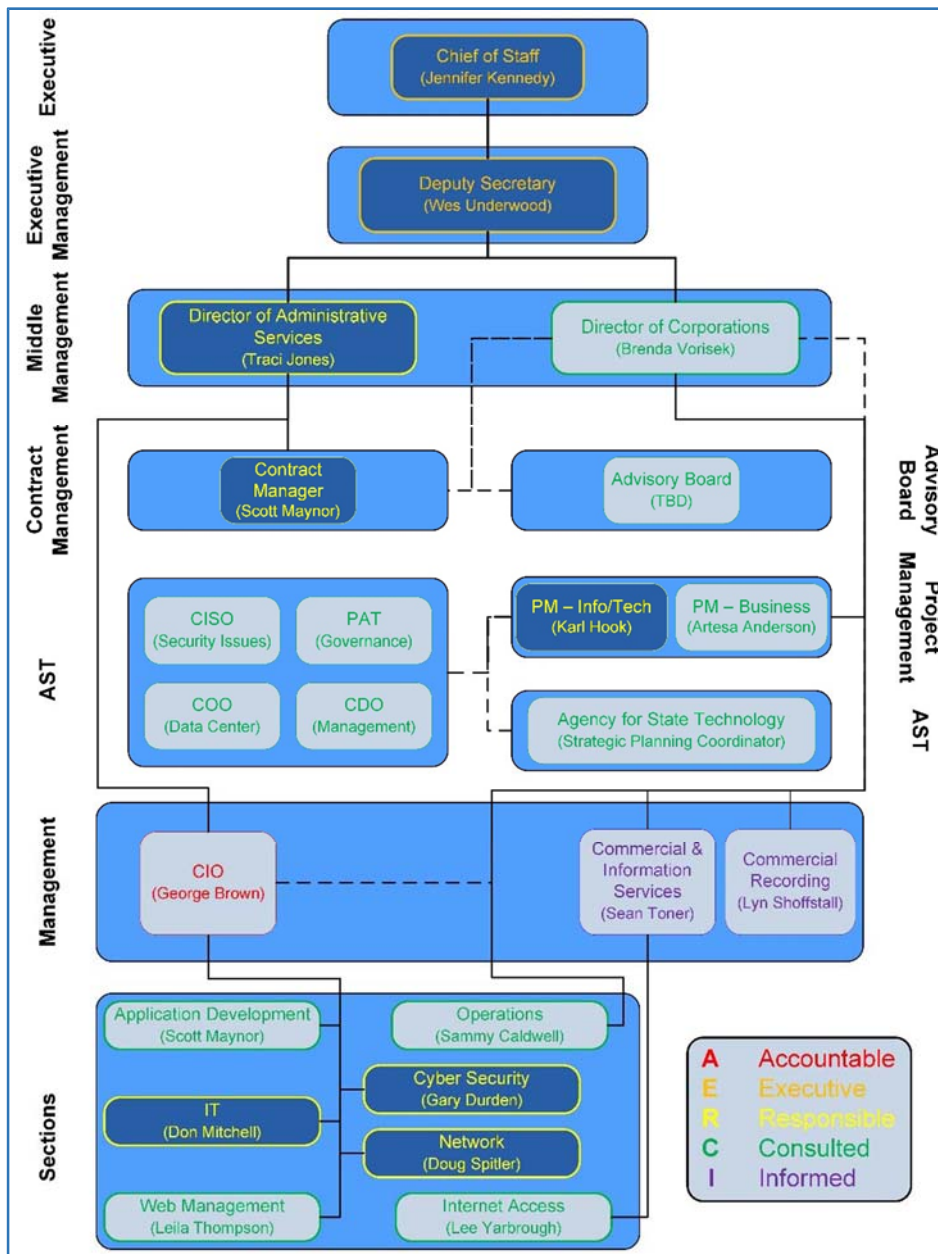
External Actions AERCI
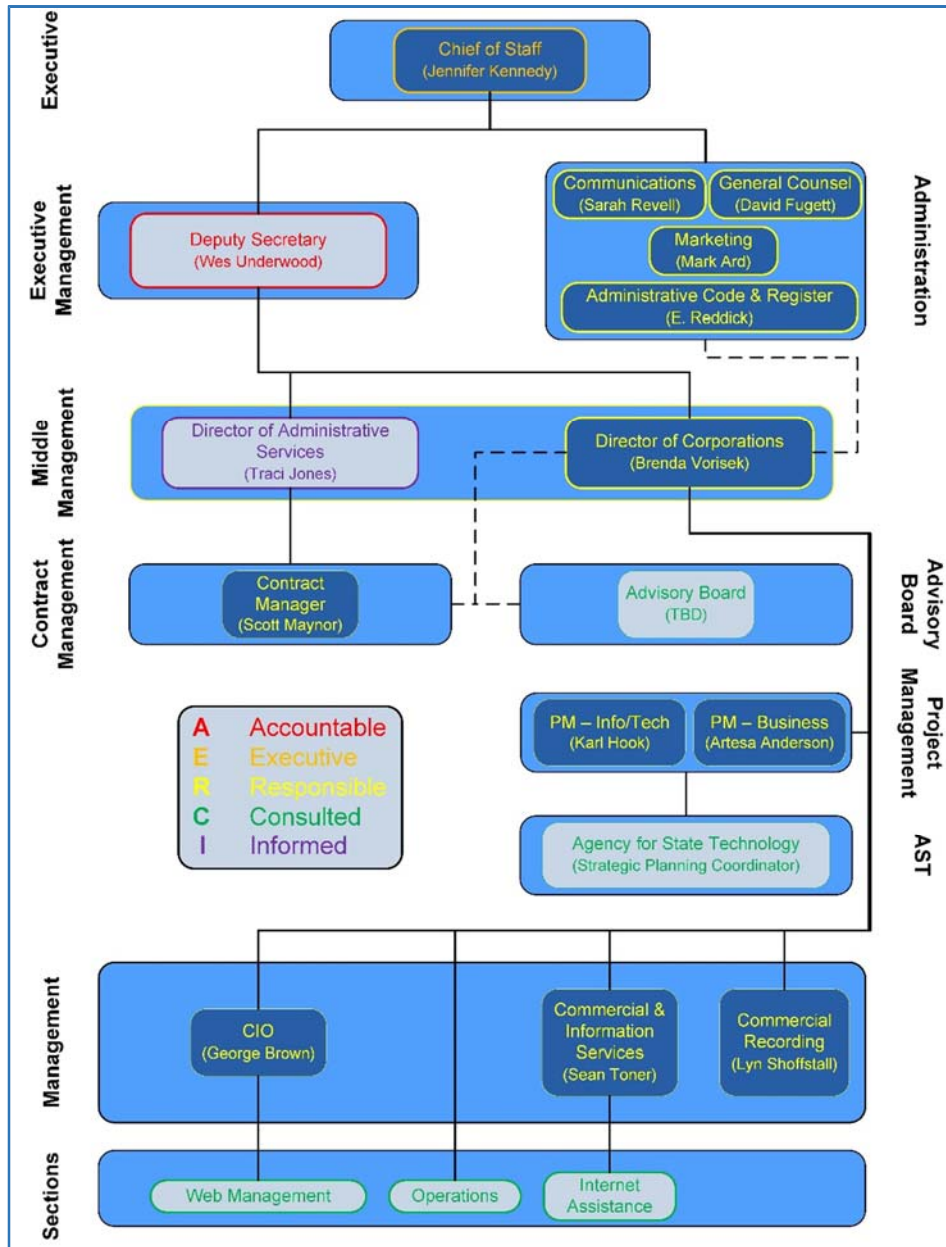
Business AERCI
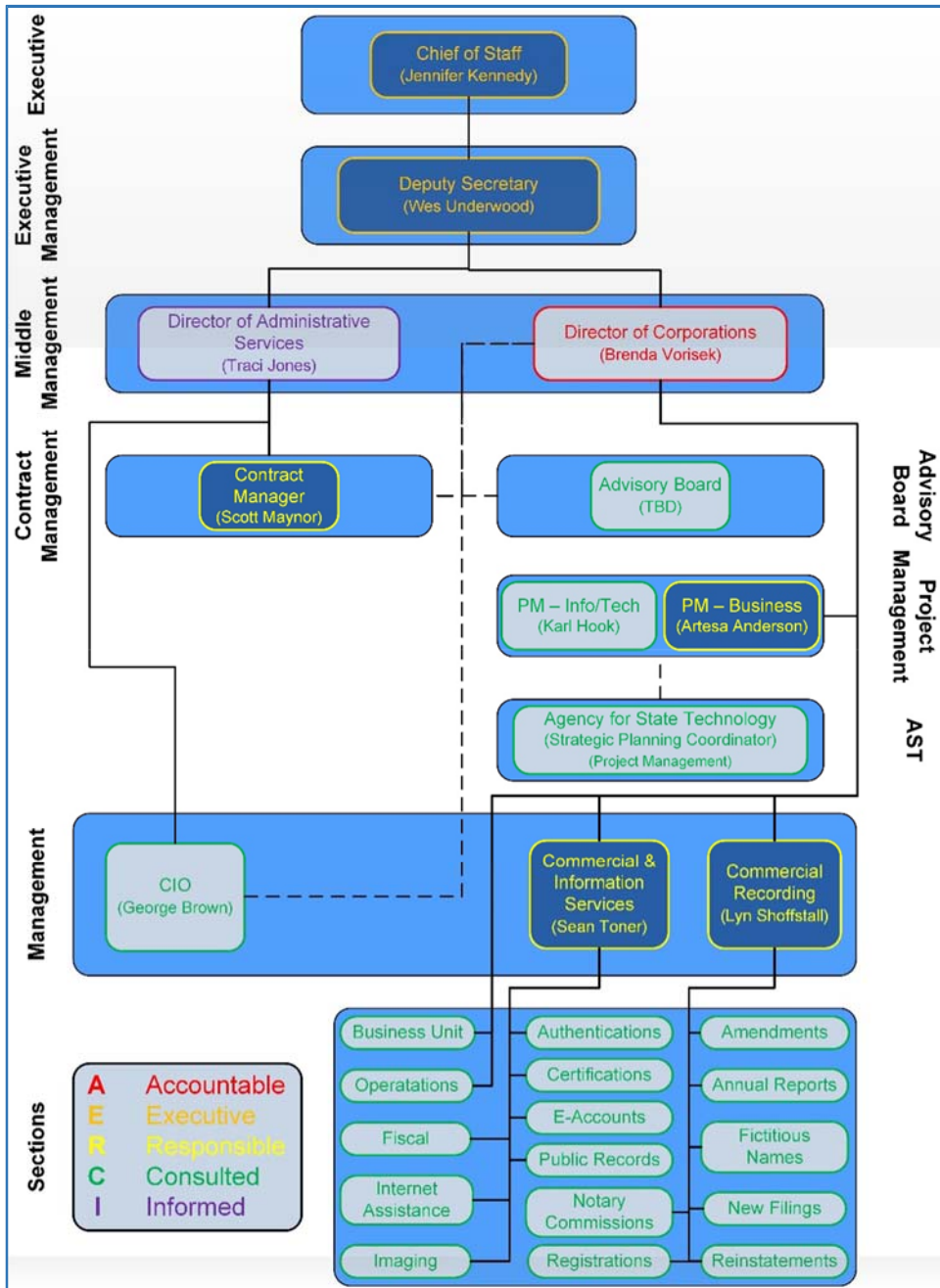
12.3   Risk Management Plan

Overview

The Risk Management Plan provides the project with a consistent method of managing risks to ensure success.

Risk management is the process of identifying, assessing, mitigating, tracking, and controlling the overall success of the project; specifically, scope, quality, cost, and time. It drives the decisions that affect both the development of the business capability and management of the project.

Objectives

Specific objectives of this project's Risk Management Plan include:
- Ensure critical risks impacting scope, schedule, budget, and/or quality are proactively identified, communicated, mitigated, and escalated in a timely manner
- Facilitate attention to key risks impacting the project and individual teams
- Produce meaningful information that allows project management to focus efforts on the possible (e.g., high likelihood and high impact) risks with an effective coordination of effort
- Ensure appropriate stakeholders are informed and, if applicable, participate in the mitigation
- Record an audit trail of discussions and mitigation of project risks

Scope & Context

The Sunbiz Modernization Project Risk Management Plan consists of the process identifying, analyzing, and managing risks; the mitigation actions required; and the organizational responsibility for monitoring and managing the risks throughout the project's entire lifecycle.

Guiding Principles

The risk manager is responsible for making overall risk assessments and reviewing them with the team and stakeholders. As such, the guiding principles are:
- Work and communicate progress on the most severe risks first
- Set realistic due dates and then work to meet those due dates
- Mitigate risks at the appropriate level (i.e., project, team, sub-team)
- Keep all stakeholders informed of a current risk's status
- Document the planned risk mitigation history and the actual mitigation of each risk (This documentation will serve as a key input for the root cause analysis, key learning, metrics, and risk analysis)
- For high impact, impending risks, a rapid turnaround decision may be required, as determined by the Risk/Project Managers. In such cases, the available applicable team members will make the decision.

Risk Management Organization

Process Responsibility

The risk manager and management team members will be identified during the planning phase of the project lifecycle. Dependent on level of risk calculated for the project, the risk manager may be a dedicated person with no other responsibilities or may be a project manager or team of project

managers serving as risk manager(s). This document will be updated to include the level of risk, if there will be a dedicated risk manager, the name of the risk manager, and the member of the risk management team.

The risk manager(s) is/are responsible for: the Risk Management Plan and its effective implementation throughout the entire project; the trends and metric analysis, and the training of all project personnel on risk management. The Risk Managers are also responsible for creating and maintaining the Risk Register Log, unless this task is subsequently delegated to a specific team member.

Risk Management Team

Risk Managers have the overall facilitative responsibility for the risk management process. The Risk Management Team is comprised of the Risk Manager(s) and the project staff identified by the project sponsor and project managers. Specific responsibilities may include the following activities:

- Implementing the Risk Mitigation Plan
- Performing the risk analysis on any newly identified risks
- Generating risk reports (including trends and metric analysis) for risk meetings and ad-hoc requests
- Clarifying, consolidating and documenting risks
- Maintaining and monitoring data in the risk register
- Monitoring the status of risk mitigation
- Communicating statuses to risk owners
- Escalating communications, if expected mitigation action deadlines are not met
- Executing the risk closure process

Risk Owner

The Risk Owner is the person or person(s) to whom the Risk Management Team assigns primary responsibility for mitigating the risk. This assignment is based on the type of risk and should be assigned to the team member(s) who are empowered to assure this risk is mitigated. This will typically be a team lead and/or their respective co-lead. Project sponsors, directors and/or managers may also need to be aligned with the risk to ensure adequate support. The Risk Owner has the following responsibilities:

- Assessing the risk and creating a risk mitigation plan that meets Risk Management Team approval
- Mitigating risk per the risk mitigation plan
- Recommending risk closure to the Risk Management Team
- Presenting the risk's status at Risk Management Team meetings as required

Advisory Team

The project's Advisory Board will be comprised of a minimum of five (5), but no more than seven (7) members who will provide non-binding strategic advice to the project team. The Advisory Board will be consulted when a decision cannot be reached on a high or medium identified risk activity and a neutral party may be able to provide support.

Members of the Advisory Board will be determined during the planning phase of the project.

Risk Management Process

Risk management involves four (4) major phases: risk identification, risk analysis, risk response planning, and risk monitoring and control.

Risk Identification

A risk manager or project manager may identify risks that may affect project outcome and document them in the project's Risk Register (Log). The Risk Register will include, but may not limited to, the following:

- A unique identifier for each risk
- A description of each potential risk event and how it could affect the project
- An assessment of the likelihood of the occurrence and the impact/seriousness should it occur
- The score of each risk according to a risk scoring equation (located in the Risk Register).
- Identifying who is responsible for managing the risk
- Identifying the strategies proposed for dealing with the risk (preventative and contingency)
- Notes/Comments

Risk Analysis

Probability and Impact

During risk analysis, the risk management team will prioritize risks based on their likelihood of occurrence and degree of potential impact for subsequent ongoing management.

Once a risk has been analyzed, the risk manager(s) will update the Risk Register with the prioritization and categorization of the risk, plus an overall probable assessment of the impact on the project's cost, time, and quality.

The scoring (grading) of the risks in the Risk Register is facilitated using a risk scoring equation (also known as a Probability and Impact Matrix). Risks are analyzed and evaluated in terms of probability (likelihood) of occurrence and the impact (seriousness), if they should occur.

The **probability** of the risk occurring is assessed and given a rating of:

- Unlikely (1 rating) - (0%-19% probability)
- Somewhat Likely (2 rating) - (20%-59% probability)
- Likely (3 rating) - (60%-79% probability)
- Highly Likely (4 rating) - (80%-100% probability)

The **impact** upon the project if the risk were to occur is assessed and given a rating of:

- Minimal (1 rating)
- Moderate (2 rating)
- Severe (3 rating)
- Critical (4 rating)

Once the probability and impact have been assessed, the grades from the assessment are used in a risk scoring equation to assign a total score of High, Medium, or Low. The rating provides a measure of the project's exposure to risk. The risk scoring equation is derived by adding the

probability grade to the impact grade, which will result in a score of 2-8. This score will also be recorded in the Risk Register.

The table below is an example of a simple Risk Scoring Matrix which provides a standard method to calculate the grading based upon a combination of probability and impact ratings.

Risk Scoring Matrix					
		Impact Grade (Seriousness)			
		Minimal (1)	Moderate (2)	Severe (3)	Critical (4)
Probability Grade (Likelihood)	Highly Likely (4)	5	6	7	8
	Likely (3)	4	5	6	7
	Somewhat Likely (2)	3	4	5	6
	Unlikely (1)	2	3	4	5

Total Risk Scoring Table	
Score	**Definition**
Highest 5-8	An event that is extremely or very likely to occur and whose occurrence will impact the project's scope, quality, cost and/or schedule so severely that the project will be terminated or will cause significant scope, cost and/or schedule increases (e.g., increases of more than 5 percent) on the project; this risk should be escalated (where possible) and reviewed frequently
Medium 4	An event that has a 50-50 chance of occurring and, if it occurs, will cause noticeable cost increases (e.g., increases of not more than 5 percent) on the project; delay the schedule, expand the scope, or decrease the quality. This risk should be reviewed regularly
Low 2-3	An event that is unlikely or very unlikely to occur and, if it occurs, will cause small or no cost increase that, in most cases, can be absorbed by the project, lengthen the schedule, increase the scope, or decrease the quality

Risk Response Planning

During the risk response planning period, the risk manager(s) will:

- Develop the appropriate options and action plans to help reduce the threats of specific risks to project objectives
- Conduct reviews to develop strategies for responding to risks
- Update the Risk Register with specifics of the proposed response plan for each occurrence of each risk event and update the Project Management Plan

Risk Monitoring and Control

Risk Monitoring and Risk Control are the processes of identifying, analyzing, and planning for newly identified risks; monitoring previously identified risks; and reevaluating existing risks to verify the planned risks response strategies for their effectiveness.

Activities involved in **Risk Monitoring** include:

- Establishing and scheduling periodic project plan reviews

- Ensuring all Risk Management Plan requirements are being implemented
- Assessing all currently defined risks in the Risk Register
- Evaluating the effectiveness of the actions taken
- Identifying the status of the actions specified to be taken
- Validating the previous risk assessments (likelihood and impact)
- Validating the previous assumptions and stating any new assumptions when applicable
- Identifying any new risks
- Tracking each risk response
- Communicating the risk management status and risk response and following through as appropriate

Activities involved in **Risk Control** include:

- Validating risk mitigation strategies and alternatives
- Taking corrective actions when actual events occur
- Assessing the impact of actions taken (cost, time, resources) on the project
- Identifying any new risks, which result from risk mitigation actions
- Ensuring the Project Plan (including Risk Management Plan) is maintained
- Ensuring change controls address the risks associated with the proposed change
- Revising risk management documents in order to capture the results of the mitigation actions
- Updating the Risk Register
- Communicating the risk management status and risk response and following through as appropriate
- Establishing communications as appropriate

Risk Escalation Procedures

Most suggestions for risk mitigation will be made by the risk managers and/or at the team lead level. The Risk Management Team will escalate those risks which are controversial or will significantly impact the project's scope, budget, schedule, change management, technical performance, and/or business performance objectives to the executive level management team. The Risk Management Team will also escalate those risks which will need cross-organization involvement or will require executive management involvement and/or decisions to the executive level management team. The following chart defines the risk escalation matrix. The Chief Information Officer (CIO) or Director may choose to escalate High Risk events which will increase the cost or delay the "Go Live" date to Executive Management.

Risk Escalation Hierarchy	
Highest Risk: (Score > 5)	• Highest Risk to Technology - escalated to the CIO • Highest Risk to Cost or Time- escalated to Administrative Services and Procurement • Highest Risk to Scope or Quality- escalated to Project Sponsor
Medium Risk (Score = 3-4)	• Medium Risk - escalated to the risk management team
Lowest Risk Score (Score < 2)	• Lowest Risk - escalated to the Project Manager(s) and/or Team Lead

Other Factors

Factors the Risk Management Team are to consider when determining if the potential benefit(s)/cost(s) outweigh the risk and initiate the action being considered are complexity, priority, and tolerance.

Complexity[17]

The term complex is the term used to characterize a project with many parts that interact with each other in multiple ways. The interactions result in a high order of emergence whose sum is greater than its parts. The greater the number of parts the more complex the project. The complexity of the project can be determined using the *Project Complexity Model*. The model utilizes factors such as team size, project duration, schedule, cost and scope flexibility, understanding of the problem and solution, stability of requirements, strategic importance, level of organizational change, inter-project dependencies, and political sensitivity; the techniques used to manage each complexity dimension; and the project's status for scope, schedule, budget, and business success. Complex projects are characterized by uncertainty, ambiguity, dynamic interfaces, and significant political or external influences; usually run over a period which exceeds the technology cycle time of the technologies involved; and are defined by effect, but not by solution.

For the *Sunbiz* Modernization Project, the Project Complexity Model (PCM)[18] will be modified and used to determine the level of complexity of a change. The complexity of an action will be categorized as Low, Moderate, or High, based on the probable complications the change will have on the project. The Change Complexity Model (CCM) utilizes several dimensions to determine the level complexity of a change, including: team size and composition; project duration; schedule; cost and scope flexibility; clarity of the problem and solution; stability of requirements; strategic importance; level of organizational change; inter-project dependencies; political sensitivity; and unproven technology, each with its own level of complexity.

The following is specific to the *Sunbiz* Modernization Project.

Complexity Dimensions	Change Profile		
	Small	**Medium**	**Large**
Time	< 2 days	3-5 days	> 5 days
Cost	< $5 k	$5-10 k	> $10 k
Team Composition and Performance	• Strong Project Leadership • Team staffed internally, has worked together in the past, and has a track record of reliable estimates Formal proven PM and BA methods with QA and QC processes defined and operational[19]	• Competent project leadership (does not use Goggle search results as its primary source) • Team staffed with internal and external resources; internal staff has worked together in the past, has track record of reliable estimates • Contract for external resources is straightforward; contractor performance is known • Semi-formal methods with QA/QC processes defined	• Project manager inexperienced in leading complex projects • Complex team structure of varying competencies (e.g. contractor, virtual, culturally diverse, outsourced teams) • Complex contracts; contractor performance unknown Diverse methods

---

[17] Hass, K. B. & Lindbergh, L. B. (2010). The bottom line on project complexity: applying a new complexity model. Paper presented at PMI® Global Congress 2010—North America, Washington, DC. Newtown Square, PA: Project Management Institute.

[18]   https://www.pmi.org/learning/library/project-complexity-model-competency-standard-6586

[19] PM – Project Management, BA – Business Analyst, QA – Quality Assurance, and QC – Quality Control

Sunbiz Modernization Business Case

Complexity Dimensions	Change Profile		
	Small	**Medium**	**Large**
Urgency and Flexibility of Cost, Time, and Scope	• Minimized scope • Small Milestones • Flexible schedule, budget, and scope	• Schedule, budget, and scope can undergo minor variations, but deadlines are firm • Achievable scope and milestones	• Over-ambitious schedule and scope • Deadlines is aggressive, fixed, and cannot be changed • Budget, scope, and quality have no room for flexibility
Clarity of Problem, Opportunity, and Solution	• Clear business objectives • Easily understood problem, opportunity, or solution	• Defined business objectives • Problem or opportunity is partially defied • Solution is partially defined	• Unclear business objectives • Problem or opportunity is ambiguous and undefined • Solution is difficult to define
Requirements - Volatility and Risk	• Strong customer/user support • Basic requirements are understood, straightforward, and stable	• Adequate customer/user support • Basic requirements are understood, but are expected to change • Moderately complex functionality	• Inadequate customer/user support • Requirements are poorly understood, volatile, and largely undefined • Highly complex functionality
Strategic Importance, Political Implications, Multiple Stakeholders	• Strong executive support • No political implications • Straightforward communications	• Adequate executive support • Some direct impact on mission • Minor Political implications • 2-3 stakeholder groups • Challenging communication and coordination effort	• Mixed/inadequate executive support • Impact on core mission • Major political implications • Visible at highest levels of the organization • Multiple stakeholder groups with conflicting expectations
Level of Organizational Change	• Impacts a single business unit, one familiar business process, and one IT system	• Impacts 2-3 somewhat familiar business units, processes, and IT systems	• Large-scale organizational change that impacts the enterprise • Spans functional groups or agencies • Shifts or transforms the organization • Impacts many business processes and IT systems
Level of Commercial Change	• Minor changes in existing practices	• Enhancements to existing practices	• Ground-breaking commercial practices
Risks, Dependencies, and External Constraints	• Considered low risk • Some external influences • No challenging integration issues • No new or unfamiliar regulatory requirements • No punitive exposure	• Considered moderate risk • Some project objectives are dependent on external factors • Challenging integration effort • Some new regulatory requirements • Acceptable exposure	• Considered high risk • Overall project success depends largely on external factors • Significant integration required • Highly regulated or novel sector • Significant exposure
Level of IT Complexity	• Solution is readily achievable using existing, well-understood technologies • It complexity is low	• Solution is difficult to achieve or technology is proven but new to the organization • IT complexity and legacy integration are moderate	• Solution requires groundbreaking innovation • Solution is likely to use immature, unproven, or complex technologies

Attachment 12.3: Risk Management Plan

Complexity Dimensions	Change Profile		
	Small	Medium	Large
			provided by outside vendors • IT complexity ad legacy integration are high

The level of complexity for a proposed activity is determined using the following:

Change Complexity Model (CCM) Formula		
High Complexity (H)	Moderate Complexity (M)	Low Complexity (L)
Level of change results in large-scale enterprise impacts OR Both problem and solution are difficult to define or understand, and the solution is difficult to achieve. Solution likely to be using unproven technologies OR Four or more categories in the "Large" column	Four or more categories in the "Moderate" column OR One category in "Large" column and three or more in the "Medium" column	Remaining combinations

Priority

Within a project, resources (personnel/people, time, money) are limited; with time being the constraint perceived to be the most limiting. As such, the project management team must maximize the available time and prioritize the task – determine which tasks are regarded as being the most important and move the work closer to long-term goals. Prioritization is a way of dealing with the economics of projects: how to allocate limited resources to maximize benefit. Priority tasks take precedence over other tasks, as they are of the prime concern, and require immediate attention, energy, and time.

For the *Sunbiz* Modernization Project a five (5) point priority matrix will be used with Priority 1 (P1) being the highest priority and Priority 5 (P5) being the lowest priority. A common objection by stakeholders to requirements prioritization is that all items are important. Stakeholders must understand the difference between urgent and important. There usually can only one (1) item identified as THE priority, for that reason, number of P1 items must be limited and, as work is completed and a P1 items is removed and/or additional items are added, the priority of an item can be upgraded or downgraded.

Priority Matrix				
Priority	**Ranking**	**Description**	**Impact Definition**	**Decision Factors**
Critical (P1)	• Must be addressed immediately	• A condition without the application will not function	• Work will stop will and no workaround exists • Requirement will not be not met	• Work stoppage • Regulatory • Program directive
Required (P2)	• Must be addressed as soon as all critical tasks are suitably addressed	• A condition without the requirement will not be met • The application will not be functional • Cannot be deferred as it is part of the critical chain	• High Impact to resources and/or systems • Workaround requires some increase in time, cost, and/or resources	• High impact to project success • System requirement • Significant cost reduction
High (P3)	• Schedule as soon as resources are available (no more than three (3) weeks from notification	• A necessary, but deferrable requirement	• Moderate impact to resources and/or system • Work around requires some increase in time, cost, and or resources	• Moderate impact to project success
Medium (P4)	• Schedule when time is available	• The application is functional but less easy to use	• Minimal impact to resources and/or system • Workaround in place with minimal time, cost, and/or resources	• Low impact to project success
Low (P5)	• Schedule when all requirements are met and resources are available	• A desirable feature that would be nice to have • The application will function without it	• Administrative change or system nuisance • Watch item	• System or process nuisance • Cosmetic change

Ranking of requirements is essential to managing resources. It is common for stakeholder to choose priorities without any guidance. In these situations, all requirements are identified as being Critical or Required, with only a few being important enough to require personnel to be redirected from their assigned responsibilities. Moving staff from scheduled assignments to "priorities" disrupts the workflow. The project must be proactive rather than reactive.

Stakeholders must be guided through the prioritization process and challenged with questions such as:

- What are the consequences if the priority of the activity was lowered?
- What are the consequences if current tasks are deferred?
- Is there a scheduled task that can incorporate the requested change?
- Can this request be deferred? Why not?

A prioritized item requires the following responses.

Expected Response		
Priority Level	**Time** (Team Initial Response to Request with Cost, Time, Scope, and Quality Implications)	**Notifications**
P1	Within four (4) hours	Executive Management & Project Sponsor (Verbal and Email at time of classification)
P2	Within 1 business day	Project Sponsor (Verbal and Email at time of classification)
P3	Within 2 business days	Project Sponsor (Email at time of classification)
P4	Within 3 business days	Project Sponsor (Status report)
P5	To be scheduled in operations	Project Sponsor (Status report)

Tolerance

Tolerance is the amount of risk the project stakeholders can withstand. It is an indication of how sensitive they are towards the risk. High tolerance indicates the organization is willing to accept risks - the culture of the organization is one of gamblers or risk takers. Low tolerance indicates the organization wants to avoid risk. Within the gradient of risk attitudes, there are those who seek risk, accept risk, avoid risk, and those who are risk neutral.

Tolerance is an interaction of the probability something will go wrong (fail) and the impact failure will have on the project and the organization. If there is a high probability, but the impact is low, risk avoiders are more likely to accept the risk. On the other hand, if the impact is high, even if the probability of failure is low, risk avoiders may not take the chance/gamble.

Most people think of risk tolerance in terms of money, but the cost may also be in time or quality.

Tolerance must also consider the capacity to take the risk – should the proposed action fail, is there enough cushion (financial, schedule) for the organization to rebound.

For the *Sunbiz* Modernization Project, the Risk Score (Probability versus Impact) will be used as the basis for determining tolerance. Two scales for tolerance are to be considered. The first (Limited to No Cushion) will be used if there is not cushion (financial **OR** schedule) for the project to rebound, should the gamble fail. The closer to the end of the timeline, the less likely there is time to recover. The second (Cushion) will be used if there is time or are funds available to recover from failure.

Risk Score (Probability : Impact)		
Tolerance	Cushion	No Cushion
Low	6-8	5-8
Medium	5	4
High	2-4	2-3

Tolerance Scoring Matrix (Cushion)					
		Impact			
		Minimal	Moderate	Severe	Critical
Probability	Highly Likely	**M**	**L**	**L**	**L**
	Likely	**H**	**M**	**L**	**L**
	Somewhat Likely	**H**	**H**	**M**	**L**
	Unlikely	**H**	**H**	**H**	**M**

Tolerance Scoring Matrix (Limited to No Cushion)					
		Impact			
		Minimal	Moderate	Severe	Critical
Probability	Highly Likely	**L**	**L**	**L**	**L**
	Likely	**M**	**L**	**L**	**L**
	Somewhat Likely	**H**	**M**	**L**	**L**
	Unlikely	**H**	**H**	**M**	**L**

Risk Management Team Meeting

The Risk Management Team meeting will be conducted and facilitated by the risk manager(s).

New and past due risks will be discussed during the Risk Management Team meetings. The risk originators will also present new risks and provide any the necessary details. The risk owners will provide updates for all the other risks.

In addition to the Risk Management Team meeting, the risk manager(s) and the Risk Management Team will regularly brief the pertinent non-attending project team members via a status report on the statuses of risks.

Feedback and Reporting Processes

The Risk Management Team should generate standard reports as part of the risk management process. In preparation for the Risk Management meeting, the Risk Managers will prepare an updated risk register listing the risks for review (i.e., new, open, and ready-to-complete risks).

After the Risk Management Team meets, the Risk Management Team will notify the Risk Originators and Risk Owners (if they are not attending the meetings) of the results (i.e., status of new risks submitted, new risk assignments, and risks approved for closure) of the meetings through the Risk Management Meeting Report.

Risk Management Closeout

At the completion of the Sunbiz Modernization Project, the successful transition of any open risks and the capturing and harvesting of all the lessons learned will play an important role for Project Maintenance and Support and future project work. During the risk management closeout process, the project managers will:

- Validate the completion of identified risks.
- Assess whether any open risks will require ongoing operational risks and initiate communication of these risks to the operational transition team.
- Document remaining open risks and provide access to final report.
- Produce final risk management metrics and evaluate process effectiveness against established benchmarks.
- Capture risk factors and risk mitigation plans for inclusion in the final closeout report.

12.4   Issue Management (Resolution) Plan

Overview

An issue is an immediate problem that requires prompt resolution. Acknowledging and addressing issues and, more importantly potential issues, serves to minimize adverse impacts to the project.

Issue Management Plans are also known as Issue Escalation and Issue Resolution Plans. No matter what the plan is termed, it is best practice to define, prior to project initiation, how issues will be identified, addressed, escalated, resolved, and communicated.

The Parties specific to this plan are the Florida Department of State (Department or DOS) and the Contractor.

This plan addresses the escalation of issues between the Parties and not within the Department's or Contractor's individual structure.

Both Parties must use their best efforts to resolve any dispute that may arise and, through good faith negotiations, and using its best efforts to resolve the dispute as quickly as possible.

The Project Managers

Throughout the life cycle of a project, the project managers will normally face problems, gaps, inconsistencies, or conflicts that occur unexpectedly and require some action, so they do not impact the project performance. A primary role of the project manager is to resolve problems and issues. More importantly, it is the role of the project managers to

- Not manage, but lead by having a mindset that focuses on vison, alignment, motivation, and inspiration – what is best to achieve the goals of the project within scope, time, cost, and quality;
- Be proactive, identify, and resolve potential concerns before they become issues;
- Communicate;
- Raise issues, action, and awareness; and
- Focus on problem solving.

To this end, both Parties are to engage experienced, senior Project Management Professionals™ (PMP™) who are versed in at least the fifth edition of the Project Management Book of Knowledge (PMBOK v5) and preferably the sixth edition (PMBOK v6), and have demonstrated leadership, communication, and problem-solving skills in a project equally or more complex than this project.

The project managers will serve as the first level of issue resolution.

The Process

A concern may begin at the level of a project team member or between two or more (>2) team members. It only becomes an issue if the team member(s) cannot resolve the concern without external intervention.

1) Any team member below project manager (tester, consultant, analyst) may take an issue to their supervisor, who may work with their counterpart for the other Party.

   If the issue cannot be resolved by the supervisors, the supervisor will take the issue to their respective senior project manager.

2) A contract manager, project sponsor, or executive manager may take an issue to their respective senior project manager.

3) The project managers from the two parties (Level 1) will confer on the issue and attempt to resolve.

If the issue can be resolved at this Level, the issue will be recorded in the Issue and Decision Log. If, in the process of the resolution, there are any communications or actions by either project manager, these will be reported in the respective log. Any risks to the decision are to be recorded in the Risk Register/Log.

If resolution of the issue requires a change in scope, time, cost, or quality, the issue will be documented in the Issue Log and taken to the Change Management Board following the Change Management Plan.

If the issue cannot be resolved by the project managers or in two (2) business days without resolution, the issue will be escalated to the project's assigned contract manager (Department **Project** Contract Manager and the Contractor's Project Manager) (Level 2).

4) Issues not resolved at Level 1 (project managers), will be escalated to the contract managers (Level 2) for resolution. The contract managers from the two parties will confer on the issue and attempt to resolve.

   If the issue can be resolved at this Level, the issue will be recorded in the Issue and Decision Log, by the designated project manager. If, in the process of the resolution, there are any communications or actions by either Party, these will be reported in the respective log. Any risks to the decision are to be recorded in the Risk Register/Log.

   If resolution of the issue requires a change in scope, time, cost, or quality, the issue will be documented in the Issue Log and taken to the Change Management Board following the Change Management Plan.

   If the issue cannot be resolved by the contract managers or in two (2) business days without resolution, the issue will be escalated to the project sponsors (Level 3).

5) Issues not resolved at Level 2 (contract managers), will be escalated to the project sponsors (Level 3) for resolution. The project sponsors from the two parties will confer on the issue and attempt to resolve.

   If the issue can be resolved at this Level, the issue will be recorded in the Issue and Decision Log, by the designated project manager. If, in the process of the resolution, there are any communications or actions by either Party, these will be reported in the respective log. Any risks to the decision are to be recorded in the Risk Register/Log.

   If resolution of the issue requires a change in scope, time, cost, or quality, the issue will be documented in the Issue Log and taken to the Change Management Board following the Change Management Plan.

   If the issue cannot be resolved by the project sponsors or in two (2) business days without resolution, the issue will be escalated to executive management (Level 4).

6) Issues not resolved at Level 3 (project sponsors) will be escalated to the executive managers (Level 4) for resolution. The executive managers from the two parties will confer on the issue and attempt to resolve. Executive management may involve legal counsel for advisement. Legal counsel, along with executive management and/or the contract managers, may have dialog in an attempt to resolve.

   If the issue can be resolved at this Level, the issue will be recorded in the Issue and Decision Log by the designated project manager. If, in the process of the resolution, there are any communications or actions by either project manager, these will be reported in the respective log. Any risks to the decision are to be recorded in the Risk Register/Log.

   If resolution of the issue requires a change in scope, time, cost, or quality, the issue will be documented in the Issue Log and taken to the Change Management Board following the Change Management Plan.

   If this issue cannot be resolved by the executive managers or in four (4) business days, the issue will be forwarded to the Department's Contract Manager in the Procurement Section.

7) Any dispute concerning performance of the Contract shall be decided by the Department's designated contract manager, who shall reduce the decision to writing and serve a copy on the Contractor.

8) The decision shall be final and conclusive unless within twenty-one (21) days from the date of receipt, the Contractor files with the Department a petition for administrative hearing. The Department's decision on the petition shall be final, subject to the Contractor's right to review pursuant to Chapter 120 of the Florida Statutes. Exhaustion of administrative remedies is an absolute condition precedent to the Contractor's ability to pursue any other form of dispute resolution; provided, however, that the parties may employ the alternative dispute resolution procedures outlined in Chapter 120.

The Department's project manager will be responsible for the proper documentation in the Issue Log, Risk Log, Action Item Log, Decision Log, Communications Log, and Change Control Log.

Change Control Log

The issue log will help the project managers effectively track and manage issues, ensuring they are investigated and resolved. The issue log is updated as a result of the monitoring and control activities throughout the project's life cycle.

The issue log is a project document where all issues are recorded and tracked. To include:

- Issue type
- Who raised the issue
- When the issue was raised
- Description
- Priority/Importance
- Status
- Who is assigned the issue/owner
- Target resolution date
- Status
- Final solution
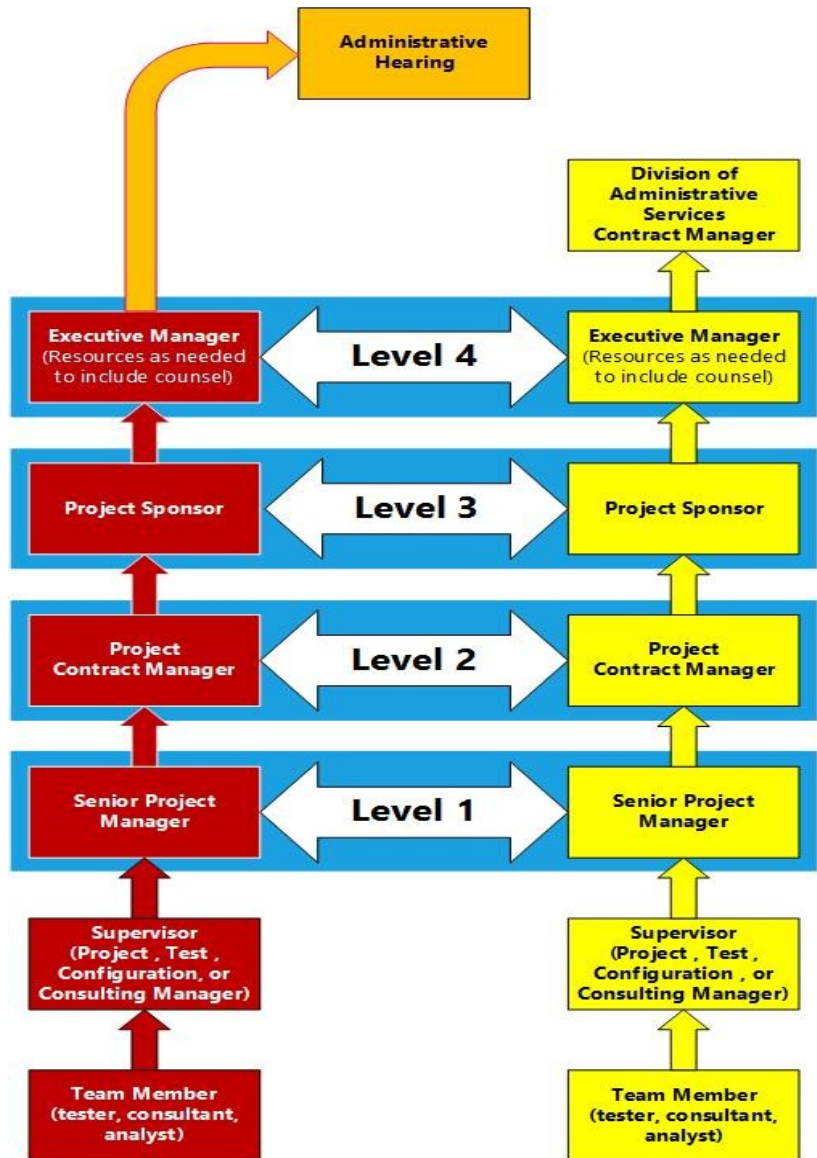
Figure 1. Issue Escalation Flow

CBAForm 1 - Net Tangible Benefits

Agency	Department of State	Project	s Commercial Registrty Moder

Net Tangible Benefits - Operational Cost Changes (Costs of Current Operations versus Proposed Operations as a Result of the Project) and Additional Tangible Benefits -- CBAForm 1A

Agency	FY 2019-20			FY 2020-21			FY 2021-22			FY 2022-23			FY 2023-24		
(Recurring Costs Only -- No Project Costs)	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	$5,429,643	$0	$5,429,643	$5,429,643	$0	$5,429,643	$5,429,643	$0	$5,429,643	$5,429,643	$0	$5,429,643	$5,429,643	$0	$5,429,643
A.b Total Staff	119.00	0.00	119.00	119.00	0.00	119.00	119.00	0.00	119.00	119.00	0.00	119.00	119.00	0.00	119.00
A-1.a. State FTEs (Salaries & Benefits)	$4,904,092	$0	$4,904,092	$4,904,092	$0	$4,904,092	$4,904,092	$0	$4,904,092	$4,904,092	$0	$4,904,092	$4,904,092	$0	$4,904,092
A-1.b. State FTEs (#)	102.00	0.00	102.00	102.00	0.00	102.00	102.00	0.00	102.00	102.00	0.00	102.00	102.00	0.00	102.00
A-2.a. OPS Staff (Salaries)	$132,431	$0	$132,431	$132,431	$0	$132,431	$132,431	$0	$132,431	$132,431	$0	$132,431	$132,431	$0	$132,431
A-2.b. OPS (#)	15.00	0.00	15.00	15.00	0.00	15.00	15.00	0.00	15.00	15.00	0.00	15.00	15.00	0.00	15.00
A-3.a. Staff Augmentation (Contract Cost)	$393,120	$0	$393,120	$393,120	$0	$393,120	$393,120	$0	$393,120	$393,120	$0	$393,120	$393,120	$0	$393,120
A-3.b. Staff Augmentation (# of Contractors)	2.00	0.00	2.00	2.00	0.00	2.00	2.00	0.00	2.00	2.00	0.00	2.00	2.00	0.00	2.00
B. Application Maintenance Costs	$0	$0	$0	$0	$3,600,000	$3,600,000	$0	$3,600,000	$3,600,000	$0	$3,600,000	$3,600,000	$0	$3,600,000	$3,600,000
B-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-2. Hardware	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
B-3. Software	$0	$0	$0	$0	$3,600,000	$3,600,000	$0	$3,600,000	$3,600,000	$0	$3,600,000	$3,600,000	$0	$3,600,000	$3,600,000
B-4. Other Specify	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C. Data Center Provider Costs	$693,040	$0	$693,040	$693,040	$0	$693,040	$693,040	$0	$693,040	$693,040	$0	$693,040	$693,040	$0	$693,040
C-1. Managed Services (Staffing)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-2. Infrastructure	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-3. Network / Hosting Services	$693,040	$0	$693,040	$693,040	$0	$693,040	$693,040	$0	$693,040	$693,040	$0	$693,040	$693,040	$0	$693,040
C-4. Disaster Recovery	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
C-5. Other Specify	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
D. Plant & Facility Costs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E. Other Costs	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102
E-1. Training	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-2. Travel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
E-3. Other Specify	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102	$1,253,102	$0	$1,253,102
Total of Recurring Operational Costs	$7,375,785	$0	$7,375,785	$7,375,785	$3,600,000	$10,975,785	$7,375,785	$3,600,000	$10,975,785	$7,375,785	$3,600,000	$10,975,785	$7,375,785	$3,600,000	$10,975,785
F. Additional Tangible Benefits:		$0			$0			$0			$0			$0	
F-1. Specify		$0			$0			$0			$0			$0	
F-2. Specify		$0			$0			$0			$0			$0	
F-3. Specify		$0			$0			$0			$0			$0	
Total Net Tangible Benefits:		$0			($3,600,000)			($3,600,000)			($3,600,000)			($3,600,000)	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	☐	Confidence Level	
Order of Magnitude	☑	Confidence Level	90%
Placeholder	☐	Confidence Level	

Department of State — Divi of Corporations Commercial Registry Modernization Project

CBAForm 2A Baseline Project Budget

Costs entered into each row are mutually exclusive. Insert rows for detail and modify appropriation categories as necessary, but do not remove any of the provided project cost elements. Reference vendor quotes in the Item Description where applicable. Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.

			FY2019-20			FY2020-21			FY2021-22			FY2022-23			FY2023-24			TOTAL
			$ 7,375,785	$ 12,000,000		$ -			$ -			$ -			$ -			$ 19,375,785
Item Description (remove guidelines and annotate entries here)	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1 #	YR 1 LBR	YR 1 Base Budget	YR 2 #	YR 2 LBR	YR 2 Base Budget	YR 3 #	YR 3 LBR	YR 3 Base Budget	YR 4 #	YR 4 LBR	YR 4 Base Budget	YR 5 #	YR 5 LBR	YR 5 Base Budget	TOTAL
Costs for all state employees working on the project.	FTE	S&B	$ 4,904,092	$ 4,904,092	$ -	$ -	$ 4,904,092	$ -	$ -	$ 4,904,092	$ -	$ -	$ 4,904,092	$ -	$ -	$ 4,904,092	$ -	$ -	$ 4,904,092
Costs for all OPS employees working on the project.	OPS	OPS	$ 132,431	$ 132,431	$ 500,000	$ -	$ 132,431	$ -	$ -	$ 132,431	$ -	$ -	$ 132,431	$ -	$ -	$ 132,431	$ -	$ -	$ 632,431
Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	$ 393,120	$ 393,120	$ -	$ -	$ 393,120	$ -	$ -	$ 393,120	$ -	$ -	$ 393,120	$ -	$ -	$ 393,120	$ -	$ -	$ 393,120
Project management personnel and related deliverables.	Project Management	Contracted Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500,000
Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hardware purchases not included in data center services	Hardware	OCO	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	$ -	$ -	$ 11,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,000,000
Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
All first-time training costs associated with the project.	Training	Contracted Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	Data Center Services - One Time Costs	Data Center Category	$ 693,040	$ 693,040	$ -	$ -	$ 693,040	$ -	$ -	$ 693,040	$ -	$ -	$ 693,040	$ -	$ -	$ 693,040	$ -	$ -	$ 693,040
Other contracted services not included in other categories.	Other Services	Contracted Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	Equipment	Expense	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Include costs associated with leasing space for project personnel.	Leased Space	Expense	$ 1,139,096	$ 1,139,096	$ -	$ -	$ 1,139,096	$ -	$ -	$ 1,139,096	$ -	$ -	$ 1,139,096	$ -	$ -	$ 1,139,096	$ -	$ -	$ 1,139,096
Other project expenses not included in other categories.	Other Expenses	Expense	$ 114,006	$ 114,006	$ -	$ -	$ 114,006	$ -	$ -	$ 114,006	$ -	$ -	$ 114,006	$ -	$ -	$ 114,006	$ -	$ -	$ 114,006
	Total		$ 7,375,785	$ 7,375,785	$ 12,000,000	$ -	$ 7,375,785	$ -	$ -	$ 7,375,785	$ -	$ -	$ 7,375,785	$ -	$ -	$ 7,375,785	$ -	$ -	$ 19,375,785

CBAForm 2 - Project Cost Analysis

Agency	Department of State	Project	orp Commercial Registry Modernization

PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	
TOTAL PROJECT COSTS (*)	$12,000,000	$0	$0	$0	$0	$19,375,785
CUMULATIVE PROJECT COSTS (includes Current & Previous Years' Project-Related Costs)	$19,375,785	$19,375,785	$19,375,785	$19,375,785	$19,375,785	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	
General Revenue	$19,375,785	$10,975,785	$10,975,785	$10,975,785	$10,975,785	$63,278,925
Trust Fund	$0	$0	$0	$0	$0	$0
Federal Match ☐	$0	$0	$0	$0	$0	$0
Grants ☐	$0	$0	$0	$0	$0	$0
Other ☐ Specify	$0	$0	$0	$0	$0	$0
TOTAL INVESTMENT	$19,375,785	$10,975,785	$10,975,785	$10,975,785	$10,975,785	$63,278,925
CUMULATIVE INVESTMENT	$19,375,785	$30,351,570	$41,327,355	$52,303,140	$63,278,925	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous		Confidence Level	
Order of Magnitude		Confidence Level	
Placeholder		Confidence Level	

CBAForm 3 - Project Investment Summary | Agency | Department of State | Project nmercial Registry Moderniz

COST BENEFIT ANALYSIS -- CBAForm 3A

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	TOTAL FOR ALL YEARS
Project Cost	$12,000,000	$0	$0	$0	$0	$19,375,785
Net Tangible Benefits	$0	($3,600,000)	($3,600,000)	($3,600,000)	($3,600,000)	($14,400,000)
Return on Investment	($19,375,785)	($3,600,000)	($3,600,000)	($3,600,000)	($3,600,000)	($33,775,785)
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B

Payback Period (years)	NO PAYBACK	Payback Period is the time required to recover the investment costs of the project.
Breakeven Fiscal Year	NO PAYBACK	Fiscal Year during which the project's investment costs are recovered.
Net Present Value (NPV)	($31,620,448)	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.
Internal Rate of Return (IRR)	NO IRR	IRR is the project's rate of return.

Investment Interest Earning Yield -- CBAForm 3C

Fiscal Year	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS **Budget Period: 2019-2020**

Department: Department of State

Inspector General: Angie Welch

Budget Entity: 45010200

Phone Number: 850-245-6195

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
AG Report No. 2017-195	3/30/2017	Division of Corporations, Museum of Florida History, and Selected Administrative Activities	**Finding No. 1:** The Division was unable to provide sufficient supplementary metadata necessary for an accurate understanding of the structure of, and relationships among, Corporate Filing System data files. The absence of sufficient supplementary metadata precluded a consistent and reliable analysis of the Corporate Filing System data provided by the Division. **Recommendation:** We recommend that Division management continue efforts to maintain sufficient supplemental metadata necessary for an accurate understanding of the structure of, and relationships among, the Corporate Filing System data files. Sufficient supplementary metadata should be made available upon audit request to facilitate the analysis of Corporate Filing System data in connection with future audits of the System.	**As required by Section 20.055(6)(h), Florida Statutes, a six-month follow-up was performed by the Department of State, Office of Inspector General(OIG) in September 2017. The report gave a status of corrective action taken by the Department concerning the findings and recommendations contained in the Auditor General's Operational Audit. The results of the follow-up report and status of corrective action gathered by the OIG are included after the agency response.** **Agency Response:** The Department will work to document any deficient supplemental metadata. With the definition of Metadata being "A set of data that describes and gives information about other data" the department offers that once complete, descriptive data will be available for future audits. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** The Division of Corporations has submitted a FY 2018-19 Legislative Budget Request in the amount of $12M to modernize its business registry by purchasing a Commercial Off-the-Shelf system (COTS). Although robust, both the hardware and software of the Division of Corporations' current legacy system are obsolete and unsustainable. Business rules, workflow processes, and metadata will be documented and supplemented as part of the Division's Commercial Registry Modernization Project. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** This recommendation remains open.	

REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
AG Report No. 2017-195	3/30/2017	Division of Corporations, Museum of Florida History, and Selected Administrative Activities	**Finding No. 2:** Corporate Filing System application input edits need improvement to ensure the accuracy and validity of Corporate Filing System data. **Recommendation:** We recommend that Division management enhance Corporate Filing System input controls to ensure the accuracy and validity of the System data.	**Agency Response:** The Department will identify ways to improve/restrict data input. Examples of input controls/edits are to restrict special characters (e.g.-!,#,$, *) being entered into text fields. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** Due to the Division's obsolete and unsustainable legacy system, new business rules and current applications are difficult to implement and maintain. The modern architecture and functionality of the proposed COTS system will allow the Department to review, implement, and improve data input restrictions, such as restricting special characters being entered into text fields, based on current, new and/or revised business rules. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** This recommendation remains open.	
			Finding No. 3: Data processing controls related to the Corporate Filing System need enhancement to ensure that business entity transaction data is complete, accurate, and valid. **Recommendation:** We recommend that Division management enhance data processing controls to ensure that business entity information is complete, accurate, and valid and that such information is provided to users of the Corporate Filing System and Sunbiz.org.	**Agency Response:** The Department will review and enhance its data processing controls. Specifically, the sync between two databases will be improved in order to prevent data mismatches on the Corporate Filing System and Sunbiz.org. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** The Division of Corporations' Commercial Registry Modernization Project will remove the need to synchronize databases and reconcile differences in data. The proposed, vendor-supported COTS solution will change, improve, simplify, align, combine, optimize, and streamline business practices and processes throughout the Division. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** This recommendation remains open.	

REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
AG Report No. 2017-195	3/30/2017	Division of Corporations, Museum of Florida History, and Selected Administrative Activities	**Museum of Florida History** **Finding No. 4:** The Museum did not always obtain proof of insurance for outgoing loans of artifacts as specified by Department rules. **Recommendation:** We recommend that Museum management strengthen collection policies and procedures to require proof of insurance for all loans of State-owned artifacts in accordance with Department rules.	**Agency Response:** The renewal form that was in place during the audit period stipulated the requirements of the loan which includes insurance. The Museum has updated the loan renewal form to specifically require the borrower to confirm they are still maintaining insurance. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** Collection policies and procedures have been strengthened to require proof of insurance for all loans of State-owned artifacts in accordance with Department rules. The updates were effective April 1, 2017. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** It appears the Department has implemented the corrective action.	
			Finding No. 5: The Museum did not always inform lenders of the existence of the provisions of the Florida Arts and Culture Act describing the obligations of the lender and the Museum and specifying the conditions pursuant to which the Museum may gain title to the lender's property. **Recommendation:** We recommend that Museum management enhance collection policies and procedures to ensure that Museum records document that all lenders are informed of the provisions of the Florida Arts and Culture Act.	**Agency Response:** The Museum's loan agreement for incoming loans includes the applicable provisions of the Florida Arts and Culture Act (Chapter 265, Florida Statutes). The Museum will make it a part of the initiating procedures to provide a copy of Chapter 265, Florida Statutes to lenders who use their own loan agreement. Documentation confirming notification to the lender will be placed in the loan file. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** Collection policies and procedures have been updated to ensure Museum records document that all lenders are informed of the provisions of the Florida Arts and Culture Act. The updates were effective April 1, 2017. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** It appears the Department has implemented the corrective action.	

REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
AG Report No. 2017-195	3/30/2017	Division of Corporations, Museum of Florida History, and Selected Administrative Activities	**Finding No. 6:** Museum controls were not always sufficient to effectively safeguard moneys collected. **Recommendation:** We recommend that Museum management enhance policies and procedures to provide for appropriate collection controls. Such policies and procedures should require that checks be restrictively endorsed and logged at the point and time of receipt, all transfers of collections between employees be documented, and all checks be timely deposited in accordance with a specified time frame.	**Agency Response:** The Museum has updated the policies and procedures for its citizen support organization's (CSO) collection process. Previously, the Museum logged receipt and deposit of money and restrictively endorsed checks prior to deposit. The new procedures require that each step from receipt to deposit is logged and the checks are restrictively endorsed upon receipt. Additionally, the procedures were updated to specify a timeframe for deposit. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** Museum policies and procedures have been updated to ensure appropriate collection controls are in place. These updates were effective April 1, 2017. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** It appears the Department has implemented the corrective action.	

REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
AG Report No. 2017-195	3/30/2017	Division of Corporations, Museum of Florida History, and Selected Administrative Activities	**Selected Administrative Activities** **Finding No. 7:** As similarly noted in our report No. 2014-181, the Department did not always timely record property acquisitions to Department property records. **Recommendation:** We again recommend that Department management enhance procedures to ensure that Department property records are timely updated for property acquisitions.	**Agency Response:** The Department will update procedures to ensure property records are recorded timely and accurately. The Department will review the existing policies, and modify as necessary, to more clearly define attractive items. The attractive items were the majority of items noted in the audit and are not technically "property" as defined by Chapter 273, Florida Statute and Rule 69I-72.002, but were included in property records. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** The Department has closely monitored the acquisition of new property items to ensure proper identification, coding and tracking in the FLAIR system. Updates to existing policies and procedures are ongoing. Adherence to policies and procedures is being closely monitored by supervisory staff in the Bureau of Planning, Budget, and Financial Services. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** This recommendation remains open.	

REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
AG Report No. 2017-195	3/30/2017	Division of Corporations, Museum of Florida History, and Selected Administrative Activities	**Finding No. 8:** Department controls over employee access to the Florida Accounting Information Resource Subsystem need improvement to reduce the risk of unauthorized disclosure, modification, or destruction of Department data. **Recommendation:** To aid in the identification and resolution of any instances where excess or incompatible privileges have been granted or access privileges are no longer required, we recommend that Department management enhance policies and procedures to require more frequent reviews of the appropriateness of FLAIR access privileges. We also recommend that Department management ensure that FLAIR access privileges are timely deactivated upon an employee's separation from Department employment and that FLAIR user login and password information is not shared with other employees.	**Agency Response:** The Department concurs that FLAIR system privileges must be timely removed upon an employee's separation from a position. Division management will update policies and procedures and continue to reinforce security requirements associated with FLAIR access and work to ensure compliance with same. **Department's Response to the Status of Corrective Action for Finding No. 1 in September 2017-status report** Security requirements associated with all systems used by Department employees, including FLAIR, have been closely monitored. Departing employees have been timely removed. The Access Control Custodian maintains signed documentation when supervisors request modifications to the access of existing users and when new employees require access to various systems. Annual user agreements have been signed and returned for all users. **OIG conclusion to the Status of Corrective Action for Finding No. 1 in September 2017-status report** This recommendation remains open.	
No AG Reports were issued for 2018.					

Fiscal Year 2019-20 LBR Technical Review Checklist

Department/Budget Entity (Service): Department of State / 45000000

Agency Budget Officer/OPB Analyst Name: Joe Young / Sherie Carrington

A "Y" indicates "YES" and is acceptable, an "N/J" indicates "NO/Justification Provided" - these require further explanation/justification (additional sheets can be used as necessary), and "TIPS" are other areas to consider.

Action	Program or Service (Budget Entity Codes)					
	4501	4510	4520	4530	4540	4550
1. GENERAL						
1.1 Are Columns A01, A04, A05, A23, A24, A25, A36, A93, IA1, IA5, IA6, IP1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns (no trust fund files for narrative columns)? Is Column A02 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for the Trust Fund Files (the Budget Files should already be on TRANSFER CONTROL for DISPLAY and MANAGEMENT CONTROL for UPDATE)? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only (UPDATE status remains on OWNER)? **(CSDC or Web LBR Column Security)**	Y	Y	Y	Y	Y	Y
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? **(CSDC)**	Y	Y	Y	Y	Y	Y
AUDITS:						
1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. **(EXBR, EXBA)**	Y	Y	Y	Y	Y	Y
1.4 Has Column A12 security been set correctly to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for Budget and Trust Fund files? **(CSDR, CSA)**	Y	Y	Y	Y	Y	Y
TIP The agency should prepare the budget request for submission in this order: 1) Copy Column A03 to Column A12, and 2) Lock columns as described above. A security control feature has been added to the LAS/PBS Web upload process that will require columns to be in the proper status before uploading to the portal.						
2. EXHIBIT A (EADR, EXA)						
2.1 Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 59 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	Y	Y
2.3 Are the issue codes and titles consistent with *Section 3* of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Y	Y	Y	Y	Y	Y
3. EXHIBIT B (EXBR, EXB)						
3.1 Is it apparent that there is a fund shift where an appropriation category's funding source is different between A02 and A03? Were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	Y	Y	Y	Y	Y	Y
AUDITS:						

		Program or Service (Budget Entity Codes)					
	Action	4501	4510	4520	4530	4540	4550
3.2	Negative Appropriation Category Audit for Agency Request (Columns A03 and A04): Are all appropriation categories positive by budget entity at the FSI level? Are all nonrecurring amounts less than requested amounts? **(NACR, NAC - Report should print "No Negative Appropriation Categories Found")**	Y	Y	Y	Y	Y	Y
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? **(EXBR, EXBC - Report should print "Records Selected Net To Zero")**	Y	Y	Y	Y	Y	Y
TIP	Generally look for and be able to fully explain significant differences between A02 and A03.						
TIP	Exhibit B - A02 equal to B07: Compares Current Year Estimated column to a backup of A02. This audit is necessary to ensure that the historical detail records have not been adjusted. Records selected should net to zero.						
TIP	Requests for appropriations which require advance payment authority must use the sub-title "Grants and Aids". For advance payment authority to local units of government, the Aid to Local Government appropriation category (05XXXX) should be used. For advance payment authority to non-profit organizations or other units of state government, a Special Categories appropriation category (10XXXX) should be used.						
4. EXHIBIT D (EADR, EXD)							
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 62 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
4.2	Is the program component code and title used correct?	Y	Y	Y	Y	Y	Y
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.						
5. EXHIBIT D-1 (ED1R, EXD1)							
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y
AUDITS:							
5.2	Do the fund totals agree with the object category totals within each appropriation category? **(ED1R, XD1A - Report should print "No Differences Found For This Report")**	Y	Y	Y	Y	Y	Y
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? **(EXBR, EXBB - Negative differences [with a $5,000 allowance] need to be corrected in Column A01.)**	Y	Y	Y	Y	Y	Y
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? **(EXBR, EXBD - Differences [with a $5,000 allowance at the department level] need to be corrected in Column A01.)**	Y	Y	Y	Y	Y	Y
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.						
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.						
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2017-18 approved budget. Amounts should be positive. The $5,000 allowance is necessary for rounding.						

Action	Program or Service (Budget Entity Codes)					
	4501	4510	4520	4530	4540	4550
TIP If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created. Note that there is a $5,000 allowance at the department level.						
6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)						
6.1 Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	Y	Y
TIP Exhibit D-3 is not required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.						
7. EXHIBIT D-3A (EADR, ED3A) (Required to be posted to the Florida Fiscal Portal)						
7.1 Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 29 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.2 Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See pages 67 through 69 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.3 Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 72 of the LBR Instructions?	Y	Y	Y	Y	Y	Y
7.4 Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	Y	Y
7.5 Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E.4 through E.6 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A
7.6 Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y	Y	Y	Y	Y
7.7 Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D-3A. (See pages 95 and 96 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
7.8 Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A	N/A	N/A	N/A	N/A	N/A
7.9 Does the issue narrative reference the specific county(ies) where applicable?	N/A	N/A	N/A	N/A	N/A	N/A
7.10 Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #19-002?	N/A	N/A	N/A	N/A	N/A	N/A
7.11 When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the LAS/PBS Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. **(PLRR, PLMO)**	N/A	N/A	N/A	N/A	N/A	N/A
7.12 Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A	N/A	N/A	N/A	N/A	N/A

		Program or Service (Budget Entity Codes)					
	Action	4501	4510	4520	4530	4540	4550
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A	N/A	N/A	N/A	N/A	N/A
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	Y	Y
7.15	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	Y	Y	Y	Y	Y	Y
7.16	Do the issue codes relating to special *salary and benefits* issues (e.g., position reclassification, pay grade adjustment, overtime/on-call pay, etc.) have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See pages 28 and 90 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A
7.17	Do the issues relating to *Information Technology (IT)* have a "C" in the sixth position of the issue code (36XXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0, 30010C0, 33011C0, 160E470, 160E480 or 55C01C0)?	N/A	Y	N/A	Y	N/A	N/A
7.18	Are the issues relating to *major audit findings and recommendations* properly coded (4A0XXX0, 4B0XXX0)?	N/A	N/A	N/A	N/A	N/A	N/A
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development?	Y	Y	Y	Y	Y	Y
AUDIT:							
7.20	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? **(GENR, LBR1)**	N/A	N/A	N/A	N/A	N/A	N/A
7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? **(GENR, LBR2)**	N/A	N/A	N/A	N/A	N/A	N/A
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? **(GENR, LBR3)**	N/A	N/A	N/A	N/A	N/A	N/A
7.23	Have FCO appropriations been entered into the nonrecurring column (A04)? **(GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L))**	N/A	N/A	Y	N/A	N/A	N/A
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run **OADA/OADR** from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.						
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 67 through 72 of the LBR Instructions.						
TIP	Check BAPS to verify status of budget amendments. Check for reapprovals not picked up in the General Appropriations Act. Verify that Lump Sum appropriations in Column A02 do not appear in Column A03. Review budget amendments to verify that 160XXX0 issue amounts correspond accurately and net to zero for General Revenue funds.						

		Program or Service (Budget Entity Codes)					
Action		4501	4510	4520	4530	4540	4550
TIP	If an agency is receiving federal funds from another agency the FSI should = 9 (Transfer - Recipient of Federal Funds). The agency that originally receives the funds directly from the federal agency should use FSI = 3 (Federal Funds).						
TIP	If an appropriation made in the FY 2018-19 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto.						

8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level *or* SC1R, SC1D - Department Level)
(Required to be posted to the Florida Fiscal Portal)

		4501	4510	4520	4530	4540	4550
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	Y	Y
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	Y	Y
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	Y	Y
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	N/A	N/A	N/A	N/A	N/A	N/A
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative; fixed capital outlay adjustment narrative)?	Y	Y	Y	Y	Y	Y
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling $100,000 or more for the fiscal year?	Y	Y	Y	Y	Y	Y
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	N/A	N/A	N/A	N/A	N/A	N/A
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to section 215.32(2)(b), Florida Statutes - including the Schedule ID and applicable legislation?	N/A	N/A	N/A	N/A	N/A	N/A
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 000119, 001270, 001870, 001970)?	Y	Y	Y	Y	Y	Y
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	Y	Y
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to section 215.20, Florida Statutes, for appropriate General Revenue Service Charge percentage rates.)	Y	Y	Y	Y	Y	Y
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	N/A	N/A	N/A	N/A	N/A	N/A
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y	Y	Y	Y	Y
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	Y	Y
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	Y	Y

| | | Program or Service (Budget Entity Codes) | | | | | |
Action		4501	4510	4520	4530	4540	4550
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y	Y	Y	Y	Y
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Y	Y	Y	Y	Y	Y
8.18	Has the agency certified the revenue estimates in columns A02 and A03 to be the latest and most accurate available? Does the certification include a statement that the agency will notify OPB of any significant changes in revenue estimates that occur prior to the Governor's Budget Recommendations being issued?	Y	Y	Y	Y	Y	Y
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	N/A	N/A	Y	N/A	N/A	N/A
8.20	Are appropriate General Revenue Service Charge nonoperating amounts included in Section II?	Y	Y	Y	Y	Y	Y
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	Y	Y
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling $100,000 or more.)	Y	Y	Y	Y	Y	Y
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	Y	Y
8.24	Are prior year September operating reversions appropriately shown in column A01, Section III?	Y	Y	Y	Y	Y	Y
8.25	Are current year September operating reversions (if available) appropriately shown in column A02, Section III?	Y	Y	Y	Y	Y	Y
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	Y	Y
8.27	Has the agency properly accounted for continuing appropriations (category 13XXXX) in column A01, Section III?	N/A	N/A	Y	N/A	N/A	N/A
8.28	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y	Y	Y	Y	Y
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	Y	Y
AUDITS:							
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	Y	Y
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? **(SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")**	Y	Y	Y	Y	Y	Y
8.32	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. **(SC1R, DEPT)**	Y	Y	Y	Y	Y	Y
8.33	Has a Schedule IB been provided for ALL trust funds having an unreserved fund balance in columns A01, A02 and/or A03, and if so, does each column's total agree with line I of the Schedule I?	Y	Y	Y	Y	Y	Y

Action	Program or Service (Budget Entity Codes)					
	4501	4510	4520	4530	4540	4550
8.34 Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?	Y	Y	Y	Y	Y	Y
TIP The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!						
TIP Determine if the agency is scheduled for trust fund review. (See page 128 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.						
TIP Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.						
TIP Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.						

9. SCHEDULE II (PSCR, SC2)

AUDIT:

Action	4501	4510	4520	4530	4540	4550
9.1 Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? **(BRAR, BRAA - Report should print "No Records Selected For This Request")** Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See *Base Rate Audit* on page 158 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y

10. SCHEDULE III (PSCR, SC3)

Action	4501	4510	4520	4530	4540	4550
10.1 Is the appropriate lapse amount applied? (See page 93 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y
10.2 Are amounts in *Other Salary Amount* appropriate and fully justified? (See page 96 of the LBR Instructions for appropriate use of the OAD transaction.) Use **OADI** or **OADR** to identify agency other salary amounts requested.	Y	Y	Y	Y	Y	Y

11. SCHEDULE IV (EADR, SC4)

Action	4501	4510	4520	4530	4540	4550
11.1 Are the correct Information Technology (IT) issue codes used?	Y	Y	Y	Y	Y	Y
TIP If IT issues are not coded (with "C" in 6th position or within a program component of 1603000000), they will not appear in the Schedule IV.						

12. SCHEDULE VIIIA (EADR, SC8A)

Action	4501	4510	4520	4530	4540	4550
12.1 Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate? Note: FCO issues can be included in the priority listing.	Y	Y	Y	Y	Y	Y

13. SCHEDULE VIIIB-1 (EADR, S8B1)

Action	4501	4510	4520	4530	4540	4550
13.1 **NOT REQUIRED FOR THIS YEAR**						

14. SCHEDULE VIIIB-2 (EADR, S8B2) (Required to be posted to the Florida Fiscal Portal)

Action	4501	4510	4520	4530	4540	4550
14.1 Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 10% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used? Verify that excluded appropriation categories and funds were not used (e.g. funds with FSI 3 and 9, etc.)	Y	Y	Y	Y	Y	Y
TIP Compare the debt service amount requested (IOE N or other IOE used for debt service) with the debt service need included in the Schedule VI: Detail of Debt Service, to determine whether any debt has been retired and may be reduced.						

15. SCHEDULE VIIIC (EADR, S8C) (This Schedule is optional, but if included it is required to be posted to the Florida Fiscal Portal)

		Program or Service (Budget Entity Codes)					
	Action	4501	4510	4520	4530	4540	4550
15.1	Does the schedule display reprioritization issues that are each comprised of two unique issues - a deduct component and an add-back component which net to zero at the department level?	N/A	N/A	N/A	N/A	N/A	N/A
15.2	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	N/A	N/A	N/A	N/A	N/A	N/A
15.3	Does the issue narrative in A6 address the following: Does the state have the authority to implement the reprioritization issues independent of other entities (federal and local governments, private donors, etc.)? Are the reprioritization issues an allowable use of the recommended funding source?	N/A	N/A	N/A	N/A	N/A	N/A
AUDIT:							
15.6	Do the issues net to zero at the department level? **(GENR, LBR5)**	N/A	N/A	N/A	N/A	N/A	N/A
16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see pages 108-112 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)							
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. **The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.** (Note: Pursuant to section 216.023(4) (b), Florida Statutes, the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	Y	Y
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y	Y	Y	Y	Y	Y
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:							
16.3	Does the FY 2017-18 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? **(GENR, ACT1)**	Y	Y	Y	Y	Y	Y
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? **(Audit #1 should print "No Activities Found")**	Y	Y	Y	Y	Y	Y
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? **(Audit #2 should print "No Operating Categories Found")**	Y	Y	Y	Y	Y	Y
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which should appear in Section II? (Note: The activities listed in **Audit #3** do not have an associated output standard. In addition, the activities were not identified as a Transfer to a State Agency, as Aid to Local Government, or a Payment of Pensions, Benefits and Claims. Activities listed here should represent transfers/pass-throughs that are not represented by those above or administrative costs that are unique to the agency and are not appropriate to be allocated to all other activities.)	Y	Y	Y	Y	Y	Y
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? **(Audit #4 should print "No Discrepancies Found")**	Y	Y	Y	Y	Y	Y
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.						
17. MANUALLY PREPARED EXHIBITS & SCHEDULES (Required to be posted to the Florida Fiscal Portal)							
17.1	Do exhibits and schedules comply with LBR Instructions (pages 113 through 155 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	Y	Y
17.2	Does manual exhibits tie to LAS/PBS where applicable?	Y	Y	Y	Y	Y	Y

Action	Program or Service (Budget Entity Codes)					
	4501	4510	4520	4530	4540	4550
17.3 Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	Y	Y
17.4 Does the LBR include a separate Schedule IV-B for each IT project over $1 million (see page 131 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: **IT@LASPBS.STATE.FL.US?**	N/A	N/A	N/A	Y	N/A	N/A
17.5 Are all forms relating to Fixed Capital Outlay (FCO) funding requests submitted in the proper form, including a Truth in Bonding statement (if applicable) ?	N/A	N/A	N/A	N/A	N/A	N/A
AUDITS - GENERAL INFORMATION						
TIP Review *Section 6: Audits* of the LBR Instructions (pages 157-159) for a list of audits and their descriptions.						
TIP Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.						
18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)						
18.1 Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	Y	Y
18.2 Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y
18.3 Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y
18.4 Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A	N/A	N/A	N/A	N/A	N/A
18.5 Are the appropriate counties identified in the narrative?	N/A	N/A	N/A	N/A	N/A	N/A
18.6 Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	N/A	N/A	N/A	N/A	N/A	N/A
TIP Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.						
19. FLORIDA FISCAL PORTAL						
19.1 Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y	Y	Y	Y	Y