

# FLORIDA DEPARTMENT OF EDUCATION



## STATE BOARD OF EDUCATION

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October 15, 2013

Jerry L. McDaniel, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
Tallahassee, Florida 32399-0001

JoAnne Leznoff, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, Florida 32399-1300

Mike Hansen, Staff Director  
Senate Budget Committee  
201 Capitol  
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, the Legislative Budget Request for the Florida Department of Education is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of the proposed needs for the 2014-15 Fiscal Year. Also included is the State Board of Education 2012-2018 strategic plan adopted October 9, 2012, as required by s. 1001.02(3)(a), Florida Statutes. This submission was approved by the State Board of Education and supports the Governor's initiative for improving education. The requested funds will prepare students to become successful workers by helping them develop the skills needed for Florida's job market.

Sincerely,

Pam Stewart  
Commissioner



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Office of the Chancellor  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399  
Phone 850.245.0466  
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## Temporary Special Duty

### General Pay Additives Implementation Plan for Fiscal Year 2014-2015

October 15, 2013

Jerry L. McDaniel, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
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Tallahassee, Florida 32399-1300

Directors:

Pursuant to 110.2035 (7)(b), Chapter 2012-215, Florida Statutes, attached is the General Pay Additives Implementation Plan for the 2014-2015 Fiscal Year of the Florida Board of Governors, State University System of Florida. The information is true and accurate and I have approved this submission.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Jones", is written over a horizontal line.

Tim Jones  
Chief Financial Officer  
State University System of Florida

TB/hb

**FLORIDA DEPARTMENT OF EDUCATION**  
**Temporary Special Duty – General Pay Additives Implementation Plan**  
**for Fiscal Year 2014-2015**

In accordance with previous rule authority established in 60L-32.0012, Florida Administrative Code, the Florida Department of Education has used existing rate and salary appropriations to grant pay additives when warranted based on the duties and responsibilities of the position. The requested additives are justified for reasons such as a position being difficult to fill or an employee assuming supervisory responsibility due to a supervisor vacancy.

Pay additives are a valuable management tool which allows agencies to compensate employees for identified additional duties which are not permanent in nature.

**Pay Additive – Temporary Supervisory Responsibility**

The agency requests approval to continue to grant a pay additive of up to 10 percent to staff who assume the temporary supervisory responsibility for a work unit. This assumption of duties is due to the supervisor position being vacant or the supervisor being absent pursuant to Family Supportive Work Program activities.

**Pay Additive – Vacant Co-worker Position**

The agency requests approval to continue to grant a pay additive of up to 10 percent to staff who assume a temporary increased workload due to a position vacancy within their work unit. The increased workload is typically due to positions remaining vacant for an extended period of time because of difficulty in filling the position. This could be due to specific education requirements, experience, or a skillset that is required for the position. Requests for this additive may also relate to a co-worker being absent for reasons other than approved Family and Medical Leave Act activities or authorized military leave.

For both pay additive scenarios addressed in this plan, the additive will begin on the first day of special duties being assumed and continue for up to 90 days. After this 90-day period, the agency will reassess the need for the additive and address accordingly.

During fiscal year 2012-13, the agency implemented a total of two temporary special duty additives, all of which would fall within the scenarios described above. The agency expended approximately \$5,700 on these two additives. The agency anticipates expenditures to be comparable to those in prior years.

The agency requested pay additives are in line with Article 21 – Compensation for Temporary Special Duty in Higher Position as defined in the most recent AFSCME Master Contract (October 9, 2012 through June 30, 2013).

**Florida Board of Governors  
General Pay Additives Implementation Plan  
2014-2015 Legislative Budget Request**

Pursuant to Section 110.2035(7) the Board submits the following annual pay additive plan.

- a. The pay additive, Temporary special duties - absent coworker or general is used when a position has been assigned temporary duties and responsibilities not customarily assigned to the position due to a coworker out on leave due to extenuating circumstances, a vacant position exists, or a special project is required and the work is critical to the mission of the office.
- b. The additive would be approved by the Chancellor on a case by case basis.
- c. The additive would begin on the first day of the special duties.
- d. The period of time for this additive will be at the Chancellor's discretion based on the circumstances regarding the length of the approved absence.
- e. The amount of the pay additive will not exceed 10% per pay period.
- f. Historically the Board has only approved one pay additive and that was for the 2012-13 fiscal year. This approval by the Chancellor was due to an employee filling a critical position that was out on extended medical leave.
- g. Projected annual costs for any pay additives for 2013-14 is approximately \$30,000.
- h. Estimated 2014-15 fiscal year costs would be no more than \$5,000.



State of Florida  
Department of Education



2014-15  
Department Level  
Exhibits and Schedules

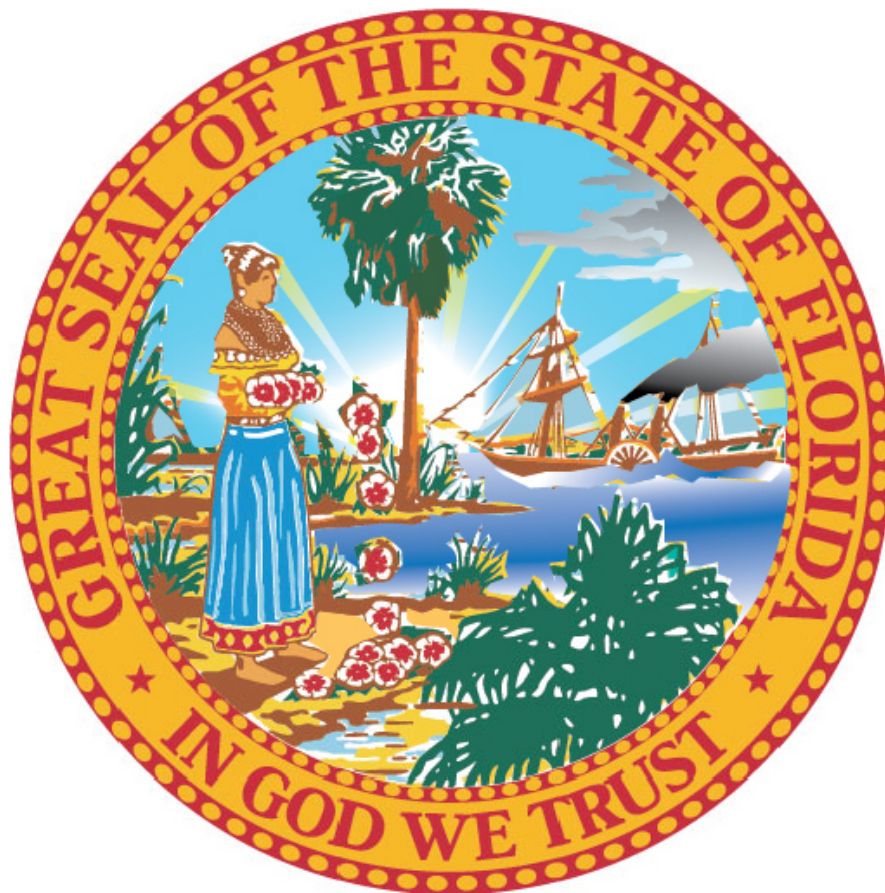
State of Florida  
Department of Education



2014-15  
Schedule IV-B

# SCHEDULE IV-B FOR FLORIDA ASSESSMENTS FOR INSTRUCTION IN READING - FLORIDA STANDARDS (FAIR-FS)

For Fiscal Year 2014-15



October 15, 2013

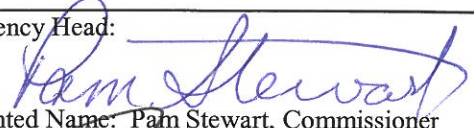
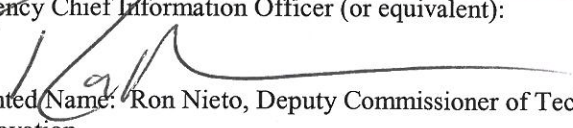


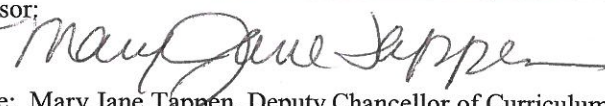
FLORIDA DEPARTMENT OF EDUCATION

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**I. Schedule IV-B Cover Sheet**

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Education 325 W. Gaines St. Tallahassee, FL 32399	Schedule IV-B Submission Date: October 15, 2013
Project Name: Florida Assessments for Instruction in Reading State Standards (FAIR-FS)	Is this project included in the Agency's LRPP?  <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2014-15 LBR Issue Code: 3007150	FY 2014-15 LBR Issue Title: Continuation of Education Initiatives – Assessments
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): David Stokes, Chief Information Officer, 850-245-9326, david.stokes@fldoe.org	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date:  10/11/13
Agency Chief Information Officer (or equivalent):  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date:  10/11/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date:  10/11/13
Planning Officer:  Printed Name: Holly Edensfield, Race to the Top Coordinator	Date:  10/11/13
Project Sponsor:  Printed Name: Mary Jane Tappen, Deputy Chancellor of Curriculum, Instruction, and Student Services	Date:  10/9/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Pat Campbell, 850-245-9846, pat.campbell@fldoe.org
Cost Benefit Analysis:	Pat Campbell, 850-245-9846, pat.campbell@fldoe.org
Risk Analysis:	Pat Campbell, 850-245-9846, pat.campbell@fldoe.org
Technology Planning:	Pat Campbell, 850-245-9846, pat.campbell@fldoe.org
Project Planning:	Pat Campbell, 850-245-9846, pat.campbell@fldoe.org

## General Guidelines

The Schedule IV-B contains more detailed information on information technology (IT) projects than is included in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.

## Documentation Requirements

The type and complexity of an IT project determines the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Solution Description
- Project Management Planning

Compliance with s. 216.023(4)(a)10, F.S. is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed prior to the submission of the document.

Sections of the Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

The revised Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of the Schedule IV-B, agencies should submit their own planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at [IT@LASPBS.STATE.FL.US](mailto:IT@LASPBS.STATE.FL.US). Reference the D-3A issue code and title in the subject line.

## II. Schedule IV-B Business Case – Strategic Needs Assessment

### A. Background and Strategic Needs Assessment

In August 2009, the Department of Education (Department) made the Florida Assessments for Instruction in Reading (FAIR) available to K-12 public schools. Developed by the Florida Center for Reading Research (FCRR) in collaboration with Department’s Just Read, Florida! Office, this system provides teachers screening, diagnostic, and progress monitoring information that is essential to guiding instruction.

The Department commissioned FCRR at Florida State University to develop the Progress Monitoring and Reporting Network (PMRN) Web-based data management system for recording and reporting student data from the FAIR test. The primary function of PMRN is to provide easily accessible and reliable information to Florida educators about their students’ progress in learning to read. Educators require timely and accurate data about each student’s progress in acquiring critical reading skills to effectively plan classroom instruction and provide timely and appropriate interventions.

The Department’s current version of the FAIR/PMRN system is a valid testing and reporting application methodology that assesses student reading which aligns with the current Next Generation State Sunshine Standards (NGSSS). This application is housed within an Oracle Real Application Cluster (RAC) platform and maintained by a contracted technology team.

The current system was originally built around a design that required limited scalability. The current FAIR/PMRN system has reached its design limitation. In addition, the cost to maintain Oracle RAC is not sustainable.

#### Learning to Read

It is important that teachers understand what is involved in learning to read. The ability to read and understand a passage of text depends upon two equally important skills: the ability to decode the words in the text and the ability to understand the language the text is written in. From the cognitive perspective of learning to read, reading is the ability to construct linguistic meaning from written representations of language. This ability is based upon two equally important competencies. One is language comprehension—the ability to construct meaning from spoken representations of language; the second is decoding—the ability to recognize written representations of words.

#### Florida Assessments for Instruction in Reading

The FAIR assessment system provides teachers with screening, progress monitoring, and diagnostic information that is essential to guiding instruction for students.

#### Assessment for Instruction in Reading

The systematic use of empirical data in making management and instructional decisions in districts, schools, and classrooms encompasses several types of data. For instance, FAIR contains a unique progress-monitoring tool – equated oral reading passages. This ensures that any fluctuations with fluency are accounted for through an empirically validated process rather than relying on the readability variation. In addition, FAIR has a unique diagnostic assessment in K-2.

Literacy assessments in a comprehensive assessment plan

Another important consideration in data-based decision-making is converting raw data into usable information. The first rule of assessment is to ensure that you have a plan to use the information to differentiate instruction.

- The 2012-2013 school year ended with 4,127 schools active in the PRMN.
- There were three Assessment Periods (AP) conducted throughout the school year – AP1, AP2 and AP3
- 4,044 schools were active for the administration of some portion of FAIR:
  - 3,318 traditional public schools
    - 3,311 schools had students rostered
    - 2,805 schools administered the FAIR to at least one student
  - 647 non-public schools
    - administered the Florida Kindergarten Readiness Screener (FLKRS) during AP1 of the PRMN
  - 79 Department of Juvenile Justice (DJJ) schools
- For AP3, there were 1,894,900 students rostered and 1,329,272 with at least one (1) FAIR task administered.

There have been numerous slowdowns and on rare occasions stoppages of the current FAIR/PMRN system based on design limitations of the database which administer FAIR tests and produce PMRN reports during high volume testing times throughout the school year. Mitigating strategies such as requesting schools to use odd/even test days and tweaking the database have produced limited success, but in time the volume of students and teachers needing access to the system is expected to eventually overwhelm the system design.

**1. Business Objectives**

The expectation is that FCRR will provide content to meet the new Florida Standards (FS). This a separate Race to the Top (RTTT) project. That content will be incorporated along with FCRR’s adaptive SQL testing model for Web-based Assessment Module (WAM) 3-12 (currently in development), SQL K-2 adaptive test model (yet to be developed), and the Department contractor’s new code creation in the areas of administration (rostering, calendaring, importing survey data), testing, and reporting. Testing and reporting will be separated into more than one database. All of these components will comprise the new FAIR-FS system.

*NOTE: For IT projects with total cost in excess of \$10 million, the business objectives described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

**B. Baseline Analysis**

*Purpose: To establish a basis for understanding the business processes, stakeholder groups, and current technologies that will be affected by the project and the level of business transformation that will be required for the project to be successful.*

**1. Current Business Process(es)**

The current FAIR/PMRN assessment system provides teachers with screening, progress monitoring, and diagnostic information that is essential to guiding instruction for students. One of the expectations with the current FAIR/PMRN system is to provide a system that is available to



provide adaptive tests to students as well as provide timely (in some cases immediate) reports to teachers on the student testing outcomes. Both of these functions are currently performed on one database. On occasion the database is taxed to its limitation based on the large number of concurrent students taking tests at a given time (the current limit is between 25,000 and 30,000 students) and reports generated by teachers on those student outcomes. One mitigating strategy used to overcome this issue is having schools assigned odd/even days to perform student testing. This assists with alleviating overload to the system.

#### Recommended Improvement

The new system will be built using multiple databases separating the functions of testing (FAIR) and reporting (PMRN).

Another issue is the cost of Oracle RAC licensing. The Department can realize substantial cost reductions by designing the new system in Oracle and SQL.

One final challenge will be the new testing design of the FAIR-FS system. The new test system in WAM 3-12 will include 4 out of 5 new test components. The test components include Word Knowledge Task, Word Recognition Task, Reading Comprehension, Syntax, and Open Response. Reading Comprehension is the only component not new. In addition, the new K-2 test system will move from a flat test to one that is adaptive in nature.

As a beginning step, these new components will require an extensive discovery phase that will include process flow mapping of current (FAIR/PMRN) and future state (FAIR-FS) of the FAIR/PMRN system

*NOTE: If an agency has completed a workflow analysis, include through file insertion or attachment the analyses documentation developed and completed by the agency.*

## 2. Assumptions and Constraints

- The current system has reached its design limitations to provide student testing on a large scale (60,000+ concurrent users)
- Oracle RAC cannot be used as a solution going forward due to budget constraints

## C. Proposed Business Process Requirements

*Purpose: To establish a basis for understanding what business process requirements the proposed solution must meet in order to select an appropriate solution for the project.*

### 1. Proposed Business Process Requirements

The business process requirements for the new proposed solution must meet the following:

- a. Incorporate the new test content/items into the FAIR-FS system (from another RTTT project).
- b. Incorporate a new test system in WAM 3-12 that will include 4 out of 5 new test components. The test components include Word Knowledge Task, Word Recognition Task, Reading Comprehension, Syntax, and Open Response. Reading Comprehension is the only component not new.
- c. Incorporate a new K-2 test system that will move from a flat test to one that is adaptive in nature.
- d. Create new reports generated from the system.

- e. Incorporate a new way for users to sign into the system – Incorporate new single sign-on (from another RTTT project).
- f. Allow for a new way to incorporate survey data (i.e., teacher and student demographic information) from another RTTT effort called Classroom Enrollment Tool (CET).

## 2. Business Solution Alternatives

Not Applicable.

## 3. Rationale for Selection

To resolve the issues of design limitations, scalability, and cost, the Department looked to leverage a current RTTT contract with Pearson, Inc. to explore if they would be interested in taking on the future FAIR Florida Standard (FAIR- FS) system development effort. After numerous discussions and meetings over a number of months Pearson decided to decline the opportunity.

The Pearson decision led the Department’s Office of Technology and the Just Read, Florida! Office to explore other options to resolve the current FAIR/PMRN system limitations. After a number of meetings with Department and FCRR staff discussing the future FAIR SS, the team uncovered some additional expectations as well as identified a path to move forward. Some of those expectations include: Current test delivery will have to change for the WAM 3-12 and the K-2 systems to accommodate the new state standards, the order the test will be delivered to students in WAM 3-12 will significantly change, K-2 will require a new rewrite of the application, and PMRN reports will require significant change. To accomplish the above goals (and other requirements) the Department recommended hiring contract staff to work with Department staff to achieve those goals.

## 4. Recommended Business Solution

The rationale noted in the previous section drove the recommended business decision, which is to provide a comprehensive redesigned FAIR-FS solution. The Department utilized in-house experts complemented by a highly skilled contract team to execute this new design. This enabled the Department to provide oversight to a project with a short build, test, deliver, and train window.

In addition, Department worked with FCRR to use new testing components of WAM 3-12 and K-2. Leveraging the new testing components significantly cuts down development time, which allows the project to meet the time constraint of June 30, 2014.

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

## D. Functional and Technical Requirements

The project team is currently in the discovery phase of the project capturing the current state and future state business flow of the current FAIR system and the future FAIR-FS system. Once the business flow processes have been fully captured the next step will be to identify the technical requirements needed that will in turn identify the work packages for the project.

### III. Success Criteria

*Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.*

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	The new FAIR/PMRN system will need to be able to assess/test upwards of 60,000 concurrent Florida students at a given time (higher quality metrics).	Prior to roll-out via load testing	Teachers and students	6/15
2	Assessment reports on students test outcomes must be made available within hours of students completing tests.	Reports will validate student testing outcomes	Teachers and students	6/15
3	Single sign on must meet the system requirements and provide users with a seamless sign in experience.	Successful use of a singular login	Administration users	6/15
4	WAM 3-12 and K-2 testing algorithms must capture accurate outcomes to assess student ability to read and comprehend language.	Validation measures predicting outcomes	Teachers and students	6/15
5	Informative reports must be created to provide teachers with meaningful data to access student reading outcomes.	Validation measures predicting outcomes	Education Administration, Teachers, students, parents, legislature, and public	6/15
6	Time windows must be made available during the school calendar year to allow for maintenance and upgrades of hardware and software platforms.	Installation of software upgrades and patches to the hardware platform on a timely basis	Users of the system	6/15
7	Decommissioning of the current FAIR system.	Shutting down current FAIR system which includes hardware, software, and staffing	Florida Taxpayers	6/15

## IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

### A. Benefits Realization Table

*Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.*

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	60,000+ concurrent users tested at any given time	Students and Teachers	Removal of odd/even district testing days	Removal of odd/even district testing days	6/15
2	Planning for classroom testing resources (reading instructors, classroom availability) improves by removing odd/even district testing days (currently requested by the state)	Students and Teachers	More students can be tested at any given time throughout the state. Scheduling resources will become easier for districts.	Removal of odd/even district testing days	6/15

### B. Cost Benefit Analysis (CBA)

*Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.*

#### 1. The Cost-Benefit Analysis Forms

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	<p>Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.</p>

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 2 - Project Cost Analysis	<p>Baseline Project Budget: Estimated project costs.</p> <p>Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants.</p> <p>Characterization of Project Cost Estimate.</p>
CBA Form 3 - Project Investment Summary	<p>Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates:</p> <ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Payback Period</li> <li>• Breakeven Fiscal Year</li> <li>• Net Present Value</li> <li>• Internal Rate of Return</li> </ul>

See Appendix A (attached).



FINAL FAIR-FS Cost Benefit for IVB.xlsx

## V. Schedule IV-B Major Project Risk Assessment

*Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.*

*NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study.*

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency's Schedule IV-B.

### A. Risk Assessment Summary

See Appendix B (attached).



FINAL FAIR-FS Risk Summary for IVB.xlsx

## VI. Schedule IV-B Technology Planning

*Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.*

### A. Current Information Technology Environment

#### 1. Current System

##### a. Description of current system

The Department's current version of the FAIR/PMRN system is a valid testing and reporting application methodology that assesses student reading which aligns with the current Next Generation State Sunshine Standards (NGSSS). This application is housed within an Oracle Real Application Cluster (RAC) platform and maintained by a contracted technology team.

##### b. Current system resource requirements

The current system resources are comprised of hardware list (Appendix C), as well as cost of contract staff and Northwest Regional Data Center charges (including RAC licensing). See Cost Benefit spreadsheet (Appendix A).

##### c. Current system performance

One of the expectations with the current FAIR/PMRN system is to provide a system that is available to provide adaptive tests to students as well as provide timely (in some cases immediate) reports to teachers on the student testing outcomes. Both of these functions are currently performed on one database. On occasion the database is taxed to its limitation based on the large number of concurrent students taking tests at a given time (the current limit is between 25,000 and 30,000 students) and reports generated by teachers on those student outcomes.

#### 2. Information Technology Standards

TBD

### B. Current Hardware and/or Software Inventory

Appendix C - See the attached.



FINAL FAIR-FS  
Inventory for IVB.xlsx

*NOTE: Current customers of a primary data center would obtain this information from the primary data center.*

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### C. Proposed Solution Description

#### 1. Summary description of proposed system

The new proposed solution will be a web-based data management system for recording and reporting student data from the FAIR test. The primary function of the future PMRN will be to provide easily accessible and reliable information to Florida educators about their students' progress in learning to read. This will allow for educators to have timely and accurate data about

each student's progress in acquiring critical reading skills to effectively plan classroom instruction and provide timely and appropriate interventions.

The future FAIR-FS system will include new test items for content. The future test system (which is made up of two components – WAM 3-12 and K-2) will include 4 out of 5 new test components for WAM 3-12. These test components include Word Knowledge Task, Word Recognition Task, Reading Comprehension, Syntax, and Open Response. Reading Comprehension is the only component not new. The second component of the test K-2 will move from a flat test to one that is adaptive in nature.

PMRN reporting system will require new reports generated to provide teachers with outcomes on students reading assessment tests.

Finally, there will be two other modules that will be incorporated into the new FAIR-FS system: Single Sign-on (incorporate a new way for users to sign into the system) and CET which allows for a new way to incorporate survey data (i.e., teacher and student demographic information).

**2. Resource and summary level funding requirements for proposed solution (if known)**

To be determined.

**D. Capacity Planning**

*(historical and current trends versus projected requirements)*

We are expecting to provide a system that can test 60,000 students concurrently at any given time as well as be able to provide timely reporting to teachers on those students test outcomes.

## VII. Schedule IV-B Project Management Planning

*Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.*

The project management plan is currently under development.

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope, business objectives, and timelines described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

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## VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

### I. Appendix A – Cost Benefit Analysis (File Attached)



FINAL FAIR-FS Cost  
Benefit for IVB.xlsx

### II. Appendix B - Risk Assessment Summary (File Attached)



FINAL FAIR-FS Risk  
Summary for IVB.xlsx

### III. Appendix C - FAIR Inventory (File Attached)



FINAL FAIR-FS  
Inventory for IVB.xlsx

### IV. Appendix D - FAIR-FS Project Timeline Drawing (File Attached)



FINAL FAIR FS  
Project Timeline for IV

### V. Appendix E - FAIR-FS Project Schedule (File Attached)



FINAL FAIR-FS  
Project Schedule for IV



CBAForm 1 - Net Tangible Benefits

Agency	Education	Project
FAIR-Florida Standards Continuation of Education Initiatives		

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 <i>(Operations Only -- No Project Costs)</i>	FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18			FY 2018-19		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$1,085,440	\$252,664	\$1,338,104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total FTE	5.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$1,085,440	\$252,664	\$1,338,104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	5.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$53,737	(\$53,737)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other Oracle - NWRDC	\$53,737	(\$53,737)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. External Service Provider -- Costs	\$662,154	\$43,090	\$705,244	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Consultant Services	\$503,000	\$72,000	\$575,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$30,716	(\$12,492)	\$18,224	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$83,587	(\$83,587)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other NWRDC	\$44,851	\$67,169	\$112,020	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility -- Costs (including PDC services)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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 Cost Recovery of WCTF	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total of Operational Costs ( Rows A through E)</b>	<b>\$1,901,331</b>	<b>\$242,017</b>	<b>\$2,143,348</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>F. Additional Tangible Benefits:</b>		\$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	
<b>Total Net Tangible Benefits:</b>		<b>(\$242,017)</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choice Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous <input type="checkbox"/>	Confidence Level	95%
Order of Magnitude <input type="checkbox"/>	Confidence Level	
Placeholder <input type="checkbox"/>	Confidence Level	

A	B		C	D	E	F		G	H	I	J	K	L		M	N	O	P	Q	R	S	T
1	Education	FAIR-Florida Standards Continuation of Education Initiatives			CBAForm 2A Baseline Project Budget																	
2	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.				FY2014-15		FY2015-16			FY2016-17			FY2017-18			FY2018-19			TOTAL			
3					\$ -		\$ -			\$ -			\$ -			\$ -			\$ 3,114,858			
4	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		
5	Costs for all state employees working on the project.	FTE	S&B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
6	Costs for all OPS employees working on the project.	OPS	OPS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
7	Cost Recovery for Project Management Office staff.	Department staff providing project management services.	G/A Strategic Education Initiatives	\$ 76,260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,260	
8	Cost Recovery for Project Management Office staff.	Department staff providing project management services.	Educational Technology	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
9	Technical Staffing costs for personnel using Time & Expense.	Staff Augmentation	G/A Strategic Education Initiatives	\$ 1,448,940	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,448,940	
10	Reading Office Staffing costs for personnel using Time & Expense.	Staff Augmentation	G/A Strategic Education Initiatives	\$ 395,421	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 395,421	
11	Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
12	Project oversight (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13	Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
14	Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
15	Hardware purchases not included in Primary Data Center services.	Hardware	OCO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
16	Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
17	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
18	All first-time training costs associated with the project.	Training	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
19	Include the quote received from the PDC for project equipment and services. Only include one-time project costs in this row. Recurring, project-related PDC costs are included in CBA Form 1A.	Data Center Services - One Time Costs	G/A Strategic Education Initiatives	\$ 632,006	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 632,006	
20	Northwest Regional Data Center data center operations.	Data Center Services - Managed Services	G/A Strategic Education Initiatives	\$ 31,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,500	
21	Oracle RAC License	Data Center Services - Data Base Software	G/A Strategic Education Initiatives	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	
22	Other services not included in other categories.	Other Services	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
23	Include costs for non-PDC equipment required by the project and the proposed solution (detail)	Equipment	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
24	Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
25	Other project expenses not included in other categories.	Other Expenses	G/A Strategic Education Initiatives	\$ 230,730	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 230,730	
26	Other project expenses not included in other categories.	Other Expenses	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
27				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
28	NOTE:			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
29	Current project costs are funded from the Race to the Top Grant. FAIR-SS will be implemented in FY2013-14 and move to maintenance mode in FY14-15.			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
30				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
31	Total			\$ 3,114,858	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ 3,114,858	

CBAForm 2 - Project Cost Analysis

Agency <u>Education</u>	Project <u>FAIR-Florida Standards Continuation of Education Initiatives</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	\$0	\$0	\$0	\$0	\$0	\$3,114,858
CUMULATIVE PROJECT COSTS <small>(Includes Current &amp; Previous Years' Project-Related Costs)</small>	\$3,114,858	\$3,114,858	\$3,114,858	\$3,114,858	\$3,114,858	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
General Revenue	\$2,143,348	\$0	\$0	\$0	\$0	\$2,143,348
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$2,143,348	\$0	\$0	\$0	\$0	\$2,143,348
CUMULATIVE INVESTMENT	\$2,143,348	\$2,143,348	\$2,143,348	\$2,143,348	\$2,143,348	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	x	Confidence Level	95%
Order of Magnitude		Confidence Level	
Placeholder		Confidence Level	

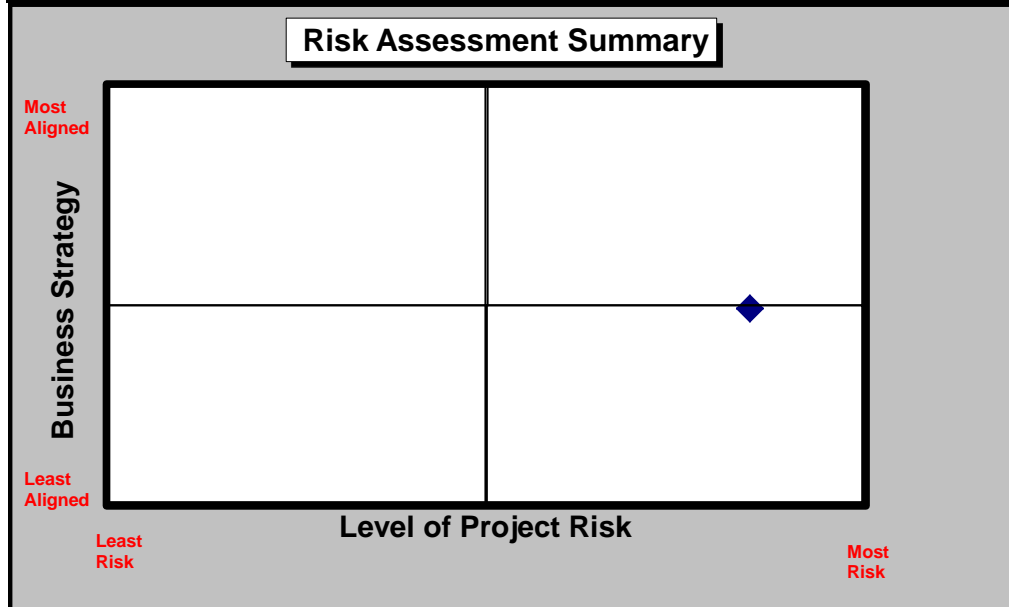
Agency	Education	Project	Standards Continuation of Edu
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COST BENEFIT ANALYSIS -- CBA Form 3A						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	TOTAL FOR ALL YEARS
Project Cost	\$0	\$0	\$0	\$0	\$0	\$3,114,858
Net Tangible Benefits	(\$242,017)	\$0	\$0	\$0	\$0	(\$242,017)
Return on Investment	(\$3,356,875)	\$0	\$0	\$0	\$0	(\$3,356,875)
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBA Form 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)	(\$3,292,991)	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 -- CBA Form 3C					
Fiscal Year	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

<b>Project</b>	<i>FAIR - Florida Standards Standards (FAIR-FS)</i>	
<b>Agency</b>	<i>Department of Education</i>	
<b>FY 2014-15 LBR Issue Code:</b>	<b>FY 2014-15 LBR Issue Title:</b>	
<i>3007150</i>	<i>Continuation of Education Initiatives – Assessments</i>	
<b>Risk Assessment Contact Info (Name, Phone #, and E-mail Address):</b>		
<i>Pat Campbell, 850-245-9846, pat.campbell@fldoe.org</i>		
<b>Executive Sponsor</b>	<i>Mary Jane Tappen</i>	
<b>Project Manager</b>	<i>Wayne Crawford / Pat Campbell</i>	
<b>Prepared By</b>	<i>Pat Campbell</i>	<i>10/2/2013</i>



<b>Project Risk Area Breakdown</b>	
Risk Assessment Areas	Risk Exposure
Strategic Assessment	<b>HIGH</b>
Technology Exposure Assessment	<b>MEDIUM</b>
Organizational Change Management Assessment	<b>MEDIUM</b>
Communication Assessment	<b>HIGH</b>
Fiscal Assessment	<b>MEDIUM</b>
Project Organization Assessment	<b>HIGH</b>
Project Management Assessment	<b>HIGH</b>
Project Complexity Assessment	<b>HIGH</b>
<b>Overall Project Risk</b>	<b>HIGH</b>

Agency: Department of Education

Project: FAIR - Florida Standards Standards (FAIR-FS)

Section 1 -- Strategic Area			
#	Criteria	Values	Answer
1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
		41% to 80% -- Some objectives aligned	
		81% to 100% -- All or nearly all objectives aligned	
1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
		Informal agreement by stakeholders	
		Documented with sign-off by stakeholders	
1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Most regularly attend executive steering committee meetings
		Most regularly attend executive steering committee meetings	
		Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is partially documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	41% to 80% -- Some defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	Changes are identified in concept only
		Changes unknown	
		Changes are identified in concept only	
		Changes are identified and documented	
		Legislation or proposed rule change is drafted	
1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	All or nearly all
		Some	
		All or nearly all	
1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Moderate external use or visibility
		Moderate external use or visibility	
		Extensive external use or visibility	
1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Single agency-wide use or visibility
		Single agency-wide use or visibility	
		Use or visibility at division and/or bureau level only	
1.10	Is this a multi-year project?	Greater than 5 years	1 year or less
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: Department of Education

Project: FAIR - Florida Standards Standards (FAIR-FS)

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technology in a production environment?	Read about only or attended conference and/or vendor presentation	Installed and supported production system more than 3 years
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
		Installed and supported production system more than 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Extensive infrastructure change required
		Moderate infrastructure change required	
		Extensive infrastructure change required	
		Complete infrastructure replacement	
2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
		Capacity requirements are defined only at a conceptual level	
		Capacity requirements are based on historical data and new system design specifications and performance requirements	

Agency: Department of Education

Project: FAIR - Florida Standards Standards (FAIR-FS)

Section 3 -- Organizational Change Management Area			
#	Criteria	Values	Answer
3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Moderate changes to organization structure, staff or business processes
		Moderate changes to organization structure, staff or business processes	
		Minimal changes to organization structure, staff or business processes structure	
3.02	Will this project impact essential business processes?	Yes	No
		No	
3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	41% to 80% -- Some process changes defined and documented
		41% to 80% -- Some process changes defined and documented	
		81% to 100% -- All or nearly all processes defined and documented	
3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
		No	
3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
		1% to 10% FTE count change	
		Less than 1% FTE count change	
3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
		1 to 10% contractor count change	
		Less than 1% contractor count change	
3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Extensive change or new way of providing/receiving services or information)
		Moderate changes	
		Minor or no changes	
3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Moderate changes
		Moderate changes	
		Minor or no changes	
3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with fewer change requirements
		Recently completed project with fewer change requirements	
		Recently completed project with similar change requirements	
		Recently completed project with greater change requirements	



Agency: Agency Name

Project: Project Name

Section 4 -- Communication Area			
#	Criteria	Value Options	Answer
4.01	Has a documented Communication Plan been approved for this project?	Yes	No
		No	
4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Routine feedback in Plan
		Routine feedback in Plan	
		Proactive use of feedback in Plan	
4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	No
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Some key messages have been developed
		Some key messages have been developed	
		All or nearly all messages are documented	
4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	Success measures have been developed for some messages
		Success measures have been developed for some messages	
		All or nearly all messages have success measures	
4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
		No	

Agency: Department of Education Project: FAIR - Florida Standards Standards (FAIR-FS)

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$2 M and \$10 M
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	Yes
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Requested and received
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Most project benefits have been identified but not validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Procurement strategy has not been identified and documented
		Stakeholders have not been consulted re: procurement strategy	
		Stakeholders have reviewed and approved the proposed procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Time and Expense (T&E)
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	
5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Purchase all hardware and software at start of project to take advantage of one-time discounts
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
		Just-in-time purchasing of hardware and software is documented in the project schedule	
5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager is the procurement manager
		Contract manager is the procurement manager	
		Contract manager is the project manager	
		Contract manager assigned is not the procurement manager or the project manager	
5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
		Some selection criteria and outcomes have been defined and documented	
		All or nearly all selection criteria and expected outcomes have been defined and documented	
5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
		Multi-stage evaluation not planned/used for procurement	
		Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
		No, bid response did/will not require proof of concept or prototype	
		Yes, bid response did/will include proof of concept or prototype	
		Not applicable	

Agency: Department of Education

Project: FAIR - Florida Standards Standards (FAIR-FS)

Section 6 -- Project Organization Area			
#	Criteria	Values	Answer
6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
		No	
6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
		Some have been defined and documented	
		All or nearly all have been defined and documented	
6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
		Agency	
		System Integrator (contractor)	
6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	2
		2	
		1	
6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
		Some or most staff roles and responsibilities and needed skills have been identified	
		Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
		No, project manager is assigned 50% or less to project	
		No, project manager assigned more than half-time, but less than full-time to project	
		Yes, experienced project manager dedicated full-time, 100% to project	
6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
		No, business, functional or technical experts dedicated 50% or less to project	
		No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
		Yes, business, functional or technical experts dedicated full-time, 100% to project	
6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Few or no staff from in-house resources
		Half of staff from in-house resources	
		Mostly staffed from in-house resources	
		Completely staffed from in-house resources	
6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Moderate impact
		Moderate impact	
		Extensive impact	
6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	No
		No	
6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	No board has been established
		No, only IT staff are on change review and control board	
		No, all stakeholders are not represented on the board	
		Yes, all stakeholders are represented by functional manager	

Agency: Department of Education Project: FAIR - Florida Standards Standards (FAIR-FS)

Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
		Project Management team will use the methodology selected by the systems integrator	
		Yes	
7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
		1-3	
		More than 3	
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
		Some	
		All or nearly all	
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	41 to 80% -- Some have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	41 to 80% -- Some have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	41 to 80% -- Some are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
		Some deliverables and acceptance criteria have been defined and documented	
		All or nearly all deliverables and acceptance criteria have been defined and documented	
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	0% to 40% -- None or few have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	No
		No	
7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	No
		No	
7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
		Project team uses formal processes	
		Project team and executive steering committee use formal status reporting processes	
7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	Some templates are available
		Some templates are available	
		All planning and reporting templates are available	
7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
		No	
7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	Some have been defined and documented
		Some have been defined and documented	
		All known risks and mitigation strategies have been defined	
7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	No
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	No
		No	

Agency: Department of Education

Project: FAIR - Florida Standards Standards (FAIR-FS)

Section 8 -- Project Complexity Area			
#	Criteria	Values	Answer
8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	More complex
		More complex	
		Similar complexity	
		Less complex	
8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.04	How many external contracting or consulting organizations will this project require?	No external organizations	More than 3 external organizations
		1 to 3 external organizations	
		More than 3 external organizations	
8.05	What is the expected project team size?	Greater than 15	9 to 15
		9 to 15	
		5 to 8	
		Less than 5	
8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
		2 to 4	
		1	
		None	
8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Statewide or multiple agency business process change
		Agency-wide business process change	
		Statewide or multiple agency business process change	
8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	No
		No	
8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
		Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
		Business Process Reengineering	
		Combination of the above	
8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	
8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	

Appendix C  
FAIR-FS Inventory  
FY14-15 Schedule IV-B

Item	Original Owner	Hardware	Brand	Model	Name	Usage(s)	OS (if applicable)	OS Ver	Application(s)	App Ver	Serial Number	Property Tag	Power	Rack	Rack Unit	Maintenance	Equipment Connection Dependency Origin Port Number, Destination Equipment Item Number, Destination Port, Media type
1	FCRR	Server	Dell	PowerEdge 1950	(Offline) PMRNSVR1	(offline) 3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	G9F25G1	FCRR 492000411922	125	R1	19	4/25/2011	Offline
2	FCRR	Server	Dell	PowerEdge 1950	(Offline) PMRNSVR2	(offline) 3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	8BF25G1	FCRR 492000411923	125	R1	20	4/25/2011	Offline
3	FCRR	Server	Dell	PowerEdge 1950	PMRNSVR3	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	2BF25G1	FCRR 492000411921	125	R1	21	4/25/2011	
4	FCRR	Server	Dell	PowerEdge 1950	PMRNSVR4	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	GBF25G1	FCRR 492000411924	125	R1	22	4/25/2011	
5	FCRR	Server	Dell	PowerEdge 2950	PMRNDEV1	3-12 WAM Session State Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	7VK2YH1	FCRR	125	R3	7.8	1/9/2012	
6	DOE	Server	Dell	PowerEdge 2850	(Offline) Formally PMRNSVR6 Formally labeled as DEV- VSRV01	(offline) PMRN v3, K-2 EST Web Server (on loan from SC)	64 bit Windows Server	2008	PMRN K-2 EST Backup Exec	v3.0 6.5.3	5CT6M71	DOE 037269	125	Offline	Offline	6/30/2011	listed as DEV-VSRV01 (IS A 2850) (Offline)
7	DOE	Server	Dell	PowerEdge 2850	PMRNSVR5 Formally labeled as DEV- VSRV03	PMRN v3, K-2 EST Web Server (on loan from SC)	64 bit Windows Server	2008	PMRN K-2 EST Backup Exec	v3.0 6.5.3	DJ0YP71	DOE 037268	125	R3	11,12	6/30/2011	listed as DEV-VSRV03 (IS A 2850)
8	DOE	Server	Dell	PowerEdge 2950	PMRNSVR7	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	338ZRF1	DOE 039297	125	R1	27,28	3/3/2011	
9	DOE	Server	Dell	PowerEdge 2950	PMRNSVR8	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	GKF5MG1	DOE 040647	125	R1	29,30	6/19/2011	
10	DOE	Server	Dell	PowerEdge 2950	PMRNSVR9	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	DKF5MG1	DOE 040648	125	R1	31,32	6/19/2011	
11	DOE	Server	Dell	PowerEdge 2950	PMRNSVR10 (Offline On loan from DBS)	3-12 WAM Web Server (Offline On loan from DBS)	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	5HV5XD1	DOE 038712	125	R1	33,34	10/12/2010	
12	DOE	Server	Dell	PowerEdge 2950	PMRNSVR11 (Offline On loan from DBS)	PMRN v3, K-2 EST Web Server (Offline On loan from DBS)	64 bit Windows Server	2008	PMRN K-2 EST Netbackup	v3.0 6.5.3	6YP5XD1	DOE 038714	125	R1	35,36	10/11/2010	
13	FCRR	Server	Dell	Poweredge 2950	PMRNSQLDB	K-2 SQL Database	64 bit Windows Server	2008	MS SQL	2005	8VK2YH1	FCRR 492000415677	125	R3	5.6	1/9/2012	
14	FCRR	Server	Sun	SunFire X2100	PMRNBETAWE formally (FCRRDEV)	PMRN Development Database Server	Solaris x86	10	Oracle Backup Exec	10gR2 6.5.3	0634FU100A	FCRR 492000402272		R3	16	6/30/2011	
15	FCRR	Server	Dell	PowerEdge 1650	FCRRWEB1	OLD PMRN v2 Production Web Server (not in use)	Windows Server	2003	PMRN CTS Backup Exec WGEN DataBridge	v2.0 v1.0 6.5.3 v1.0	1QN4T11	FCRR 492000381638	125	R3	13	6/30/2011	Not in use
16	FCRR	Server	Dell	PowerEdge 1650	FCRRWEB2	OLD PMRN v2 Production Web Server (not in use and offline)	Windows Server	2003	PMRN CTS Backup Exec	v2.0 v1.0 6.5.3	2QN4T11	FCRR 492000381639	125	R3	14	6/30/2011	Not in use Drive failures, Offline
17	FCRR	Server	Dell	PowerEdge 1650	FCRR-DEV1	PMRN Development Server (TOP)	Windows Server	2003	PMRN Dev Visual SourceSafe Backup Exec FTP(Serv-U)	v2.0 6.0d 6.5.3 6.3	JPN4T11	FCRR 492000381640	125	R3	15	6/30/2011	
18	FCRR	Server	Dell	R900	RACA	PMRN v3 Production	Oracle Enterprise Linux	5U3	Oracle Cluster(A) Oracle RAC	10gR2	1V626J1	FCRR 492000416136	125	R1	1,4	2/4/2013	
19	FCRR	Server	Dell	R900	RACB	PMRN v3 Production	Oracle Enterprise Linux	5U3	Oracle Cluster(B) Oracle RAC	10gR2	JT626J1	FCRR 492000416135	125	R1	5,8	2/4/2013	
20	FCRR	Server	Dell	R900	RACC	PMRN v3 Production	Oracle Enterprise Linux	5U3	Oracle Cluster(C)	10gR2	DNXJNK1	FCRR	125	R1	23,26	7/29/2013	
21	FCRR	Disk Array	Dell	AX4-5F	PMRN-SAN-A PMRN-SAN-B	PMRN v3Production	NA	NA	Oracle Cluster Storage	NA	N/A	FCRR 492000416137	125	R1	12, 13	1/29/2013	
22	FCRR	Disk Array	Dell	AX4-5F (Expansion)	TBD	PMRN v3Production	NA	NA	Oracle Cluster Storage	NA	HQW9FD1	FCRR 492000416138	125	R1	10,11		
23	FCRR	Server	Dell	R900	PMRNStageDB	PMRN v3/3-12 WAM Alpha/Beta	Oracle Enterprise Linux	5U3	Oracle	10gR2	FNXJNK1	FCRR	125	R3	1,4		
24	FCRR	Server Rack	APC	AR3150	Rack 1	Houses Dell R900, Dell disk arrays, Dell Web servers	NA	NA	NA	NA	0N08411B0352	FCRR 492000416012	125	R1	NA	7/29/2013	
25	FCRR	Load Balancer	F5	3400	NA	Supports Load on Web Servers	NA	NA	NA	NA	N/A	FCRR	125	R2	5		APC Front Row
26	FCRR	Switch	HP	Procurve 3500 YL-24	NA	Supports PMRN equipment	NA	NA	NA	NA	SG932TF025	FCRR 492000419060	125	Unused			
27	FCRR	Switch	HP	Procurve 2810	NA	Supports PMRN equipment	NA	NA	NA	NA	CN814XIDFG	FCRR 492000419715	125	Unused			
28	FCRR	Switch	HP	Procurve 1800-24G	NA	Supports PMRN equipment	NA	NA	NA	NA	CN818ZP1J2	FCRR	125	Unused			
29	FCRR	Switch	Brocade	Fibre 200E Silkorm	PMRN-FSW	Supports PMRN database SAN	NA	NA	NA	NA	BLW1ZD1	FCRR 492000416139	125	R1	14		
30	FCRR	Router	Juniper	SRX650	NA	Internet Router / FW	NA	NA	NA	NA	AAAN9331	FCRR 492000419833	125	R2	3,4		
31	DOE	Server	Dell	Poweredge 2850	FAIR-DC3	Domain Controller	Windows Server	2003	Active Directory	NA	SCL2491	DOE A028875	125	R2	37,38		
32	Century Link	Fiber connect	Cisco	7201	NA	500 Mb connection	NA	NA	NA	NA	NA	FCRR	125	R2	2		
33	DOE	Server	Dell	Poweredge 1750	FAIR-SRV1	Utility Server	Windows Server	2003	ESXi	123Y931	DOE A025612	125	R2	39			
34	DOE	Server	Dell	Poweredge 1750	FAIR-SRV2	ESX-VM Console	Windows Server	2003	ESXi	H13Y931	DOE 037276	125	R2	40			
35	DOE	KVM Console	Dell	2161 DS-2	FAIR-KVM Console	NA	NA	NA	NA	GSSM8K1	DOE 041868	125	R2	23,24			
36	DOE	Switch	Cisco	3750	FAIR_3750_core	Core switch	NA	NA	NA	FOC1414235T	DOE 041869	125	R2	9			
37	DOE	Switch	Cisco	5510	FAIR_5510	Firewall	NA	NA	NA	JMX10919K12R	DOE 040618	125	R2	8			
38	DOE	Switch	Cisco	3750	FAIR_3750_DBI	Database interconnect	NA	NA	NA	FDO1405Y1SV	DOE 041865	125	R2	11			
39	DOE	Switch	Cisco	3750	FAIR_3750_FC	Database interconnect	NA	NA	NA	FDO1405Y1VZ	DOE 041866	125	R2	12			

Appendix C  
FAIR-FS Inventory  
FY14-15 Schedule IV-B

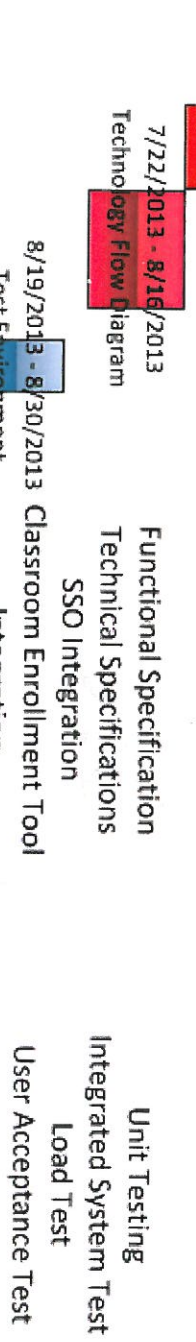
Item	Original Owner	Hardware	Brand	Model	Name	Usage(s)	OS (if applicable)	OS Ver	Application(s)	App Ver	Serial Number	Property Tag	Power	Rack	Rack Unit	Maintenance	Equipment Connection Dependency <i>Origin Port Number, Destination Equipment Item Number, Destination Port, Media type</i>
40	DOE	Switch	Cisco	3750	FAIR_3750_PMRN		NA	NA			FDO1406Y0SA	DOE 041660	125	R2	13		
41	DOE	Switch	Cisco	3750	FAIR_3750_DBI		NA	NA			FDO1404X44Z	DOE 041663	125	R2	14		
42	DOE	Tape Library	Dell	PowerVault TL2000		Backup of systems	NA	NA		NA	FFTRJL1	DOE 041669	125	?	?		
43	DOE	Server	Dell	Poweredge 710	PMRNSVR11	PMRN v3, K-2 EST Web Server PMRN v3 Session State Server	64 bit Windows Server	2008	PMRN K-2 EST Backup Exec	v3.0 6.5.3	1YG7HM1	DOE 041641	125	R1	35,36	4/30/2013	
44	DOE	Server	Dell	Poweredge 710	PMRNSVR1	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	2YG7HM1	DOE 041642	125	?	?	4/30/2013	
45	DOE	Server	Dell	Poweredge 710	QPNET		NA	NA			3YG7HM1	DOE 041643	125	R2	29,30	4/30/2013	
46	DOE	Server	Dell	Poweredge 710	PMRNSVR2	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	4YG7HM1	DOE 041644	125	?	?	4/30/2013	
47	DOE	Server	Dell	PowerEdge R710	PMRNSVR10	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	5YG7HM1	DOE 041645	125	R1	33,34	4/30/2013	
48	DOE	Server	Dell	Poweredge 710	FAIR-Backup1		NA	NA	Backup Exec		6YG7HM1	DOE 041646	125	R2	27,28	4/30/2013	
49	DOE	Server	Dell	Poweredge 710	PMRNSVR12	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	7YG7HM1	DOE 041647	125	R3	25,26	4/30/2013	
50	DOE	Server	Dell	Poweredge 710	PMRNSVR6	PMRN v3, K-2 EST Web Server	64 bit Windows Server	2008	PMRN K-2 EST Backup Exec	v3.0	8YG7HM1	DOE 041648	125	R3	9,10	4/30/2013	
51	DOE	Server	Dell	Poweredge 710	PMRNSVR13	3-12 WAM Web Server	64 bit Windows Server	2008	3-12 WAM Backup Exec	v3.0 6.5.3	9YG7HM1	DOE 041649	125			4/30/2013	
52	DOE	Server	Dell	Poweredge 710	FAIR-VMHost1		ESXi	NA	ESXi		BYG7HM1	DOE 041650	125	R3	23,24	4/30/2013	
53	DOE	Disk Array	Dell	AX4-SF (Expansion)	TBD		NA	NA	Oracle Cluster Storage		98Xbfd1	DOE 041667	125				
54	DOE	Server Rack	APC	AR3150		Houses Dell R900, Dell disk arrays, Dell Web servers	NA	NA	NA		NA	ON10142B0209	125	R2			
55	DOE	Server Rack	APC	AR3150		Houses Dell R900, Dell disk arrays, Dell Web servers	NA	NA	NA		NA	ON10061B0150	125	R3			
56	DOE	Switch	Cisco	3750	FAIR_3750_CORE_EXP	Core Expansion Switch	NA	NA			FD01406Y0SB	DOE 041661	125	R2			
57	DOE	Virtual Server	NA	NA	FCAT-DC2	Virtual Domain controller	Windows Server	2003	Active Directory		NA	NA	NA	NA			
58	DOE	Virtual Server	NA	NA	FAIR-SMTP1	SMTP	Linux				NA	NA	NA	NA			
59	NWRDC	Disk Array	Dell	AX4-SF (Expansion)	TBD		NA	NA	Oracle Cluster Storage		JK1CFD1		125	?	?		
60	NWRDC	Disk Array	Dell	AX4-SF (Expansion)	TBD		NA	NA	Oracle Cluster Storage		6J1CFD1		125	?	?		
61	NWRDC	Server	Dell	Poweredge 710	FAIR-(no name)		NA	NA	NA		4MV1NM1		125			8/4/2013	

# FLORIDA ASSESSMENTS INSTRUCTION READING 2013-2014 BUILD



Jul-13

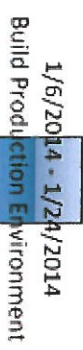
Jun-14



Validate what we have now and what to carry forward

Demonstrate Current System

Testing Windows & Calendars












































## FAIR-FS/PMRN Project

ID	Task Name	Duration	Start	Finish	Predecessor	Successor	Resources
1	<b>FAIR-FS/PMRN</b>	<b>573 days</b>	<b>Mon 10/1/12</b>	<b>Wed 12/10/14</b>			
2	<b>Project Start</b>	<b>573 days</b>	<b>Mon 10/1/12</b>	<b>Wed 12/10/14</b>			
3	<b>PM Activities</b>	<b>10 days</b>	<b>Mon 1/14/13</b>	<b>Fri 1/25/13</b>			
8	<b>Define Project Scope</b>	<b>39 days</b>	<b>Wed 1/30/13</b>	<b>Mon 3/25/13</b>			
15	<b>Define sequence activities</b>	<b>20 days</b>	<b>Fri 3/1/13</b>	<b>Thu 3/28/13</b>			
22	<b>Legal Tasks for Intellectual Property (IP) between DOE and FCRR</b>	<b>197 days</b>	<b>Tue 1/8/13</b>	<b>Wed 10/9/13</b>			
23	Meeting with DOE leadership and Legal to discuss FCRR challenges	1 day	Tue 1/8/13	Tue 1/8/13			Linda Champion,Martha Asbury,Kevin Smith,Dave Guido,Bonnie Wilmot,Steve Ferst
24	Meeting with DOE Legal to discuss IP issue	1 day	Wed 2/13/13	Wed 2/13/13			Bonnie Wilmot,Wayne Crawford,Ted Duncan,Steve Ferst,Pat Campbell
25	Meeting with DOE Legal to discuss IP issue with FSU and DOE executive staff	1 day	Mon 2/25/13	Mon 2/25/13			Bonnie Wilmot,Wayne Crawford,Ted Duncan,Steve Ferst,Pat Campbell,Linda Champion,Martha Asbury,Barbara Foorman,E. Southard,Toni Reed
26	Discuss FAIR contract amendment language	1 day	Tue 3/5/13	Tue 3/5/13			Bonnie Wilmot,Wayne Crawford,Charlotte Johnson-Davis,Pat Campbell
27	DOE to acquire outside counsel	7 days	Tue 4/2/13	Wed 4/10/13		28,88	Steve Ferst
28	<b>DOE and FCRR agrees on final language regarding IP</b>	130 days	Thu 4/11/13	Wed 10/9/13	27		DOE Legal,FSU Legal
29	<b>Procurement for Staff Augmentation</b>	<b>97 days</b>	<b>Thu 3/7/13</b>	<b>Fri 7/19/13</b>			
30	<b>Write procurement document and obtain DOE approvals</b>	<b>31 days</b>	<b>Thu 3/7/13</b>	<b>Thu 4/18/13</b>			
43	<b>Vendor Bid and Selection</b>	<b>66 days</b>	<b>Thu 4/18/13</b>	<b>Fri 7/19/13</b>			
75	<b>Purchase Requisition activities for FY12-13</b>	<b>78 days</b>	<b>Thu 4/11/13</b>	<b>Mon 7/29/13</b>			
89	<b>Grant Funding - FCRR</b>	<b>48 days</b>	<b>Mon 7/1/13</b>	<b>Wed 9/4/13</b>			
94	<b>Planning Phase - SBE</b>	<b>365 days</b>	<b>Mon 10/1/12</b>	<b>Fri 2/21/14</b>			
95	<b>Housekeeping tasks</b>	<b>18 days</b>	<b>Thu 6/20/13</b>	<b>Mon 7/15/13</b>			
99	<b>Onboard activities for new staff</b>	<b>76 days</b>	<b>Tue 4/30/13</b>	<b>Tue 8/13/13</b>			
130	<b>Preplanning Activities</b>	<b>7 days</b>	<b>Tue 6/25/13</b>	<b>Wed 7/3/13</b>			
133	<b>Develop Quality Management Plan</b>	<b>27 days</b>	<b>Fri 8/30/13</b>	<b>Mon 10/7/13</b>			
134	Establish Quality Metrics to measure outcome success	20 days	Fri 8/30/13	Thu 9/26/13		135	
135	Establish Achievement Goals	4 days	Fri 9/27/13	Wed 10/2/13	134	136	
136	Define Acceptable Quality Level	2 days	Thu 10/3/13	Fri 10/4/13	135	137	
137	Validate defined quality with project team	1 day	Mon 10/7/13	Mon 10/7/13	136	140,144	
138	<b>Risk Development</b>	<b>74 days</b>	<b>Mon 7/1/13</b>	<b>Thu 10/10/13</b>			
139	Determine initial project risks	2 days	Mon 7/1/13	Tue 7/2/13			Pat Campbell
140	Validate risks with project team	1 day	Tue 10/8/13	Tue 10/8/13	137	141	Pat Campbell
141	Develop risk mitigation strategies	1 day	Wed 10/9/13	Wed 10/9/13	140	142	TEAM
142	Approve Risk Mitigation Strategies	1 day	Thu 10/10/13	Thu 10/10/13	141		TEAM,Pat Campbell
143	<b>Communication Plan</b>	<b>1 day</b>	<b>Tue 10/8/13</b>	<b>Tue 10/8/13</b>			
144	Develop Communication Plan	1 day	Tue 10/8/13	Tue 10/8/13	137	146	Pat Campbell,Charlotte Johnson-Davis,Karl Hook
145	<b>Monitoring Plan</b>	<b>3 days</b>	<b>Wed 10/9/13</b>	<b>Fri 10/11/13</b>			
146	Identify activities that show PM is monitoring vendor activities	2 days	Wed 10/9/13	Thu 10/10/13	144	147	Pat Campbell
147	Compose document on how to review and approve deliverables	1 day	Fri 10/11/13	Fri 10/11/13	146	149	Pat Campbell,Contract Manager
148	<b>Training Plan</b>	<b>44 days</b>	<b>Mon 10/14/13</b>	<b>Thu 12/12/13</b>			
149	Identify Training Team members	10 days	Mon 10/14/13	Fri 10/25/13	147	150	Pat Campbell,Charlotte Johnson-Davis,Karl Hook
150	Compose Training materials	20 days	Mon 10/28/13	Fri 11/22/13	149	151	Training Team
151	Setup website for users - verify ADA compliant	7 days	Mon 11/25/13	Tue 12/3/13	150	152	Training Team
152	Include training video on certain activities	7 days	Wed 12/4/13	Thu 12/12/13	151		Training Team
153	<b>Discovery Documentation</b>	<b>83 days</b>	<b>Tue 7/9/13</b>	<b>Thu 10/31/13</b>			
154	Hold initial planning meeting with FCRR and new team. Meeting 1 Orientation	1 day	Fri 7/19/13	Fri 7/19/13		166	Project Team,FCRR
155	Hold meeting 2 with FCRR and project team	1 day	Mon 7/22/13	Mon 7/22/13			Project Team,FCRR
156	Hold meeting 3 with FCRR and project team	1 day	Wed 7/24/13	Wed 7/24/13			Project Team,FCRR





## FAIR-FS/PMRN Project

ID		Task Name	Duration	Start	Finish	Predecessor	Successor	Resources
157		Hold meeting 4 with FCRR and project team	1 day	Thu 7/25/13	Thu 7/25/13			Project Team,FCRR
158		Hold meeting 5 with FCRR and project team	1 day	Tue 7/30/13	Tue 7/30/13			Project Team,FCRR
159	 	Hold meeting 6 with FCRR and project team	1 day	Thu 8/1/13	Thu 8/1/13			Project Team,FCRR
160		Hold Meeting 7 with FCRR and project team	1 day	Mon 8/5/13	Mon 8/5/13			Project Team,FCRR
161		Hold Meeting 8 with FCRR and project team	1 day	Wed 8/7/13	Wed 8/7/13			Project Team,FCRR
162		Hold Meeting 9 with FCRR and project team	1 day	Fri 8/9/13	Fri 8/9/13			Project Team,FCRR
163		Hold Meeting 10 with FCRR and project team	1 day	Tue 8/20/13	Tue 8/20/13			Project Team,FCRR
164		Hold Meeting 11 with FCRR and project team	1 day	Thu 8/22/13	Thu 8/22/13		165	Project Team,FCRR
165		<b>Milestone - Complete current state meetings with FCRR</b>	0 days	Thu 8/22/13	Thu 8/22/13	164		
166		Create current state drawings for ADMIN Process flow diagrams	16 days	Mon 7/22/13	Mon 8/12/13	154	167,168	Artesa Anderson
167		Create current state drawings for WAM 3-12 process flow diagrams	26 days	Tue 8/13/13	Tue 9/17/13	166		Artesa Anderson
168		Create current state drawings for K2 process flow diagrams	26 days	Tue 8/13/13	Tue 9/17/13	166	169	Artesa Anderson
169		<b>Milestone - Complete initial current state process flow diagrams</b>	0 days	Tue 9/17/13	Tue 9/17/13	168		
170	 	Hold meetings with project team and FCRR to review current state process flow documents for completeness and accuracy	12 days	Tue 9/17/13	Wed 10/2/13		171	TEAM,FCRR
171		<b>Milestone - Current State process flow drawings have been reviewed for completeness and accuracy</b>	0 days	Wed 10/2/13	Wed 10/2/13	170		
172	 	<b>Parties agree on disclosure signoff document</b>	75 days	Tue 7/9/13	Mon 10/21/13			DOE,FCRR
173		Obtain Future state WAM 3-12 functional requirements documentation from FCRR	1 day	Mon 9/16/13	Mon 9/16/13		174,176	FCRR
174		Create future state drawing for ADMIN 3-10 process flow diagrams	19 days	Tue 9/17/13	Fri 10/11/13	173	175	Artesa Anderson
175		Create future state drawing for WAM 3-10 process flow diagrams	4 days	Mon 10/14/13	Thu 10/17/13	174		Artesa Anderson
176	 	Obtain K2 future state functional requirements documentation from FCRR	14 days	Tue 9/17/13	Fri 10/4/13	173	177	FCRR
177		Create future state K2 process flow diagrams	5 days	Mon 10/7/13	Fri 10/11/13	176	178	Artesa Anderson
178	 	Hold meetings with project team and FCRR to review future state process flow documents for completeness and accuracy	14 days	Mon 10/14/13	Thu 10/31/13	177	179	TEAM,FCRR
179		<b>Milestone - Current State process flow drawings have been reviewed for completeness and accuracy</b>	0 days	Thu 10/31/13	Thu 10/31/13	178		
180		<b>Hardware/software platform preparation activities</b>	<b>365 days</b>	<b>Mon 10/1/12</b>	<b>Fri 2/21/14</b>			
181		<b>Build Development Environment (based on current state)</b>	<b>291 days</b>	<b>Mon 10/1/12</b>	<b>Mon 11/11/13</b>			
182		<b>Setup Oracle Development Environment</b>	<b>229.1 days</b>	<b>Mon 10/1/12</b>	<b>Fri 8/16/13</b>			
188		<b>Setup .net development environment</b>	<b>55 days</b>	<b>Mon 7/8/13</b>	<b>Fri 9/20/13</b>			
189		Setup three virtual servers at NWRDC	5 days	Mon 7/8/13	Fri 7/12/13			NWRDC
190		Setup user access control	40 days	Mon 7/8/13	Fri 8/30/13		191	NWRDC
191		Install SQL server on virtual server	11 days	Mon 9/2/13	Mon 9/16/13	190	192,193,194	James May
192		Install Oracle on virtual servers	4 days	Wed 9/11/13	Mon 9/16/13	191		James May
193		Configure Oracle on virtual servers	4 days	Wed 9/11/13	Mon 9/16/13	191		James May
194		Configure SQL on virtual servers	4 days	Tue 9/17/13	Fri 9/20/13	191		James May
195		Configure IIS on virtual server	4 days	Tue 9/17/13	Fri 9/20/13	191	196	Developers
196		<b>Milestone - Basic Configuration complete, environment prepped for development</b>	0 days	Fri 9/20/13	Fri 9/20/13	195		<b>Milestone</b>
197		Hold meeting to obtain a copy of current FAIR source code	5 days	Wed 8/14/13	Tue 8/20/13		200,199	James May,ArnAmy,Ted Duncan
198		Hold meeting to discuss whether new server is need to house TFS2012 or use Web team's	1 day	Wed 8/14/13	Wed 8/14/13			
199		Obtain Source code	3 days	Wed 8/21/13	Fri 8/23/13	197		ArnAmy
200		Obtain assistance from web team to setup IIS	5 days	Wed 8/21/13	Tue 8/27/13	197	201	James May,Henry Cummings

## FAIR-FS/PMRN Project

ID	Task Name	Duration	Start	Finish	Predecessor	Successor	Resources
201	Obtain and install Visual Studio 2012 software on team member's desktop	15 days	Wed 8/28/13	Tue 9/17/13	200		Pat Campbell, Desktop Support
202	Obtain and install PL SQL server software on team member's desktop	17 days	Wed 8/28/13	Thu 9/19/13			Pat Campbell, Desktop Support
203	Obtain two DLL's from current FAIR system and populate them in Dev environment	3 days	Tue 9/17/13	Thu 9/19/13		204	Pat Campbell, James May, Jasmine Greene
204	Copy minimum amounts of data to get a working application (Oracle)	17 days	Fri 9/20/13	Mon 10/14/13	203	205	TEAM
205	<b>Produce a small working model of the current FAIR system</b>	0 days	Mon 10/14/13	Mon 10/14/13	204		<b>Milestone</b>
206	<b>Obtain source code (future state) from FCRR that will be needed for SQL</b>	<b>22 days</b>	<b>Tue 9/24/13</b>	<b>Wed 10/23/13</b>			
207	Obtain student database from FCRR (this will be a small sample from Pinellas County and possibly Orange)	13 days	Tue 9/24/13	Thu 10/10/13		208	FCRR
208	Obtain task database from FCRR (WRT, WKT, etc.)	9 days	Fri 10/11/13	Wed 10/23/13	207	209	FCRR
209	Copy minimum amounts of data to get a working application (SQL)	8 days	Thu 10/24/13	Mon 11/4/13	208	210	Developer Team
210	Create scripts to run data obfuscation against personal student and teacher data	5 days	Tue 11/5/13	Mon 11/11/13	209		Developer Team
211	<b>Build Test Environment</b>	<b>20 days</b>	<b>Mon 10/21/13</b>	<b>Fri 11/15/13</b>			
212	Verify application servers are built by NWRDC	10 days	Mon 11/4/13	Fri 11/15/13			James May, Pat Campbell, Kevin Seymour, NWRDC
213	<b>NWRDC Activities</b>	<b>12 days</b>	<b>Mon 10/21/13</b>	<b>Tue 11/5/13</b>			
214	Create list of servers (VM) to install, how much memory, software, etc.	1 day	Mon 10/21/13	Mon 10/21/13			Kevin Seymour
215	Create work ticket to have NWRDC staff install hardware, software, and licenses for FAIR Development environment	1 day	Mon 10/21/13	Mon 10/21/13		216	Kevin Seymour
216	NWRDC installs hardware, software, and licenses for FAIR Development environment	11 days	Tue 10/22/13	Tue 11/5/13	215	221	NWRDC staff
217	<b>Build Production Environment</b>	<b>25 days</b>	<b>Mon 1/20/14</b>	<b>Fri 2/21/14</b>			
218	Verify application servers are built by NWRDC	10 days	Mon 1/20/14	Fri 1/31/14		219	James May, Pat Campbell, Kevin Seymour, NWRDC
219	Placeholder	15 days	Mon 2/3/14	Fri 2/21/14	218		
220	<b>Requirements Gathering</b>	<b>67 days</b>	<b>Wed 11/6/13</b>	<b>Thu 2/6/14</b>			
221	Identify current functionality (what will be carried forward, what will be dropped)	20 days	Wed 11/6/13	Tue 12/3/13	216	222	James May, TEAM, FCRR
222	Identify integration points with FCRR's test delivery module	15 days	Wed 12/4/13	Tue 12/24/13	221	223	James May, TEAM, FCRR
223	Identify business rules for test delivery system	15 days	Wed 12/25/13	Tue 1/14/14	222	224	James May, TEAM, FCRR
224	Document beginning year processes	5 days	Wed 1/15/14	Tue 1/21/14	223	225	James May, TEAM, FCRR
225	Team to review calendaring processes	5 days	Wed 1/22/14	Tue 1/28/14	224	226	James May, TEAM, FCRR
226	Team to review survey processes	5 days	Wed 1/29/14	Tue 2/4/14	225	230, 227	
227	Will Mantis be used?	1 day	Wed 2/5/14	Wed 2/5/14	226	228	
228	Will CTS be used?	1 day	Thu 2/6/14	Thu 2/6/14	227		
229	<b>Execution Phase - SBE</b>	<b>314 days</b>	<b>Fri 9/27/13</b>	<b>Wed 12/10/14</b>			
230	Testing Placeholder	128 days	Wed 2/5/14	Fri 8/1/14	226	234, 238	James May, TEAM, FCRR
231	<b>Reporting placeholder</b>	<b>1 day</b>	<b>Fri 9/27/13</b>	<b>Fri 9/27/13</b>			
232	Parent Letter - Placeholder	1 day	Fri 9/27/13	Fri 9/27/13			
233	<b>Incorporate SSO</b>	<b>25 days</b>	<b>Mon 8/4/14</b>	<b>Fri 9/5/14</b>			
234	Placeholder	25 days	Mon 8/4/14	Fri 9/5/14	230	236	James May, TEAM, FCRR
235	<b>Testing Phase</b>	<b>22 days</b>	<b>Mon 9/8/14</b>	<b>Tue 10/7/14</b>			
236	Placeholder	22 days	Mon 9/8/14	Tue 10/7/14	234	239	James May, TEAM, FCRR
237	<b>Pilot Phase</b>	<b>62 days</b>	<b>Mon 8/4/14</b>	<b>Tue 10/28/14</b>			<b>Adrea Truckenmiller</b>
238	Identify pilot site and staff	5 days	Mon 8/4/14	Fri 8/8/14	230		JRF, FCRR
239	Placeholder	15 days	Wed 10/8/14	Tue 10/28/14	236	241	
240	<b>Deployment Phase</b>	<b>20 days</b>	<b>Wed 10/29/14</b>	<b>Tue 11/25/14</b>			
241	Placeholder	20 days	Wed 10/29/14	Tue 11/25/14	239	243	James May, TEAM, FCRR
242	<b>Quality Assurance Phase</b>	<b>11 days</b>	<b>Wed 11/26/14</b>	<b>Wed 12/10/14</b>			

### FAIR-FS/PMRN Project

ID		Task Name	Duration	Start	Finish	Predeces	Successor	Resources
243		Placeholder	11 days	Wed 11/26/14	Wed 12/10/14	241		James May,TEAM,FCRR
244		<b>Call Tracking System (CTS)</b>	<b>1 day</b>	<b>Mon 10/21/13</b>	<b>Mon 10/21/13</b>			
245		Placeholder	1 day	Mon 10/21/13	Mon 10/21/13			
246		<b>Mantis (Bug Fix recording system)</b>	<b>1 day</b>	<b>Mon 10/21/13</b>	<b>Mon 10/21/13</b>			
247		Placeholder	1 day	Mon 10/21/13	Mon 10/21/13			
248		<b>Closing Phase SBE</b>	<b>6 days</b>	<b>Fri 6/20/14</b>	<b>Fri 6/27/14</b>			
249		Final Deployment Acceptance Approved	6 days	Fri 6/20/14	Fri 6/27/14		250	Vendor
250		Steady State	0 days	Fri 6/27/14	Fri 6/27/14	249		Vendor

# SCHEDULE IV-B FOR SECURITY INFRASTRUCTURE CONSOLIDATION

For Fiscal Year 2014-15



October 15, 2013

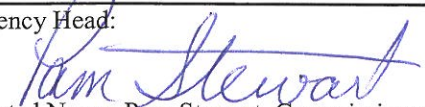
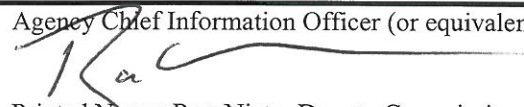

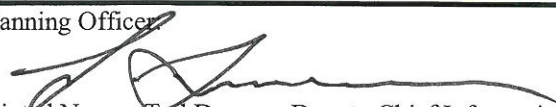
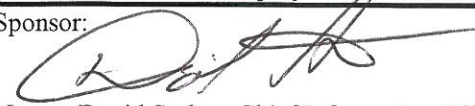
DEPARTMENT OF EDUCATION

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**I. Schedule IV-B Cover Sheet**

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Education	Schedule IV-B Submission Date: October 15, 2013
Project Name: Security Infrastructure Consolidation	Is this project included in the Agency's LRPP? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
FY 2014-15 LBR Issue Code: 24030C0	FY 2014-15 LBR Issue Title: Infrastructure Consolidation
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address):  David Stokes, Chief Information Office, 850-245-9326, david.stokes@fldoe.org	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date: 10/11/13
Agency Chief Information Officer (or equivalent):  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date: 10/11/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date: 10/11/13
Planning Officer:  Printed Name: Ted Duncan, Deputy Chief Information Officer	Date: 10/11/13
Project Sponsor:  Printed Name: David Stokes, Chief Information Officer	Date: 10/11/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Cost Benefit Analysis:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Risk Analysis:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Technology Planning:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Project Planning:	Ted Duncan, 245-5928, ted.duncan@fldoe.org

## General Guidelines

The Schedule IV-B contains more detailed information on information technology (IT) projects than is included in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.

## Documentation Requirements

The type and complexity of an IT project determines the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Solution Description
- Project Management Planning

Compliance with s. 216.023(4)(a)10, F.S. is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed prior to the submission of the document.

Sections of the Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

The revised Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of the Schedule IV-B, agencies should submit their own planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.



**SCHEDULE IV-B FOR SECURITY INFRASTRUCTURE CONSOLIDATION**

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at [IT@LASPBS.STATE.FL.US](mailto:IT@LASPBS.STATE.FL.US). Reference the D-3A issue code and title in the subject line.

## II. Schedule IV-B Business Case – Strategic Needs Assessment

### A. Background and Strategic Needs Assessment

*Purpose: To clearly articulate the business-related need(s) for the proposed project.*

Implementation of recent Race to the Top (RTTT) initiatives has resulted in multiple statewide enterprise class systems for the Florida Department of Education (Department). The Department is now in need of expanding its current security infrastructure to support the processes of all segmented networks thus enabling the Department to become more efficient and secure in its day to day business operations. By expanding the current security infrastructure within the Department's private cloud technology and consolidating all the segmented networks to route through a singular infrastructure, the Department will avoid costly upgrades to separate infrastructures throughout the agency.

Monitoring and tracing current threats discovered by external entities is very time consuming and if threats are not discovered by friendly external entities they could be exploited without knowledge of the Department. The segmented networks have aging security protection and features that are not enabled, not monitored 24/7, 365 days a year, or sometimes not kept up to date at all. Current systems have proven to be susceptible to denial of service attacks attempts. The department has a new tool in place as part of the private cloud which contains modern security solutions that are both monitored and managed 24/7, 365 days a year. Continuing to increase the current private cloud security measures and routing of existing segmented infrastructures through this infrastructure will enable the Department to monitor and protect the entire infrastructure without the need to continuously upgrade all infrastructures separately. Moving to this centralized process will enable the Department as a whole to:

- Monitor and protect against all network and application layers
- Enable centralized log management
- Gain access to critical threat intelligence
- Rapidly baseline the entire departments risk
- Scale services up and down as the infrastructure increases or decreases
- Centralize remote access
- Web Application Scanning
- System Vulnerability Scanning
- Antivirus/Spyware monitoring and analysis at the gateway and endpoint devices
- Network access control for enhancement of mobile device management efforts
- Monitoring of accidental confidential data movement in clear text

#### 1. Business Objectives

The Department is striving to prevent the costly need to establish separate security infrastructures within the current environment. The objective of this initiative is to continue to modernize and expand the private cloud infrastructure. This will provide the Department with one centralized infrastructure to monitor, secure, and upgrade moving forward. The end result of these services will be layer 1-7 (network through software) security monitoring, system vulnerability scanning, system log retention, web application scanning, database scanning, and data loss prevention services throughout the entire Department to include the, Division of Vocational Rehabilitation (DVR), Division of Blind Services (DBS), Office of Student Financial Aid (OSFA), and Office of Early Learning (OEL).

*NOTE: For IT projects with total cost in excess of \$10 million, the business objectives described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

## B. Baseline Analysis

*Purpose: To establish a basis for understanding the business processes, stakeholder groups, and current technologies that will be affected by the project and the level of business transformation that will be required for the project to be successful.*

### 1. Current Business Process(es)

Current business processes are segmented throughout the Department in regards to security monitoring and management ranging from minimal security to industry standard security.

Security incidents are detected and responded to differently throughout the environments which often times create delays to proper mitigation. Since the creation and implementation of the Department's private cloud environment, industry standard monitoring, management and response initiatives are continuing to grow and have proven to be effective. These new response processes enable the Department to respond to incidents in a more timely fashion, Identify missing elements from the process and continually look for areas of improvement. Through this refinement process the department is identifying and documenting our lessons learned.

### 2. Assumptions and Constraints

Short of redirecting current segmented infrastructures through the Department's private cloud solution, obtaining the same level of security for all segmented structures individually would not be possible due to budget constraints.

## C. Proposed Business Process Requirements

*Purpose: To establish a basis for understanding what business process requirements the proposed solution must meet in order to select an appropriate solution for the project.*

### 1. Proposed Business Process Requirements

Continue improving upon the expansion of the Department's security infrastructure within its private cloud environment and redirect all segmented systems through the private cloud security monitoring and management controls. Integrate all segmented entities into one security response process and communicate more effectively has a team.

Once systems are redirected away from existing firewalls and circuits, the Department will be able to shut down unneeded circuits and firewalls and continue to maintain and improve upon a single enterprise class solution.

### 2. Business Solution Alternatives

Outsource all business systems to a private cloud environment that already contains the level of security and monitoring required. Individually upgrade existing segmented systems to the same level as the Department's private cloud solution creating additional licensing and maintenance costs above and beyond what maintaining one system would cost.

### 3. Rationale for Selection

Upgrading the Department's private cloud solution, and redirecting all Department segments through this cloud, will provide a more sustainable Department wide solution with the added security required while still allowing the different Divisions the ability to work autonomously while benefiting from these Department wide security initiatives.

Since the creation of the private cloud, the Department is able to rapidly provision or decommission systems as needed and can grow the infrastructure and security systems along with it in a simplified manner. By redirecting existing infrastructures through the existing private

cloud solution the Department is better positioned to allow for expansion of services versus being faced with timely and costly infrastructure component upgrades.

**4. Recommended Business Solution**

The recommended solution is to continue building the Department’s private cloud solution, eliminating recurring costs of sustaining segmented inadequate firewall systems, and circuits and better position presently segmented infrastructures for growth. This will be done by redirecting all existing inbound and outbound paths through the Department’s private cloud security measures.

**D. Functional and Technical Requirements**

*Purpose: To identify the functional and technical system requirements that must be met by the project.*

Include through file insertion or attachment the functional and technical requirements analyses documentation developed and completed by the Department.

Expanding the Department’s existing private and public cloud security infrastructures to support all currently segmented infrastructures.

**III. Success Criteria**

*Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.*

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	New enterprise class security monitoring appliances will need to be purchased and installed in the private cloud environment	Success by passing all traffic through these appliances	The districts and entities currently leveraging services in this environment	9/14
2	Enable the monitoring and response processes for the above appliances	Test and/or real-time incidents are discovered and responded to	The districts and entities currently leveraging services in this environment	11/14
3	Begin process of redirecting currently segmented infrastructures through private cloud security measures	Validation measures predicting outcomes	Segmented Infrastructures, Owners/Users; Department	12/14 through 7/15
4	Ensuring all externally hosted servers are under the Department’s security umbrella	After working with the vendors that host these systems they will show up in online monitoring systems	Entities within the Department with systems hosted off site	12/14 through 7/15

		which show system status as we've been doing with existing solutions		
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## IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

### A. Benefits Realization Table

*Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.*

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Data flowing in and out of Department infrastructures will be protected monitored and responded too accordingly 24/7 365.	The Department and the districts who leverage these systems	Through on demand and real-time reporting systems.	Through on demand and real-time reporting systems.	11/14 – 7/15
2	External systems will fall under the Department security umbrella.	Entities within Department and districts with systems hosted off site.	Through on demand and real-time reporting systems.	Through on demand and real-time reporting systems.	11/14 – 7/15

### B. Cost Benefit Analysis (CBA)

*Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.*

#### 1. The Cost-Benefit Analysis Forms

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the

Cost Benefit Analysis	
Form	Description of Data Captured
	<p>program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.</p>
CBA Form 2 - Project Cost Analysis	<p>Baseline Project Budget: Estimated project costs.</p> <p>Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants.</p> <p>Characterization of Project Cost Estimate.</p>
CBA Form 3 - Project Investment Summary	<p>Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates:</p> <ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Payback Period</li> <li>• Breakeven Fiscal Year</li> <li>• Net Present Value</li> <li>• Internal Rate of Return</li> </ul>

See Appendix A (File Attached).



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## V. Schedule IV-B Major Project Risk Assessment

*Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project’s alignment with business objectives.*

*NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study.*

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency’s Schedule IV-B.

### A. Risk Assessment Summary

Appendix B on the Florida Fiscal Portal includes the Risk Assessment Summary. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

See Appendix B (File Attached).



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## VI. Schedule IV-B Technology Planning

*Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.*

### A. Current Information Technology Environment

#### 1. Current System

##### a. Description of current system

Division or Section	FW	IPS	WAF	WAS	VS	DLP	ELB	AVM	VPN	MDM	NAC	PM	SM
OSFA	Yes	No	No	No	No	No	No	No	Yes	No	No	No	No
DVR	Yes	No	No	No	No	No	No	No	Yes	No	No	No	No
OEL	Yes	No	No	No	No	No	No	No	Yes	No	No	No	No
DBS	Yes	No	No	No	No	No	No	No	Yes	No	No	No	No
BOG	Yes	No	No	No	Yes	No	No	No	Yes	No	No	No	No
ECS	Yes	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	No	No	Yes
OTIS Desktop Devices	Yes	No	No	No	Partial	No	No	Partial	Yes	Yes	No	No	Yes
ARM	Yes	No	No	Yes	Partial	No	No	No	Yes	No	No	No	No

FW = Firewall

IPS = Gateway Intrusion Protection Systems

WAF= Web Application Firewalls

VS = Vulnerability Scanning Systems

DLP = Data Loss Prevention (lets us know if confidential information is being disseminated insecurely)

ELB = Enterprise Load Balancing (provides added layer of protection and ability to scale faster as needed)

AVM =24/7 365 Antivirus monitoring and response services

VPN MDM NAC = Secure mobile device access and controls

PM = Performance Management Systems which aid in the identification of unidentified system anomalies

SM = System Management which aids in the tracking and patching of mobile, desktop and server systems

**b. Current system resource requirements**

Currently, Department Divisions or Sections are running their own separate firewall or environment, and does not have the ability and/or funding to support an enterprise class security system. Costs to separately maintain, upgrade or replace and support the segments are higher than the consolidated infrastructure.

**c. Current system performance**

Performance monitoring systems are not in place for the entire environment. However, the systems which the Department is looking to eliminate by redirecting to an enterprise class system are not capable of performing the security tasks at hand.

**2. Information Technology Standards**

Information Technology Standards Consist of:

- Onsite Next Generation Firewall with Deep Packet Inspection
- 24/7 365 Monitoring and Incident Response Services
- Intrusion Detection and Prevention Services
- Network through Application Layer Monitoring and Controls
- Application, System, and Database Vulnerability Scanning
- Network Access Controls
- Gateway, endpoint and hypervisor antivirus/spyware and web filtering
- Content Filtering
- URL Filtering
- Enterprise wide system and performance management
- Log monitoring, filtering and analysis
- Centralized SSL VPN from central firewall
- Cloud assisted Onsite behavioral behavioral-based ATA inspection in Next Generation Firewall

**B. Current Hardware and/or Software Inventory**

Current hardware which will be removed, replaced or upgraded during this project is not able to support the same level of security services throughout the entire environment.

See Appendix C (File Attached).



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**C. Proposed Solution Description**

Continue to expand the Department’s private cloud security environment to support the redirection of all systems Divisions and or sections to an enterprise class security infrastructure.

**1. Summary description of proposed system**

The proposed system will consists of a state of the art security monitoring and management system that will be continually refreshed and upgraded as time moves forward in order to support the entire Department. This will ensure the best possible overall security the Department can provide without the need to repeat this process throughout segmented infrastructures.



This system which consists or will consist of next generation firewalls that:

- Monitor and protect against network through application layer threats
- Enable centralized log management
- Gain access to critical threat intelligence
- Rapidly baseline the entire departments risk
- Scale services up and down as the infrastructure grows or shrinks
- Centralize remote access
- Web Application Scanning
- System Vulnerability Scanning
- Antivirus/Spyware monitoring and analysis at the gateway and endpoint devices
- Network access control for enhancement of mobile device management efforts
- Monitoring of accidental confidential data movement in clear text

**2. Resource and summary level funding requirements for proposed solution (if known)**

To be determined.

**D. Capacity Planning**

To be determined.

**Schedule IV-B Project Management Planning**

*Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.*

The project management plan is currently under development.

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope, business objectives, and timelines described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

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## VII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

I. Appendix A – Cost Benefit Analysis (File Attached)



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II. Appendix B – Risk Assessment Summary (File Attached)



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III. Appendix C – Inventory (File Attached)



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IV. Appendix D – Project Timeline Drawing (File Attached)



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V. Appendix E – Project Schedule (File Attached)



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CBAForm 1 - Net Tangible Benefits

Agency	Education	Project	Security Infrastructure Consolidation
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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 (Operations Only -- No Project Costs)	FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18			FY 2018-19		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>A.b Total FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other <span style="font-size: small;">Specify</span>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. External Service Provider -- Costs	\$0	\$240,000	\$240,000	\$240,000	\$0	\$240,000	\$240,000	\$0	\$240,000	\$240,000	\$0	\$240,000	\$240,000	\$0	\$240,000
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <span style="font-size: small;">Security Management &amp; Monitoring</span>	\$0	\$240,000	\$240,000	\$240,000	\$0	\$240,000	\$240,000	\$0	\$240,000	\$240,000	\$0	\$240,000	\$240,000	\$0	\$240,000
D. Plant & Facility -- Costs (including PDC services)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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 <span style="font-size: small;">Specify</span>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total of Operational Costs ( Rows A through E)</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$0</b>	<b>\$240,000</b>
<b>F. Additional Tangible Benefits:</b>		\$0			\$0			\$0			\$0			\$0	
F-1. <span style="font-size: small;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-2. <span style="font-size: small;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-3. <span style="font-size: small;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
<b>Total Net Tangible Benefits:</b>		<b>(\$240,000)</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous <input type="checkbox"/>	Confidence Level	
Order of Magnitude <input checked="" type="checkbox"/>	Confidence Level	90%
Placeholder <input type="checkbox"/>	Confidence Level	

1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
Education				Security Infrastructure Consolidation																	
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.				FY2014-15			FY2015-16			FY2016-17			FY2017-18			FY2018-19			TOTAL		
				\$ -			\$ 3,366,000			\$ -			\$ -			\$ -			\$ 3,366,000		
4	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	
5	Costs for all state employees working on the project.	FTE	S&B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
6	Costs for all OPS employees working on the project.	OPS	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
7	Staffing costs for personnel using Time & Expense.	Staff Augmentation	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
8	Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
9	Project oversight (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
10	Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
11	Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Hardware purchases not included in Primary Data Center services.	Hardware	Educational Technology	\$ -	\$ 1,315,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,315,000
13	Commercial software purchases and licensing costs.	Commercial Software	Educational Technology	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Educational Technology	\$ -	\$ 1,145,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,145,000
15	All first-time training costs associated with the project.	Training	Educational Technology	\$ -	\$ 56,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,000
16	Include the quote received from the PDC for project equipment and services. Only include one-time project costs in this row. Recurring, project-related PDC costs are included in CBA Form 1A.	Data Center Services - One Time Costs	PDC Category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Other services not included in other categories.	Other Services	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Include costs for non-PDC equipment required by the project and the proposed solution (detail)	Equipment	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Other project expenses not included in other categories.	Other Expenses	Educational Technology	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
21	Note: Existing program costs for the functionally accomplished by this project are zero, as the Department does not have the functionally. New program operational costs are dependent upon continuation of the Department's current security services.			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	<b>Total</b>			\$ -	0.00	\$ 3,366,000	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ 3,366,000

CBAForm 2 - Project Cost Analysis

Agency	<u>Education</u>	Project	<u>Security Infrastructure Consolidation</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	\$3,366,000	\$0	\$0	\$0	\$0	\$3,366,000
CUMULATIVE PROJECT COSTS <i>(Includes Current &amp; Previous Years' Project-Related Costs)</i>	\$3,366,000	\$3,366,000	\$3,366,000	\$3,366,000	\$3,366,000	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL INVESTMENT</b>	\$0	\$0	\$0	\$0	\$0	\$0
<b>CUMULATIVE INVESTMENT</b>	\$0	\$0	\$0	\$0	\$0	\$0

Characterization of Project Cost Estimate - CBAForm 2C		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	Confidence Level	
Order of Magnitude	Confidence Level	90%
Placeholder	Confidence Level	

Cost Benefit Analysis

CBAForm 3 - Project Investment Summary

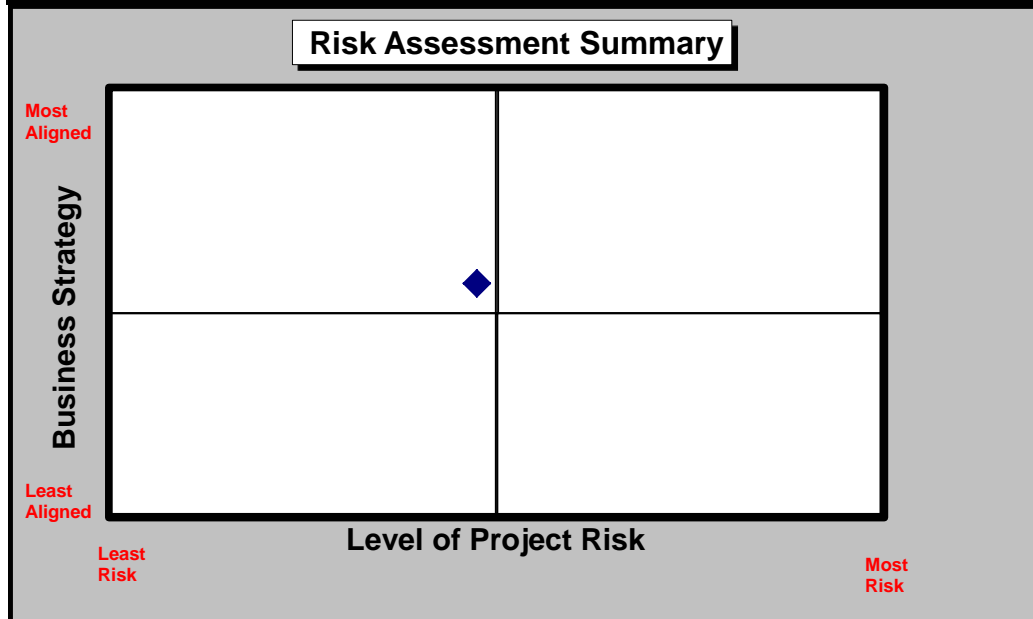
Agency	Education	Project	Security Infrastructure Consolidation
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COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	TOTAL FOR ALL YEARS
Project Cost	\$3,366,000	\$0	\$0	\$0	\$0	\$3,366,000
Net Tangible Benefits	(\$240,000)	\$0	\$0	\$0	\$0	(\$240,000)
Return on Investment	(\$3,606,000)	\$0	\$0	\$0	\$0	(\$3,606,000)
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)	(\$3,537,375)	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 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

<b>Project</b>	<i>Security Infrastructure Consolidation</i>	
<b>Agency</b>	<i>Department of Education</i>	
<b>FY 2014-15 LBR Issue Code:</b>	<b>FY 2014-15 LBR Issue Title:</b>	
<i>24030C0</i>	<i>Infrastructure Consolidation</i>	
<b>Risk Assessment Contact Info (Name, Phone #, and E-mail Address):</b>		
<i>Ted Duncan</i>		
<b>Executive Sponsor</b>	<i>David Stokes</i>	
<b>Project Manager</b>	<i>Ted Duncan</i>	
<b>Prepared By</b>	<i>Kevin Seymour</i>	<i>10/8/2013</i>



<b>Project Risk Area Breakdown</b>	
<b>Risk Assessment Areas</b>	<b>Risk Exposure</b>
Strategic Assessment	MEDIUM
Technology Exposure Assessment	MEDIUM
Organizational Change Management Assessment	MEDIUM
Communication Assessment	LOW
Fiscal Assessment	MEDIUM
Project Organization Assessment	MEDIUM
Project Management Assessment	MEDIUM
Project Complexity Assessment	MEDIUM
<b>Overall Project Risk</b>	<b>MEDIUM</b>

Agency: Department of Education

Project: Security Infrastructure Consolidation

Section 1 -- Strategic Area			
#	Criteria	Values	Answer
1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	41% to 80% -- Some objectives aligned
		41% to 80% -- Some objectives aligned	
		81% to 100% -- All or nearly all objectives aligned	
1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Informal agreement by stakeholders
		Informal agreement by stakeholders	
		Documented with sign-off by stakeholders	
1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Most regularly attend executive steering committee meetings
		Most regularly attend executive steering committee meetings	
		Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is not documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
		Changes unknown	
		Changes are identified in concept only	
		Changes are identified and documented	
		Legislation or proposed rule change is drafted	
1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Few or none
		Some	
		All or nearly all	
1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Minimal or no external use or visibility
		Moderate external use or visibility	
		Extensive external use or visibility	
1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Use or visibility at division and/or bureau level only
		Single agency-wide use or visibility	
		Use or visibility at division and/or bureau level only	
1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	



Agency: Department of Education

Project: Security Infrastructure Consolidation

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technology in a production environment?	Read about only or attended conference and/or vendor presentation	Supported production system 1 year to 3 years
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
		Installed and supported production system more than 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	No relevant standards have been identified or incorporated into proposed technology
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Moderate infrastructure change required
		Moderate infrastructure change required	
		Extensive infrastructure change required	
		Complete infrastructure replacement	
2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
		Capacity requirements are defined only at a conceptual level	
		Capacity requirements are based on historical data and new system design specifications and performance requirements	

Agency: Department of Education

Project: Security Infrastructure Consolidation

Section 3 -- Organizational Change Management Area			
#	Criteria	Values	Answer
3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Moderate changes to organization structure, staff or business processes
		Moderate changes to organization structure, staff or business processes	
		Minimal changes to organization structure, staff or business processes structure	
3.02	Will this project impact essential business processes?	Yes	No
		No	
3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	0% to 40% -- Few or no process changes defined and documented
		41% to 80% -- Some process changes defined and documented	
		81% to 100% -- All or nearly all processes defined and documented	
3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
		No	
3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
		1% to 10% FTE count change	
		Less than 1% FTE count change	
3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Over 10% contractor count change
		1 to 10% contractor count change	
		Less than 1% contractor count change	
3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with greater change requirements
		Recently completed project with fewer change requirements	
		Recently completed project with similar change requirements	
		Recently completed project with greater change requirements	

Agency: Agency Name

Project: Project Name

Section 4 -- Communication Area			
#	Criteria	Value Options	Answer
4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
		No	
4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Negligible or no feedback in Plan
		Routine feedback in Plan	
		Proactive use of feedback in Plan	
4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	All or nearly all messages are documented
		Some key messages have been developed	
		All or nearly all messages are documented	
4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	All or nearly all messages have success measures
		Success measures have been developed for some messages	
		All or nearly all messages have success measures	
4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
		No	

Agency: Department of Education Project: Security Infrastructure Consolidation

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	No
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$2 M and \$10 M
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Order of magnitude – estimate could vary between 10-100%
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	No
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Not applicable
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Project benefits have not been identified or validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	Within 1 year
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Procurement strategy has not been identified and documented
		Stakeholders have not been consulted re: procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Stakeholders have reviewed and approved the proposed procurement strategy	Combination FFP and T&E
		Time and Expense (T&E)	
		Firm Fixed Price (FFP)	
5.13	What is the planned approach for procuring hardware and software for the project?	Combination FFP and T&E	Just-in-time purchasing of hardware and software is documented in the project schedule
		Timing of major hardware and software purchases has not yet been determined	
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
5.14	Has a contract manager been assigned to this project?	Just-in-time purchasing of hardware and software is documented in the project schedule	Contract manager is the procurement manager
		No contract manager assigned	
		Contract manager is the procurement manager	
		Contract manager is the project manager	
5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Contract manager assigned is not the procurement manager or the project manager	Yes
		Yes	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No	All or nearly all selection criteria and expected outcomes have been defined and documented
		No selection criteria or outcomes have been identified	
		Some selection criteria and outcomes have been defined and documented	
5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	All or nearly all selection criteria and expected outcomes have been defined and documented	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
		Procurement strategy has not been developed	
		Multi-stage evaluation not planned/used for procurement	
		Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
		No, bid response did/will not require proof of concept or prototype	
		Yes, bid response did/will include proof of concept or prototype	
		Not applicable	

Agency: Department of Education

Project: Security Infrastructure Consolidation

Section 6 -- Project Organization Area			
#	Criteria	Values	Answer
6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	No
		No	
6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	None or few have been defined and documented
		Some have been defined and documented	
		All or nearly all have been defined and documented	
6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
		Agency	
		System Integrator (contractor)	
6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	2
		2	
		1	
6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Some or most staff roles and responsibilities and needed skills have been identified
		Some or most staff roles and responsibilities and needed skills have been identified	
		Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
		No, project manager is assigned 50% or less to project	
		No, project manager assigned more than half-time, but less than full-time to project	
		Yes, experienced project manager dedicated full-time, 100% to project	
6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
		No, business, functional or technical experts dedicated 50% or less to project	
		No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
		Yes, business, functional or technical experts dedicated full-time, 100% to project	
6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Mostly staffed from in-house resources
		Half of staff from in-house resources	
		Mostly staffed from in-house resources	
		Completely staffed from in-house resources	
6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
		Moderate impact	
		Extensive impact	
6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
		No	
6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
		No, only IT staff are on change review and control board	
		No, all stakeholders are not represented on the board	
		Yes, all stakeholders are represented by functional manager	

Agency: Department of Education Project: Security Infrastructure Consolidation

Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
		Project Management team will use the methodology selected by the systems integrator	
		Yes	
7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
		1-3	
		More than 3	
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
		Some	
		All or nearly all	
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	41 to 80% -- Some have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	41 to 80% -- Some have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	0% to 40% -- None or few are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	None or few have been defined and documented
		Some deliverables and acceptance criteria have been defined and documented	
		All or nearly all deliverables and acceptance criteria have been defined and documented	
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Only project manager signs-off
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	0% to 40% -- None or few have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
		No	
7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
		No	
7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team uses formal processes
		Project team uses formal processes	
		Project team and executive steering committee use formal status reporting processes	
7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
		Some templates are available	
		All planning and reporting templates are available	
7.14	Has a documented Risk Management Plan been approved for this project?	Yes	Yes
		No	
7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	All known risks and mitigation strategies have been defined
		Some have been defined and documented	
		All known risks and mitigation strategies have been defined	
7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
		No	

Agency: Department of Education

Project: Security Infrastructure Consolidation

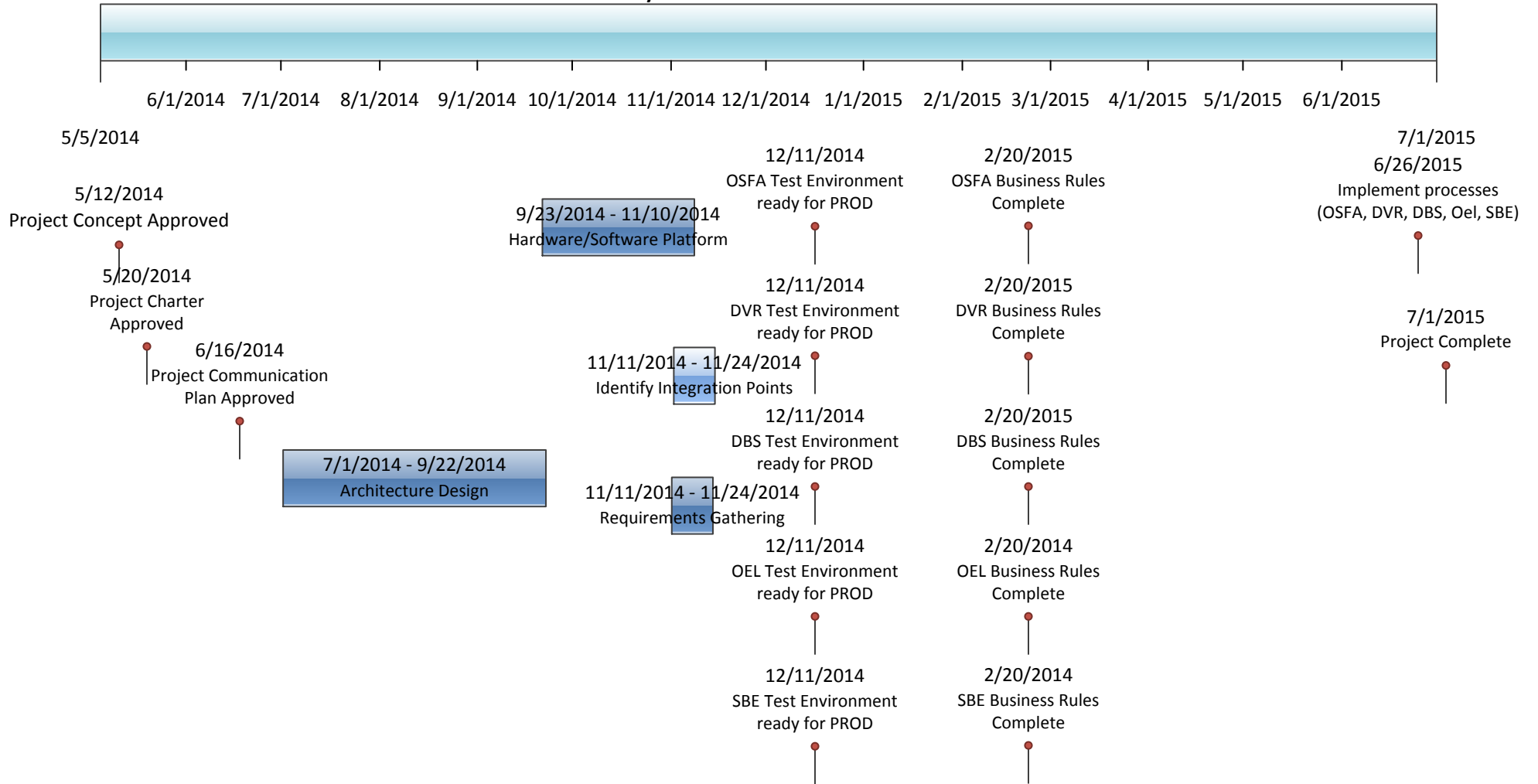
Section 8 -- Project Complexity Area			
#	Criteria	Values	Answer
8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
		More complex	
		Similar complexity	
		Less complex	
8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
		1 to 3 external organizations	
		More than 3 external organizations	
8.05	What is the expected project team size?	Greater than 15	9 to 15
		9 to 15	
		5 to 8	
		Less than 5	
8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
		2 to 4	
		1	
		None	
8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Agency-wide business process change
		Agency-wide business process change	
		Statewide or multiple agency business process change	
8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
		No	
8.09	What type of project is this?	Infrastructure upgrade	Infrastructure upgrade
		Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
		Business Process Reengineering	
		Combination of the above	
8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Greater size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	
8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	

Security Infrastructure Consolidation  
Appendix C – Inventory  
FY2014-15 Schedule IV-B

<b>Division or Section</b>	<b>Firewall Count</b>	<b>Make</b>	<b>Notes</b>
Office of Student Financial Aid	2	Cisco ASA	Replacing by routing through ECS Environment
Division of Vocational Rehabilitation	1	Cisco ASA	Replacing by routing through ECS Environment
Office of Early Learning	0		Use Datacenter ASA not to be replaced
Division of Blind Services	1	Cisco ASA	Replacing by routing through ECS Environment
Board of Governors	0		Use Datacenter ASA not to be replaced
Enterprise Computing Solution	2	Cisco ASA	Will be used or replaced to support all traffic in and out
Division of Technology and Innovation Desktop Devices	2	Cisco ASA	Will be evaluated further for replacement possibility, just routed through ECS environment or upgraded as required
ARM	2	Microsoft ISA	Will be evaluated further for replacement possibility or just routed through ECS environment
<b>Total:</b>	10		



# Security Infrastructure Consolidation



## Security Infrastructure Consolidation

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
1	<b>1</b>	<b>FDOE Security Infrastructure Consolidation</b>	<b>303 days</b>	<b>Mon 5/5/14</b>	<b>Wed 7/1/15</b>	
2	<b>1.1</b>	<b>Project Start</b>	<b>303 days</b>	<b>Mon 5/5/14</b>	<b>Wed 7/1/15</b>	
3	<b>1.1.1</b>	<b>PM Activities</b>	<b>37 days</b>	<b>Mon 5/5/14</b>	<b>Tue 6/24/14</b>	
4	1.1.1.1	Draft Project Concept Paper	5 days	Mon 5/5/14	Fri 5/9/14	
5	1.1.1.2	Project Concept Paper Approved	0 days	Mon 5/12/14	Mon 5/12/14	4
6	1.1.1.3	Draft Project Charter	5 days	Mon 5/12/14	Fri 5/16/14	5
7	1.1.1.4	Present to Project Sponsor	1 day	Mon 5/19/14	Mon 5/19/14	6
8	1.1.1.5	Project Charter Approved - Security Infrastructure Consolidation	0 days	Tue 5/20/14	Tue 5/20/14	7
9	1.1.1.6	Define Project Scope	10 days	Tue 5/20/14	Mon 6/2/14	8
10	1.1.1.7	Define Activities	3 days	Tue 6/3/14	Thu 6/5/14	9
11	1.1.1.8	Estimate Duration	3 days	Tue 6/3/14	Thu 6/5/14	9
12	1.1.1.9	Identify Stakeholders	2 days	Fri 6/6/14	Mon 6/9/14	11
13	<b>1.1.1.10</b>	<b>Develop Quality Management Plan</b>	<b>7 days</b>	<b>Tue 6/3/14</b>	<b>Thu 6/12/14</b>	
14	1.1.1.10.1	Establish Achievement Goals	5 days	Tue 6/3/14	Mon 6/9/14	9
15	1.1.1.10.2	Establish Quality Metrics	2 days	Tue 6/10/14	Wed 6/11/14	14
16	1.1.1.10.3	Quality Metrics Approved	0 days	Thu 6/12/14	Thu 6/12/14	15
17	<b>1.1.1.11</b>	<b>Risk Development/Management Plan</b>	<b>16 days</b>	<b>Tue 6/3/14</b>	<b>Tue 6/24/14</b>	
18	1.1.1.11.1	Determine Project Risks	5 days	Tue 6/3/14	Mon 6/9/14	9
19	1.1.1.11.2	Document Project Risks in PPM	10 days	Tue 6/10/14	Mon 6/23/14	18
20	1.1.1.11.3	Validate Project Risks with Sponsor	1 day	Tue 6/24/14	Tue 6/24/14	19
21	<b>1.1.1.12</b>	<b>Communication Planning</b>	<b>9 days</b>	<b>Tue 6/3/14</b>	<b>Mon 6/16/14</b>	
22	1.1.1.12.1	Develop Communication Plan	5 days	Tue 6/3/14	Mon 6/9/14	9
23	1.1.1.12.2	Review Communication Plan	2 days	Tue 6/10/14	Wed 6/11/14	22
24	1.1.1.12.3	Revise/Edit Communication Plan	2 days	Thu 6/12/14	Fri 6/13/14	23
25	1.1.1.12.4	Communication Plan Approved	0 days	Mon 6/16/14	Mon 6/16/14	24
26	<b>1.1.2</b>	<b>Planning</b>	<b>168 days</b>	<b>Tue 7/1/14</b>	<b>Fri 2/20/15</b>	
27	<b>1.1.2.1</b>	<b>Hold Architecture Design Meetings with Internal and External Partners</b>	<b>60 days</b>	<b>Tue 7/1/14</b>	<b>Mon 9/22/14</b>	
28	1.1.2.1.1	Identify network routing and addressing information	30 days	Tue 7/1/14	Mon 8/11/14	
29	1.1.2.1.2	identify Cabling and routing issues	30 days	Tue 8/12/14	Mon 9/22/14	28
30	1.1.2.1.3	Identify Staff Resources	30 days	Tue 8/12/14	Mon 9/22/14	29FF
31	1.1.2.1.4	identify project hardware and software to be ordered	30 days	Tue 8/12/14	Mon 9/22/14	30FF

## Security Infrastructure Consolidation

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
32	<b>1.1.2.2</b>	<b>Hardware/Software Platform Preparation Activities</b>	<b>35 days</b>	<b>Tue 9/23/14</b>	<b>Mon 11/10/14</b>	
33	1.1.2.2.1	Order project hardware and software	30 days	Tue 9/23/14	Mon 11/3/14	31
34	1.1.2.2.2	Rack, Stack, and Mount hardware	5 days	Tue 11/4/14	Mon 11/10/14	33
35	<b>1.1.2.3</b>	<b>Requirements Gathering (Legacy Environment)</b>	<b>10 days</b>	<b>Tue 11/11/14</b>	<b>Mon 11/24/14</b>	
36	1.1.2.3.1	identify current functionality (what will be carried forward, what will be dropped)	10 days	Tue 11/11/14	Mon 11/24/14	34
37	1.1.2.3.2	identify integration points	10 days	Tue 11/11/14	Mon 11/24/14	36FF
38	<b>1.1.2.4</b>	<b>OSFA</b>	<b>93 days</b>	<b>Tue 10/14/14</b>	<b>Fri 2/20/15</b>	
39	<b>1.1.2.4.1</b>	<b>Setup Test Environment</b>	<b>43 days</b>	<b>Tue 10/14/14</b>	<b>Thu 12/11/14</b>	
40	1.1.2.4.1.1	identify test environment users	3 days	Tue 10/14/14	Thu 10/16/14	
41	1.1.2.4.1.2	identify test environment devices	5 days	Fri 10/17/14	Thu 10/23/14	40
42	1.1.2.4.1.3	Identify Web Application Firewall Rules	5 days	Fri 10/24/14	Thu 10/30/14	41
43	1.1.2.4.1.4	Identify NWRDC resources to work with vendor to perform installation of firewall	5 days	Fri 10/31/14	Thu 11/6/14	42
44	1.1.2.4.1.5	Identify NWRDC resources to work with vendor to decommission old segmented firewalls	5 days	Fri 11/7/14	Thu 11/13/14	43
45	1.1.2.4.1.6	Tune Software within Private cloud environment	20 days	Fri 11/14/14	Thu 12/11/14	44
46	1.1.2.4.1.7	Milestone - Test Environment Ready for PROD	0 days	Thu 12/11/14	Thu 12/11/14	45FF
47	<b>1.1.2.4.2</b>	<b>Configure Production Environment</b>	<b>2 days</b>	<b>Fri 12/12/14</b>	<b>Mon 12/15/14</b>	
48	1.1.2.4.2.1	Turn on Software Configurations	2 days	Fri 12/12/14	Mon 12/15/14	46
49	<b>1.1.2.4.3</b>	<b>Identify business rules</b>	<b>48 days</b>	<b>Tue 12/16/14</b>	<b>Fri 2/20/15</b>	
50	1.1.2.4.3.1	Identify current state process flows	1 day	Tue 12/16/14	Tue 12/16/14	
51	1.1.2.4.2.2	Document current state process flows	10 days	Wed 12/17/14	Tue 12/30/14	50
52	1.1.2.4.2.5	Review current state process flows	5 days	Wed 12/31/14	Tue 1/6/15	51
53	1.1.2.4.3.4	Approve current state process flows	1 day	Wed 1/7/15	Wed 1/7/15	52
54	1.1.2.4.3.5	Milestone - Identify Business Current State Complete	0 days	Thu 1/8/15	Thu 1/8/15	
55	1.1.2.4.2.3	Identify future state process flows	10 days	Thu 1/8/15	Wed 1/21/15	
56	1.1.2.4.2.4	Document future state process flows	10 days	Thu 1/22/15	Wed 2/4/15	55
57	1.1.2.4.2.5	Review future state process flows	5 days	Thu 2/5/15	Wed 2/11/15	56
58	1.1.2.4.3.9	Approve future state process flows	1 day	Thu 2/12/15	Thu 2/12/15	57
59	1.1.2.4.2.6	Reporting	5 days	Fri 2/13/15	Thu 2/19/15	58
60	1.1.2.4.3.11	Milestone - OSFA Identify Business Rules Complete	0 days	Fri 2/20/15	Fri 2/20/15	

## Security Infrastructure Consolidation

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
61	<b>1.1.2.5</b>	<b>DVR</b>	<b>93 days</b>	<b>Tue 10/14/14</b>	<b>Fri 2/20/15</b>	
62	<b>1.1.2.5.1</b>	<b>Setup Test Environment</b>	<b>43 days</b>	<b>Tue 10/14/14</b>	<b>Thu 12/11/14</b>	
63	1.1.2.5.1.1	identify test environment users	3 days	Tue 10/14/14	Thu 10/16/14	
64	1.1.2.5.1.2	identify test environment devices	5 days	Fri 10/17/14	Thu 10/23/14	63
65	1.1.2.5.1.3	Identify Web Application Firewall Rules	5 days	Fri 10/24/14	Thu 10/30/14	64
66	1.1.2.5.1.4	Identify NWRDC resources to work with vendor to perform installation of firewall	5 days	Fri 10/31/14	Thu 11/6/14	65
67	1.1.2.5.1.5	Identify NWRDC resources to work with vendor to decommission old segmented firewalls	5 days	Fri 11/7/14	Thu 11/13/14	66
68	1.1.2.5.1.6	Tune Software within Private cloud environment	20 days	Fri 11/14/14	Thu 12/11/14	67
69	1.1.2.5.1.7	Milestone - Test Environment Ready for PROD	0 days	Thu 12/11/14	Thu 12/11/14	68FF
70	<b>1.1.2.5.2</b>	<b>Configure Production Environment</b>	<b>2 days</b>	<b>Fri 12/12/14</b>	<b>Mon 12/15/14</b>	
71	1.1.2.5.2.1	Turn on Software Configurations	2 days	Fri 12/12/14	Mon 12/15/14	69
72	<b>1.1.2.5.3</b>	<b>Identify business rules</b>	<b>48 days</b>	<b>Tue 12/16/14</b>	<b>Fri 2/20/15</b>	
73	1.1.2.5.3.1	Identify current state process flows	1 day	Tue 12/16/14	Tue 12/16/14	
74	1.1.2.4.2.2	Document current state process flows	10 days	Wed 12/17/14	Tue 12/30/14	73
75	1.1.2.4.2.5	Review current state process flows	5 days	Wed 12/31/14	Tue 1/6/15	74
76	1.1.2.5.3.4	Approve current state process flows	1 day	Wed 1/7/15	Wed 1/7/15	75
77	1.1.2.5.3.5	Milestone - Identify Business Current State Complete	0 days	Thu 1/8/15	Thu 1/8/15	
78	1.1.2.4.2.3	Identify future state process flows	10 days	Thu 1/8/15	Wed 1/21/15	
79	1.1.2.4.2.4	Document future state process flows	10 days	Thu 1/22/15	Wed 2/4/15	78
80	1.1.2.4.2.5	Review future state process flows	5 days	Thu 2/5/15	Wed 2/11/15	79
81	1.1.2.5.3.9	Approve future state process flows	1 day	Thu 2/12/15	Thu 2/12/15	80
82	1.1.2.4.2.6	Reporting	5 days	Fri 2/13/15	Thu 2/19/15	81
83	1.1.2.5.3.11	Milestone - DVR Identify Business Rules Complete	0 days	Fri 2/20/15	Fri 2/20/15	
84	<b>1.1.2.6</b>	<b>DBS</b>	<b>93 days</b>	<b>Tue 10/14/14</b>	<b>Fri 2/20/15</b>	
85	<b>1.1.2.6.1</b>	<b>Setup Test Environment</b>	<b>43 days</b>	<b>Tue 10/14/14</b>	<b>Thu 12/11/14</b>	
86	1.1.2.6.1.1	identify test environment users	3 days	Tue 10/14/14	Thu 10/16/14	
87	1.1.2.6.1.2	identify test environment devices	5 days	Fri 10/17/14	Thu 10/23/14	86
88	1.1.2.6.1.3	Identify Web Application Firewall Rules	5 days	Fri 10/24/14	Thu 10/30/14	87
89	1.1.2.6.1.4	Identify NWRDC resources to work with vendor to perform installation of firewall	5 days	Fri 10/31/14	Thu 11/6/14	88

## Security Infrastructure Consolidation

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
90	1.1.2.6.1.5	Identify NWRDC resources to work with vendor to decommission old segmented firewalls	5 days	Fri 11/7/14	Thu 11/13/14	89
91	1.1.2.6.1.6	Tune Software within Private cloud environment	20 days	Fri 11/14/14	Thu 12/11/14	90
92	1.1.2.6.1.7	Milestone - Test Environment Ready for PROD	0 days	Thu 12/11/14	Thu 12/11/14	91FF
93	<b>1.1.2.6.2</b>	<b>Configure Production Environment</b>	<b>2 days</b>	<b>Fri 12/12/14</b>	<b>Mon 12/15/14</b>	
94	1.1.2.6.2.1	Turn on Software Configurations	2 days	Fri 12/12/14	Mon 12/15/14	92
95	<b>1.1.2.6.3</b>	<b>Identify business rules</b>	<b>48 days</b>	<b>Tue 12/16/14</b>	<b>Fri 2/20/15</b>	
96	1.1.2.6.3.1	Identify current state process flows	1 day	Tue 12/16/14	Tue 12/16/14	
97	1.1.2.4.2.2	Document current state process flows	10 days	Wed 12/17/14	Tue 12/30/14	96
98	1.1.2.4.2.5	Review current state process flows	5 days	Wed 12/31/14	Tue 1/6/15	97
99	1.1.2.6.3.4	Approve current state process flows	1 day	Wed 1/7/15	Wed 1/7/15	98
100	1.1.2.6.3.5	Milestone - Identify Business Current State Complete	0 days	Thu 1/8/15	Thu 1/8/15	
101	1.1.2.4.2.3	Identify future state process flows	10 days	Thu 1/8/15	Wed 1/21/15	
102	1.1.2.4.2.4	Document future state process flows	10 days	Thu 1/22/15	Wed 2/4/15	101
103	1.1.2.4.2.5	Review future state process flows	5 days	Thu 2/5/15	Wed 2/11/15	102
104	1.1.2.6.3.9	Approve future state process flows	1 day	Thu 2/12/15	Thu 2/12/15	103
105	1.1.2.4.2.6	Reporting	5 days	Fri 2/13/15	Thu 2/19/15	104
106	1.1.2.6.3.11	Milestone - DBS Identify Business Rules Complete	0 days	Fri 2/20/15	Fri 2/20/15	
107	<b>1.1.2.7</b>	<b>OEL</b>	<b>93 days</b>	<b>Tue 10/14/14</b>	<b>Fri 2/20/15</b>	
108	<b>1.1.2.7.1</b>	<b>Setup Test Environment</b>	<b>43 days</b>	<b>Tue 10/14/14</b>	<b>Thu 12/11/14</b>	
109	1.1.2.7.1.1	identify test environment users	3 days	Tue 10/14/14	Thu 10/16/14	
110	1.1.2.7.1.2	identify test environment devices	5 days	Fri 10/17/14	Thu 10/23/14	109
111	1.1.2.7.1.3	Identify Web Application Firewall Rules	5 days	Fri 10/24/14	Thu 10/30/14	110
112	1.1.2.7.1.4	Identify NWRDC resources to work with vendor to perform installation of firewall	5 days	Fri 10/31/14	Thu 11/6/14	111
113	1.1.2.7.1.5	Identify NWRDC resources to work with vendor to decommission old segmented firewalls	5 days	Fri 11/7/14	Thu 11/13/14	112
114	1.1.2.7.1.6	Tune Software within Private cloud environment	20 days	Fri 11/14/14	Thu 12/11/14	113
115	1.1.2.7.1.7	Milestone - Test Environment Ready for PROD	0 days	Thu 12/11/14	Thu 12/11/14	114FF
116	<b>1.1.2.7.2</b>	<b>Configure Production Environment</b>	<b>2 days</b>	<b>Fri 12/12/14</b>	<b>Mon 12/15/14</b>	
117	1.1.2.7.2.1	Turn on Software Configurations	2 days	Fri 12/12/14	Mon 12/15/14	115
118	<b>1.1.2.7.3</b>	<b>Identify business rules</b>	<b>48 days</b>	<b>Tue 12/16/14</b>	<b>Fri 2/20/15</b>	

## Security Infrastructure Consolidation

ID	WBS	Task Name	Duration	Start	Finish	Predecessors
119	1.1.2.7.3.1	Identify current state process flows	1 day	Tue 12/16/14	Tue 12/16/14	
120	1.1.2.4.2.2	Document current state process flows	10 days	Wed 12/17/14	Tue 12/30/14	119
121	1.1.2.4.2.5	Review current state process flows	5 days	Wed 12/31/14	Tue 1/6/15	120
122	1.1.2.7.3.4	Approve current state process flows	1 day	Wed 1/7/15	Wed 1/7/15	121
123	1.1.2.7.3.5	Milestone - Identify Business Current State Complete	0 days	Thu 1/8/15	Thu 1/8/15	
124	1.1.2.4.2.3	Identify future state process flows	10 days	Thu 1/8/15	Wed 1/21/15	
125	1.1.2.4.2.4	Document future state process flows	10 days	Thu 1/22/15	Wed 2/4/15	124
126	1.1.2.4.2.5	Review future state process flows	5 days	Thu 2/5/15	Wed 2/11/15	125
127	1.1.2.7.3.9	Approve future state process flows	1 day	Thu 2/12/15	Thu 2/12/15	126
128	1.1.2.4.2.6	Reporting	5 days	Fri 2/13/15	Thu 2/19/15	127
129	1.1.2.7.3.11	Milestone - Identify Business Rules Future State Complete	0 days	Fri 2/20/15	Fri 2/20/15	
130	<b>1.1.2.8</b>	<b>SBE</b>	<b>93 days</b>	<b>Tue 10/14/14</b>	<b>Fri 2/20/15</b>	
131	<b>1.1.2.8.1</b>	<b>Setup Test Environment</b>	<b>43 days</b>	<b>Tue 10/14/14</b>	<b>Thu 12/11/14</b>	
132	1.1.2.8.1.1	identify test environment users	3 days	Tue 10/14/14	Thu 10/16/14	
133	1.1.2.8.1.2	identify test environment devices	5 days	Fri 10/17/14	Thu 10/23/14	132
134	1.1.2.8.1.3	Identify Web Application Firewall Rules	5 days	Fri 10/24/14	Thu 10/30/14	133
135	1.1.2.8.1.4	Identify NWRDC resources to work with vendor to perform installation of firewall	5 days	Fri 10/31/14	Thu 11/6/14	134
136	1.1.2.8.1.5	Identify NWRDC resources to work with vendor to decommission old segmented firewalls	5 days	Fri 11/7/14	Thu 11/13/14	135
137	1.1.2.8.1.6	Tune Software within Private cloud environment	20 days	Fri 11/14/14	Thu 12/11/14	136
138	1.1.2.8.1.7	Milestone - Test Environment Ready for PROD	0 days	Thu 12/11/14	Thu 12/11/14	137FF
139	<b>1.1.2.8.2</b>	<b>Configure Production Environment</b>	<b>2 days</b>	<b>Fri 12/12/14</b>	<b>Mon 12/15/14</b>	
140	1.1.2.8.2.1	Turn on Software Configurations	2 days	Fri 12/12/14	Mon 12/15/14	138
141	<b>1.1.2.8.3</b>	<b>Identify business rules</b>	<b>48 days</b>	<b>Tue 12/16/14</b>	<b>Fri 2/20/15</b>	
142	1.1.2.8.3.1	Identify current state process flows	1 day	Tue 12/16/14	Tue 12/16/14	
143	1.1.2.4.2.2	Document current state process flows	10 days	Wed 12/17/14	Tue 12/30/14	142
144	1.1.2.4.2.5	Review current state process flows	5 days	Wed 12/31/14	Tue 1/6/15	143
145	1.1.2.8.3.4	Approve current state process flows	1 day	Wed 1/7/15	Wed 1/7/15	144
146	1.1.2.8.3.5	Milestone - Identify Business Current State Complete	0 days	Thu 1/8/15	Thu 1/8/15	
147	1.1.2.4.2.3	Identify future state process flows	10 days	Thu 1/8/15	Wed 1/21/15	
148	1.1.2.4.2.4	Document future state process flows	10 days	Thu 1/22/15	Wed 2/4/15	147

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ID	WBS	Task Name	Duration	Start	Finish	Predecessors
149	1.1.2.4.2.5	Review future state process flows	5 days	Thu 2/5/15	Wed 2/11/15	148
150	1.1.2.8.3.9	Approve future state process flows	1 day	Thu 2/12/15	Thu 2/12/15	149
151	1.1.2.4.2.6	Reporting	5 days	Fri 2/13/15	Thu 2/19/15	150
152	1.1.2.8.3.11	Milestone -SBE Identify Business Rules Complete	0 days	Fri 2/20/15	Fri 2/20/15	
153	<b>1.1.3</b>	<b>Project Execution</b>	<b>90 days</b>	<b>Mon 2/23/15</b>	<b>Fri 6/26/15</b>	
154	1.1.3.1	Go live with new security services	40 days	Mon 2/23/15	Fri 4/17/15	
155	<b>1.1.3.2</b>	<b>Implement processes (OSFA, DVR, DBS, OEL, SBE)</b>	<b>40 days</b>	<b>Mon 5/4/15</b>	<b>Fri 6/26/15</b>	
156	1.1.3.2.1	Vulnerability Scanning	20 days	Mon 5/4/15	Fri 5/29/15	154
157	1.1.3.2.2	Web Application Firewall Rules	20 days	Mon 6/1/15	Fri 6/26/15	156
158	1.1.3.2.3	Web application Scanning	20 days	Mon 6/1/15	Fri 6/26/15	157FF
159	1.1.3.2.4	Anti-virus logs and alerting	20 days	Mon 6/1/15	Fri 6/26/15	158FF
160	1.1.3.2.5	Threat Intelligence	20 days	Mon 6/1/15	Fri 6/26/15	159FF
161	1.1.3.2.6	Incident Reponse	20 days	Mon 6/1/15	Fri 6/26/15	160FF
162	1.1.3.2.7	Reporting and Complainece	20 days	Mon 6/1/15	Fri 6/26/15	161FF
163	1.1.3.2.8	Milestone - Implement processes (OSFA, DVR, DBS, OEL, SBE) Complete	0 days	Fri 6/26/15	Fri 6/26/15	
164	<b>1.1.4</b>	<b>Project Transition</b>	<b>7 days</b>	<b>Mon 6/1/15</b>	<b>Wed 6/10/15</b>	
165	1.1.4.1	Develop Transition Plan	5 days	Mon 6/1/15	Fri 6/5/15	
166	1.1.4.2	Document overall Lesson Learned	1 day	Mon 6/8/15	Mon 6/8/15	165
167	1.1.4.3	Transition Plan Approved	0 days	Tue 6/9/15	Tue 6/9/15	166
168	1.1.4.4	Milestone - Transition Plan Complete	0 days	Wed 6/10/15	Wed 6/10/15	
169	<b>1.1.5</b>	<b>Project Closure</b>	<b>17 days</b>	<b>Tue 6/9/15</b>	<b>Wed 7/1/15</b>	
170	1.1.5.1	Final documentation reviewed and approved	10 days	Tue 6/9/15	Mon 6/22/15	167
171	1.1.5.2	Budget Reconciled	2 days	Tue 6/23/15	Wed 6/24/15	170
172	1.1.5.3	Vendor contracts reviewed and closed	5 days	Thu 6/25/15	Wed 7/1/15	171
173	1.1.5.4	Project Complete	0 days	Wed 7/1/15	Wed 7/1/15	



# SCHEDULE IV-B FOR CENTRALIZED PORTAL WITH SINGLE SIGN-ON

For Fiscal Year 2014-15



October 15, 2013

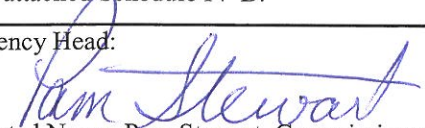
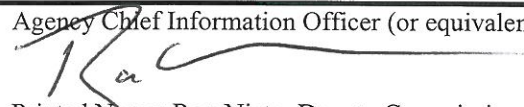

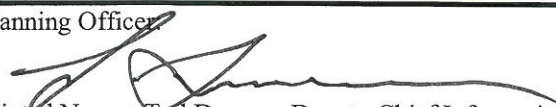
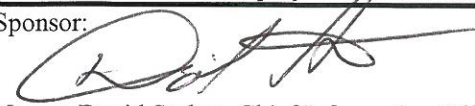
**DEPARTMENT OF EDUCATION**



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**I. Schedule IV-B Cover Sheet**

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Education	Schedule IV-B Submission Date: October 15, 2013
Project Name: Security Infrastructure Consolidation	Is this project included in the Agency's LRPP? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
FY 2014-15 LBR Issue Code: 24030C0	FY 2014-15 LBR Issue Title: Infrastructure Consolidation
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address):  David Stokes, Chief Information Office, 850-245-9326, david.stokes@fldoe.org	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date: 10/11/13
Agency Chief Information Officer (or equivalent):  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date: 10/11/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date: 10/11/13
Planning Officer:  Printed Name: Ted Duncan, Deputy Chief Information Officer	Date: 10/11/13
Project Sponsor:  Printed Name: David Stokes, Chief Information Officer	Date: 10/11/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Cost Benefit Analysis:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Risk Analysis:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Technology Planning:	Ted Duncan, 245-5928, ted.duncan@fldoe.org
Project Planning:	Ted Duncan, 245-5928, ted.duncan@fldoe.org

## General Guidelines

The Schedule IV-B contains more detailed information on information technology (IT) projects than is included in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.

## Documentation Requirements

The type and complexity of an IT project determines the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Solution Description
- Project Management Planning

Compliance with s. 216.023(4)(a)10, F.S. is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed prior to the submission of the document.

Sections of the Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

The revised Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of the Schedule IV-B, agencies should submit their own planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at [IT@LASPBS.STATE.FL.US](mailto:IT@LASPBS.STATE.FL.US). Reference the D-3A issue code and title in the subject line.

## II. Schedule IV-B Business Case – Strategic Needs Assessment

### A. Background and Strategic Needs Assessment

The Florida Department of Education (Department), in partnership with the Race to the Top Single Sign-On (SSO) Implementation Committee, began working in the Fall of 2011 to design the Department's single sign-on solution. The Single Sign-On Implementation Committee is comprised of technical and leadership staff from school districts, charter schools, and educational consortia and is representative of Florida's diversity. The SSO is an initiative funded by the Race to the Top Grant (Section (C)(2) – Accessing and Using State Data) to provide single sign-on access to Department data and applications from a single web address - [www.fldoe.org/sso](http://www.fldoe.org/sso).

This initiative is to provide for the sustainment of the Department's Single Sign-On portal. The SSO portal established a new identity and access management infrastructure capability for personnel of the State of Florida's K-12 districts, state colleges, and universities. SSO capabilities are delivered via a Security Assertion Markup Language (SAML 2.0) compliant federation service. This infrastructure will support six applications (three are currently integrated and the others will be by June 30, 2014);

- CPALMS – Statewide Standards and Instructional Resource Tool
- eIPEP – Educator Preparation Institution Reporting Tool
- English Language Arts Formative Assessment
- FloridaSchoolLeaders.org – Leadership Development Tool
- IBTP - Interim Assessment Item Bank and Test Platform
- FAIR-FS - Florida Assessment for Instruction in Reading – Florida Standards

There are two authentication options available: Florida Department of Education (FLDOE)-Hosted or WS-Federation. Each Local Education Agency (LEA) must select one method for their entire organization. With the FLDOE-Hosted method, user accounts and passwords are maintained in the FLDOE SSO Active Directory and follow the same security policies for all hosted entities (set by the Department). With the WS-Federation method, user accounts and passwords are maintained by the LEA and follow the LEA security policy. Both methods require the LEA Administrator to provide user provisioning information for each person who needs access to the applications integrated into the SSO environment. The following is a description of SSO's two authentication methods:

- **FLDOE-Hosted:** The FLDOE-Hosted option is a basic option that requires LEAs to send user provisioning information to the Department via files or the web. With this information, a username is issued and sent to the user to complete the account registration process. When users are ready to use Department resources, they navigate to and log in to access the SSO educational resources offered by the Department.
- **WS-Federation:** The WS-Federation offers the user a more seamless single sign-on experience. This option requires LEAs to send user provisioning information to the Department (via files or the web), maintain a current SAML 2.0 compliant federation service, a Secure Socket Layer (SSL) certificate, and a code signing certificate. Using this method, users authenticate with the same username and password they currently use to access LEA resources. Users must first log into the LEA network before accessing the Department's SSO educational resources.

The SSO centralized portal serves as the gateway to publicly accessible information and to secure confidential applications via single sign-on.

#### 1. Business Need

The Department needed to revamp its existing identity and access management approach to support a standard based solution supporting the SAML, or claims-based authentication. Specifically, the Department needed the ability to effectively and efficiently manage external users coming into the enterprise systems or statewide educational resources. The Department implemented the SSO solution as a means to improve access to educational resource while reducing the costs associated with:

- creating user identities
- assigning privileges to user identities
- creating passwords for the users

- making user role changes
- terminating the user

By implementing SSO, the Department was able to transfer these responsibilities to the trusted partners in whom the information ultimately resided. The Department enterprise accepts those users whose identities are created by our partners, the roles assigned by those partners and the authentication at the partner's own site and the SSO system. Through implementing SSO, the Department has been able to improve access to enterprise and statewide educational resources, reduce costs associated with the administration of this access, increase security, and enhance the user experience by offering multiple resources with a single sign-on.

## 2. Business Objectives

The SSO objectives consist of the following:

- a. Establishment of a SSO solution based on SAML 2.0 compliant token issuance and application consumption.
- b. Allow LEAs not capable of supporting federated authentication to register their users into a Department Active Directory "Application" forest, and utilize the Department's Active Directory Federation Service to meet the first objective.
- c. Utilization of Microsoft's Forefront Identity Manager (FIM) 2010 R2 for account provisioning, password reset and application authorization process handling of LEA personnel within the State of Florida and appropriate Department personnel. User provisioning options include:
  - 1) Bulk Account File Transfer
  - 2) Web Account Registration by LEA Administrator
  - 3) Self-Service Password Reset for users in the Department's Active Directory Application Forest
  - 4) Self-Service application authorization request for users
  - 5) Application role authorization for users

## B. Baseline Analysis

*Purpose: To establish a basis for understanding the business processes, stakeholder groups, and current technologies that will be affected by the project and the level of business transformation that will be required for the project to be successful.*

### 1. Current Business Process(es)

The Department's SSO solution, including applications, database, and infrastructure, is in sustainment mode. As such the current business processes involve the following:

- Production support
  - Integration of new users and ongoing support for existing users
  - Database management
  - Integration of new applications and ongoing support for existing users
  - System patching
- Remediation
  - Analysis, research, testing, and implementation of solutions designed to address identified issues and problems with the existing system
- Performance tuning (Baseline – Standardize – Optimize)
  - Baseline
  - Standardize the existing SSO operation
  - Measure the standardized operation
  - Gauge measurements against requirements
  - Innovate the SSO system to meet requirements and improve productivity



- Standardize the new improved operations

## 2. Assumptions and Constraints

The following functional assumptions and constraints apply to the Department's SSO solution:

- a. Assumptions:
  - The SSO solution capacity will be:
    - 3 million total users
    - 600,000 concurrent users daily
- b. Constraints:
  - All applications integrated in the solution will be claims aware, i.e. support SAML 2.0 tokens.
  - Only Trust Partners will be integrated into the SSO solution.
  - Only claims aware applications will be integrated into the SSO solution. The application owner will prepare the application to be suitable for Active Directory Federation Services (ADFS) integration prior to initiating the ADFS build phase.
  - The Department provides for the Secure File Transfer Protocol (SFTP) server to be used by LEAs to deliver the files for processing, and establish the necessary security requirements for that transfer.
  - The Department provides LEAs with the URL links for each application.
  - The lookup table for application authorization is populated and maintained by the Department.
  - Microsoft's FIM 2010 R2 is used to support this effort.

## C. Proposed Business Process Requirements

This is a sustainment effort for the existing operational SSO solution and as such there are no new proposed business process requirements.

### 1. Proposed Business Process Requirements

Not applicable.

### 2. Business Solution Alternatives

Not applicable.

### 3. Rationale for Selection

Not applicable.

### 4. Recommended Business Solution

Not applicable.

## D. Functional and Technical Requirements

*Purpose: To identify the functional and technical system requirements that must be met by the project.*

### Functional Requirements:

- Alleviate certain secure authentication issues associated with providing Department's enterprise and state educational resources to Department and LEA users
- The SSO solution and its associated applications, databases, and infrastructure must be secure
- Support multiple users at different locations, utilizing disparate platform
- Use existing infrastructure when integrating new users and applications
- The Department's solution must be extendable and able to enforce additional authorization checks, to automate certain workflow actions, and to submit custom audit logs

### Technical Requirements:

- The customer's identity, whether federated or hosted, must support SAML 2.0, the Microsoft

- Federation Service added to Active Directory
- The primary identifier for user identities must be a local ID and an associated e-mail address registered with the partner LEA
- The user’s authentication server must be online and provide the ability for users to authenticate via SSO
- The partner and the application owner are responsible for maintain the user’s credentials, including roles and permission
- All Internal Logins should be triggered by NT Login
- External users credentials are stored in Lightweight Directory Access Protocol (LDAP) directory

### III. Success Criteria

*Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.*

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	State of Florida LEAs successfully integrate with the Department’s SSO solution	All 74 of the state’s LEAs are relying partners with FDOE SSO	State of Florida teachers, administrators, and students	12/13
2	All six RTTT applications are integrated into SSO	All six RTTT applications become relying partners with Department’s SSO	The teachers, administrators, and students who use: <ul style="list-style-type: none"> <li>• CPALMS</li> <li>• eIPEP</li> <li>• English Language Arts Formative Assessment</li> <li>• FloridaSchoolLeaders.org</li> <li>• Item Bank and Test Platform</li> <li>• FAIR - FS</li> </ul>	6/14

### IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

#### A. Benefits Realization Table

*Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.*

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Users able to access those applications for which they are authorized	State of Florida LEA users (teachers, administrators, and students)	Access is granted to authorized educational resources	Immediate access, 24 hours a day, 7 days a week	6/15
2	Application owners are able to provide for and manage access their application	Authorized State of Florida LEA users (teachers, administrators, and students)	Access is granted to authorized educational resources	Immediate access, 24 hours a day, 7 days a week	6/15

## B. Cost Benefit Analysis (CBA)

*Purpose: To provide a comprehensive financial prospectus specifying the project’s tangible benefits, funding requirements, and proposed source(s) of funding.*

### 1. The Cost-Benefit Analysis Forms

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	<p>Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.</p>
CBA Form 2 - Project Cost Analysis	<p>Baseline Project Budget: Estimated project costs.</p> <p>Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants.</p> <p>Characterization of Project Cost Estimate.</p>



Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 3 - Project Investment Summary	Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates: <ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Payback Period</li> <li>• Breakeven Fiscal Year</li> <li>• Net Present Value</li> <li>• Internal Rate of Return</li> </ul>

See Appendix A (attached).



FINAL SSO Cost Benefit for IVB.xlsx

## V. Schedule IV-B Major Project Risk Assessment

*Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.*

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency's Schedule IV-B.

### A. Risk Assessment Summary

See Appendix B (attached).



FINAL SSO Risk Assessment for IVB.xls

## VI. Schedule IV-B Technology Planning

The Department is focused on providing the State of Florida's educational resource users, and the owners of those resources, with the means to efficiently access those tools or manage access to them. The Department's SSO solution provides the Department and Florida's LEA users and application owners with the technical tools to allow for:

- Immediate access to authorized resources using a single sign on 24 hours a day, 365 days a year
- Authorized access to State of Florida educational resources to be used in such activities as research, curriculum development, and creation and administration of student assessments

## A. Current Information Technology Environment

### 1. Current System

#### a. Description of current system

The SSO portal, employing Microsoft’s FIM for user accounts management and the Active Directory Federation Services (ADFS) in an implementation of a SAML 2.0 compliant claims based service, is able to provide the following capabilities statewide by school year 2014-2015:

- 1) Integrate as relying partners both federated and hosted LEAs and their users with the Florida Department’s active directory to allow for single sign on to multiple authorized educational resources
- 2) Integrate six RTTT applications into the SSO schema for purposes of granting access to those resources based upon user rights and permissions
- 3) Integrate other State of Florida educational applications as appropriate using user rights and permissions
- 4) Print reports in multiple formats with a variety of relevant data points

The SSO portal architectural diagrams are as follows:

- 1) Appendix F – SSO Portal and Single Sign-On Physical Topology
- 2) Appendix G – SSO Portal and Single Sign-On – Production/Federation
- 3) Appendix H - SSO Portal and Single Sign-On – Production/User Provisioning Only

#### b. Current system resource requirements

The Department’s SSO solution is an integrated system made up of the following:

- Active Directory Domain Services (ADDS)
- Active Directory Federation Services (ADFS)
- Microsoft Forefront Identity Manager 2010 (FIM)
- Microsoft SQL Server (SQL)

**The following software products and technologies are necessary for the operation of the FDOE SSO:**

Operating Systems	Middleware	Databases
Windows Server 2008 R2 Enterprise Edition®	Forefront Identity Manager 2010 R2®	Microsoft SQL Server 2008 R2®
	Active Directory Domain Services®	
	Active Directory Federation Services®	

#### c. Current system performance

The current enterprise system has been load tested to ensure system availability and performance based upon a statewide demand. The system has the capacity to support:

- 3 million total users
- 600,000 concurrent users daily

## 2. Information Technology Standards

These standards establish requirements for the use of certain information technology resources:

- Confidentiality – Protect the confidentiality, integrity and availability of teacher and student data
- Security – Maintain a safe and secure information production, test, and development environment based upon department and industry standards, guidelines, and best practices
- Risk Management – Coordinate and communicate on project and operational risk management initiatives
- Sustainability – Identify and provide guidance to business continuity planning, audits, and compliance

## B. Current Hardware and/or Software Inventory

See Appendix C (attached).



FINAL SSO Inventory  
for IVB.xlsx

## C. Proposed Solution Description

### 1. Summary description of proposed system

The SSO solution is in sustainment so this topic is not applicable.

### 2. Resource and summary level funding requirements for proposed solution (if known)

The SSO solution is in sustainment so this topic is not applicable.

## D. Capacity Planning

The system is designed to support all Florida LEA users, totaling approximately 3.2 million, with 600,000 concurrent users daily. Also, the system supports six RTTT applications, with plans to incorporate other educational applications. The SSO is housed within the Northwest Regional Data Center and has been architected to expand both in users and applications supported.

## VII. Schedule IV-B Project Management Planning

*Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.*

This is a sustainment initiative for the Department's SSO solution, and as such does not require project management planning.

## VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

I. Appendix A – Cost Benefit Analysis (File Attached)



FINAL SSO Cost  
Benefit for IVB.xlsx

II. Appendix B – Risk Assessment Summary (File Attached)



FINAL SSO Risk  
Assessment for IVB.xl

III. Appendix C – SSO Inventory (File Attached)



FINAL SSO Inventory  
for IVB.xlsx

IV. Appendix D – SSO Project Timeline Drawing (File Attached)



FINAL SSO Timeline  
for IVB.pdf

V. Appendix E – SSO Project Schedule (File Attached)



FINAL SSO Project  
Schedule for IVB.pdf

VI. Appendix F – SSO Portal and Single Sign-On Physical Topology (File Attached)



FINAL SSO Physical  
Topology for IVB (F).d

VII. Appendix G – SSO Portal and Single Sign-On – Production/Federation (File Attached)



FINAL SSO Production  
Federation for IVB (G)

VIII. Appendix H - SSO Portal and Single Sign-On – Production/User Provisioning Only (File Attached)



FINAL SSO  
Provisioning for IVB (H)

CBAForm 1 - Net Tangible Benefits

Agency	Education	Project	Single Sign-On Portal
--------	-----------	---------	-----------------------

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 (Operations Only -- No Project Costs)	FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18			FY 2018-19		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$0	\$453,191	\$453,191	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total FTE	0.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$453,191	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other <span style="font-weight: normal;">Specify</span>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. External Service Provider -- Costs	\$0	\$387,335	\$387,335	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$0	\$31,345	\$31,345	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <span style="font-weight: normal;">NWRDC Managed Services</span>	\$0	\$355,990	\$355,990	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility -- Costs (including PDC services)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$0	\$30,140	\$30,140	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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 <span style="font-weight: normal;">Specify</span>	\$0	\$30,140	\$30,140	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total of Operational Costs ( Rows A through E)</b>	<b>\$0</b>	<b>\$870,666</b>	<b>\$870,666</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>F. Additional Tangible Benefits:</b>		\$0			\$0			\$0			\$0			\$0	
F-1. <span style="font-weight: normal;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-2. <span style="font-weight: normal;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-3. <span style="font-weight: normal;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
<b>Total Net Tangible Benefits:</b>		<b>(\$870,666)</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	<input checked="" type="checkbox"/>	Confidence Level	95%
Order of Magnitude	<input type="checkbox"/>	Confidence Level	
Placeholder	<input type="checkbox"/>	Confidence Level	

A	B		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
1 Education	Single Sign-On Portal		CBA Form 2A Baseline Project Budget																		
2 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.					FY2014-15			FY2015-16			FY2016-17			FY2017-18			FY2018-19			TOTAL	
3				\$ 4,574,460	\$ -			\$ -			\$ -			\$ -			\$ -		\$ 4,574,460		
4	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	
5	Costs for all state employees working on the project.	FTE	S&B	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
6	Costs for all OPS employees working on the project.	OPS	OPS	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
7	Staffing costs for personnel using Time & Expense.	Staff Augmentation	G/A Strategic Education Initiatives	\$ 3,948,459	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ 3,948,459
8	Cost Recovery for Project Management Office staff.	Department staff providing application development services.	G/A Strategic Education Initiatives	\$ 155,098																	\$ 155,098
9	Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
10	Project oversight (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
11	Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -
12	Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -																	\$ -
13	Hardware purchases not included in Primary Data Center services.	Hardware	G/A Strategic Education Initiatives	\$ 80,720																	\$ 80,720
14	Maintenance agreements for equipment.	Hardware Maintenance	G/A Strategic Education Initiatives	\$ 80,720																	\$ 80,720
15	Commercial software purchases and licensing costs.	Commercial Software	G/A Strategic Education Initiatives	\$ 124,291																	\$ 124,291
16	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -																	\$ -
17	All first-time training costs associated with the project.	Training	Contracted Services	\$ -																	\$ -
18	Include the quote received from the PDC for project equipment and services. Only include one-time project costs in this row. Recurring, project-related PDC costs are included in CBA Form 1A.	Data Center Services - One Time Costs	PDC Category	\$ -																	\$ -
19	Primary Data Center Managed Services	Data Center Services	G/A Strategic Education Initiatives	\$ 179,602																	\$ 179,602
20	Other services not included in other categories.	Other Services	Contracted Services	\$ -																	\$ -
21	Include costs for non-PDC equipment required by the project and the proposed solution (detail)	Equipment	Expense	\$ -																	\$ -
22	Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -																	\$ -
23	Other project expenses not included in other categories.	Other Expenses	G/A Strategic Education Initiatives	\$ 5,570																	\$ 5,570
24				\$ -																	\$ -
25	NOTE:			\$ -																	\$ -
26	Current & Previous Years Project Related Costs in Column D are reported for fiscal years 2012-13 and 2013-14.			\$ -																	\$ -
27	Existing program costs for the functionally accomplished by this project are zero, as the Department does not have the functionally.			\$ -																	\$ -
28				\$ -																	\$ -
29				\$ -																	\$ -
30	Total			\$ 4,574,460	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ 4,574,460

CBAForm 2 - Project Cost Analysis

Agency <u>                    Education                    </u>	Project <u>                    Single Sign-On Portal                    </u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	\$0	\$0	\$0	\$0	\$0	\$4,574,460
CUMULATIVE PROJECT COSTS <small>(Includes Current &amp; Previous Years' Project-Related Costs)</small>	\$4,574,460	\$4,574,460	\$4,574,460	\$4,574,460	\$4,574,460	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE INVESTMENT	\$0	\$0	\$0	\$0	\$0	\$0

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	Confidence Level		
Order of Magnitude	Confidence Level		
Placeholder	Confidence Level		

Cost Benefit Analysis  
CBA Form 3 - Project Investment Summary

Agency	Education	Project	Single Sign-On Portal
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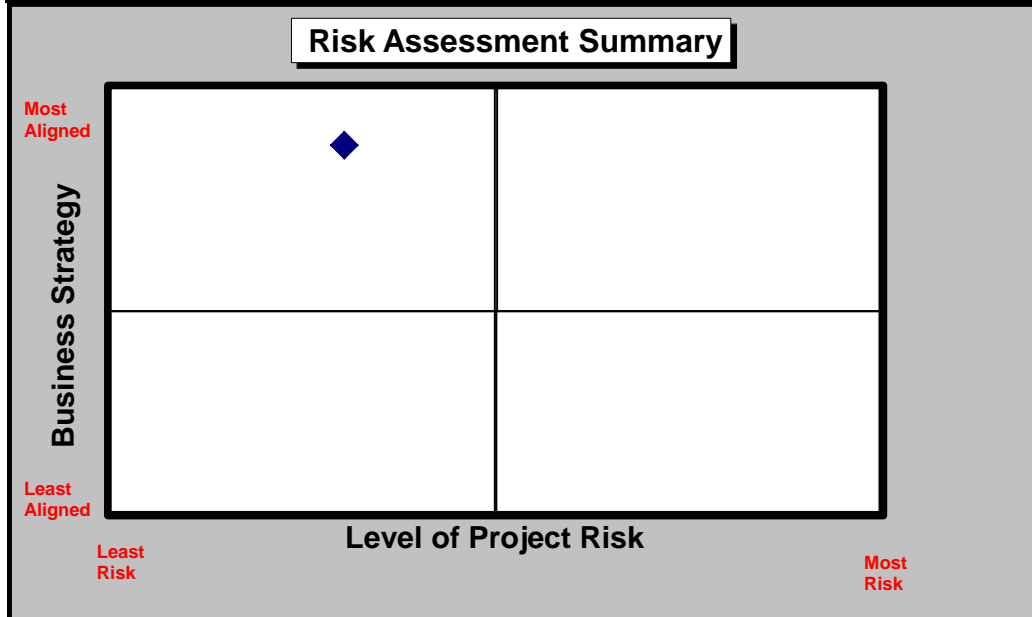
COST BENEFIT ANALYSIS -- CBA Form 3A						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	TOTAL FOR ALL YEARS
Project Cost	\$0	\$0	\$0	\$0	\$0	\$4,574,460
Net Tangible Benefits	(\$870,666)	\$0	\$0	\$0	\$0	(\$870,666)
Return on Investment	(\$5,445,126)	\$0	\$0	\$0	\$0	(\$5,445,126)
Year to Year Change in Program Staffing	5	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBA Form 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)	(\$5,341,501)	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 -- CBA Form 3C					
Fiscal Year	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%



<b>Project</b>	<i>Centralized Portal with Single Sign-On</i>	
<b>Agency</b>	<i>Department of Education</i>	
<b>FY 2014-15 LBR Issue Code:</b>	<b>FY 2014-15 LBR Issue Title:</b>	
<i>36345C0</i>	<i>Continuation of Education Initiatives -</i>	
<b>Risk Assessment Contact Info (Name, Phone #, and E-mail Address):</b>		
<i>Ted Duncan, 850-245-9828, Ted.Duncan@fldoe.org</i>		
<b>Executive Sponsor</b>	<i>David Stokes</i>	
<b>Project Manager</b>	<i>Ted Duncan</i>	
<b>Prepared By</b>	<i>Paul Munyon</i>	<i>9/30/2013</i>



<b>Project Risk Area Breakdown</b>	
<b>Risk Assessment Areas</b>	<b>Risk Exposure</b>
Strategic Assessment	<b>MEDIUM</b>
Technology Exposure Assessment	LOW
Organizational Change Management Assessment	LOW
Communication Assessment	LOW
Fiscal Assessment	LOW
Project Organization Assessment	<b>MEDIUM</b>
Project Management Assessment	LOW
Project Complexity Assessment	<b>HIGH</b>
<b>Overall Project Risk</b>	
<b>MEDIUM</b>	

Agency: Department of Education

Project: Centralized Portal with Single Sign-On

Section 1 -- Strategic Area			
#	Criteria	Values	Answer
1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
		41% to 80% -- Some objectives aligned	
		81% to 100% -- All or nearly all objectives aligned	
1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
		Informal agreement by stakeholders	
		Documented with sign-off by stakeholders	
1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings
		Most regularly attend executive steering committee meetings	
		Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is completely documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
		Changes unknown	
		Changes are identified in concept only	
		Changes are identified and documented	
		Legislation or proposed rule change is drafted	
1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Few or none
		Some	
		All or nearly all	
1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Extensive external use or visibility
		Moderate external use or visibility	
		Extensive external use or visibility	
1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Multiple agency or state enterprise visibility
		Single agency-wide use or visibility	
		Use or visibility at division and/or bureau level only	
1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: Department of Education

Project: Centralized Portal with Single Sign-On

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technology in a production environment?	Read about only or attended conference and/or vendor presentation	Supported production system 6 months to 12 months
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
		Installed and supported production system more than 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	Internal resources have sufficient knowledge for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
		Moderate infrastructure change required	
		Extensive infrastructure change required	
		Complete infrastructure replacement	
2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
		Capacity requirements are defined only at a conceptual level	
		Capacity requirements are based on historical data and new system design specifications and performance requirements	

Agency: Department of Education

Project: Centralized Portal with Single Sign-On

Section 3 -- Organizational Change Management Area			
#	Criteria	Values	Answer
3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
		Moderate changes to organization structure, staff or business processes	
		Minimal changes to organization structure, staff or business processes structure	
3.02	Will this project impact essential business processes?	Yes	No
		No	
3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	81% to 100% -- All or nearly all processes defined and documented
		41% to 80% -- Some process changes defined and documented	
		81% to 100% -- All or nearly all processes defined and documented	
3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
		No	
3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
		1% to 10% FTE count change	
		Less than 1% FTE count change	
3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
		1 to 10% contractor count change	
		Less than 1% contractor count change	
3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with similar change requirements
		Recently completed project with fewer change requirements	
		Recently completed project with similar change requirements	
		Recently completed project with greater change requirements	

Agency: Agency Name

Project: Project Name

Section 4 -- Communication Area			
#	Criteria	Value Options	Answer
4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
		No	
4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
		Routine feedback in Plan	
		Proactive use of feedback in Plan	
4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	All or nearly all messages are documented
		Some key messages have been developed	
		All or nearly all messages are documented	
4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	All or nearly all messages have success measures
		Success measures have been developed for some messages	
		All or nearly all messages have success measures	
4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
		No	

Agency: Department of Education Project: Centralized Portal with Single Sign-On

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$500K and \$1,999,999
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	No
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Not applicable
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	All or nearly all project benefits have been identified and validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have reviewed and approved the proposed procurement strategy
		Stakeholders have not been consulted re: procurement strategy	
		Stakeholders have reviewed and approved the proposed procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	
5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
		Just-in-time purchasing of hardware and software is documented in the project schedule	
5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager assigned is not the procurement manager or the project manager
		Contract manager is the procurement manager	
		Contract manager is the project manager	
		Contract manager assigned is not the procurement manager or the project manager	
5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
		Some selection criteria and outcomes have been defined and documented	
		All or nearly all selection criteria and expected outcomes have been defined and documented	
5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
		Multi-stage evaluation not planned/used for procurement	
		Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
		No, bid response did/will not require proof of concept or prototype	
		Yes, bid response did/will include proof of concept or prototype	
		Not applicable	

Agency: Department of Education

Project: Centralized Portal with Single Sign-On

Section 6 -- Project Organization Area			
#	Criteria	Values	Answer
6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
		No	
6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
		Some have been defined and documented	
		All or nearly all have been defined and documented	
6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
		Agency	
		System Integrator (contractor)	
6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	1
		2	
		1	
6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
		Some or most staff roles and responsibilities and needed skills have been identified	
		Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	No, project manager assigned more than half-time, but less than full-time to project
		No, project manager is assigned 50% or less to project	
		No, project manager assigned more than half-time, but less than full-time to project	
		Yes, experienced project manager dedicated full-time, 100% to project	
6.07	Are qualified project management team members dedicated full-time to the project	None	No, business, functional or technical experts dedicated more than half-time but less than full-time to project
		No, business, functional or technical experts dedicated 50% or less to project	
		No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
		Yes, business, functional or technical experts dedicated full-time, 100% to project	
6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Mostly staffed from in-house resources
		Half of staff from in-house resources	
		Mostly staffed from in-house resources	
		Completely staffed from in-house resources	
6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
		Moderate impact	
		Extensive impact	
6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
		No	
6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
		No, only IT staff are on change review and control board	
		No, all stakeholders are not represented on the board	
		Yes, all stakeholders are represented by functional manager	

Agency: Department of Education

Project: Centralized Portal with Single Sign-On

Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
		Project Management team will use the methodology selected by the systems integrator	
		Yes	
7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
		1-3	
		More than 3	
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
		Some	
		All or nearly all	
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	All or nearly all deliverables and acceptance criteria have been defined and documented
		Some deliverables and acceptance criteria have been defined and documented	
		All or nearly all deliverables and acceptance criteria have been defined and documented	
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	81% to 100% -- All or nearly all have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
		No	
7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
		No	
7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
		Project team uses formal processes	
		Project team and executive steering committee use formal status reporting processes	
7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
		Some templates are available	
		All planning and reporting templates are available	
7.14	Has a documented Risk Management Plan been approved for this project?	Yes	Yes
		No	
7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	All known risks and mitigation strategies have been defined
		Some have been defined and documented	
		All known risks and mitigation strategies have been defined	
7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
		No	



Agency: Department of Education

Project: Centralized Portal with Single Sign-On

Section 8 -- Project Complexity Area			
#	Criteria	Values	Answer
8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
		More complex	
		Similar complexity	
		Less complex	
8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	3 sites or fewer
		3 sites or fewer	
		More than 3 sites	
8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
		1 to 3 external organizations	
		More than 3 external organizations	
8.05	What is the expected project team size?	Greater than 15	5 to 8
		9 to 15	
		5 to 8	
		Less than 5	
8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
		2 to 4	
		1	
		None	
8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Statewide or multiple agency business process change
		Agency-wide business process change	
		Statewide or multiple agency business process change	
8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	No
		No	
8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
		Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
		Business Process Reengineering	
		Combination of the above	
8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	
8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Similar size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	

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Operating System	Manuf.	Model	Processor(s)	Total RAM
Microsoft Windows Server 2008 R2 Standard x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
			CPU Chip Count: 2	

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Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	16384

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Operating System	Manuf.	Model	Processor(s)	Total RAM
			CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	16384
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (4 cores)	65536
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1	4096

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Microsoft Windows Server 2008 R2 Enterprise x64			CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	
Microsoft Windows Server 2008 R2 Standard x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
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Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
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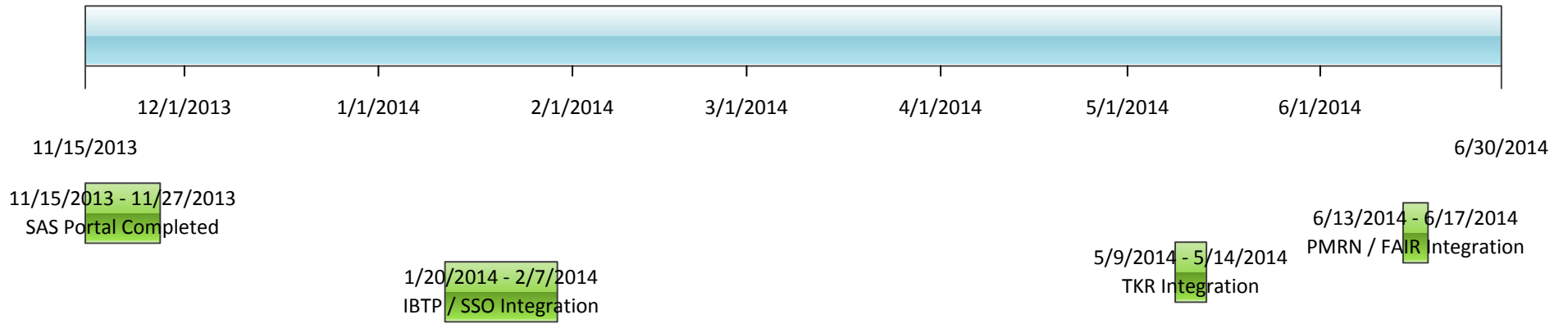
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Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
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Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	4096
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65536

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Operating System	Manuf.	Model	Processor(s)	Total RAM
			CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	32768
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 2 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	8192
Microsoft Windows Server 2008 R2 Enterprise x64	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096

# CENTRALIZED PORTAL WITH SINGLE SIGN-ON 2014





## Project Task List

### C.6.1 - Centralized Portal with Single Sign-On

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
1	Centralized Portal with SSO Access Project	In Progress	38%	12/6/10	9/30/14
2	PM Activities	In Progress	61%	12/6/10	7/15/14
3	Define Project Scope	Completed	100%	12/6/10	2/4/11
4	Define activities	Completed	100%	12/6/10	2/4/11
5	Sequence activities	Completed	100%	12/6/10	12/31/10
6	Estimation duration	Completed	100%	12/6/10	12/7/10
7	Identify stakeholders	Completed	100%	12/6/10	12/6/10
8	Write Project Charter	Completed	100%	12/6/10	12/7/10
9	Project Charter Approved - Central Portal with SSO Access	Completed	100%	12/8/10	12/8/10
10	Develop Quality Management Plan	Completed	100%	12/6/10	2/25/13
11	Establish quality metrics to measure outcome success	Completed	100%	12/6/10	1/7/11
12	Establish achievement goals	Completed	100%	12/6/10	12/6/10
13	Develop Quality Program to measure performance	Completed	100%	2/19/13	2/25/13
14	Develop Risk Management Plan	Completed	100%	12/6/10	4/30/14
15	Determine Project Risks	Completed	100%	12/6/10	4/8/11
16	Validate risks with project team	Completed	100%	1/17/11	2/11/11
17	Develop Risk Mitigation strategies	Completed	100%	2/14/11	2/25/11
18	FLDOE Review	Completed	100%	2/28/11	3/4/11
19	FLDOE Approval Risk Management Plan	Completed	100%	3/4/11	3/4/11
20	Enter risks in Daptiv	Completed	100%	8/30/12	4/30/14
21	Communications Plan	In Progress	40%	1/30/13	7/15/14
22	SSO Committee Meetings	In Progress	40%	2/26/13	4/30/14
23	1st 2013 Meeting	Completed	100%	2/26/13	2/26/13
24	2nd 2013 Meeting	Completed	100%	4/18/13	4/18/13
25	3rd 2013 Meeting	Overdue	0%	9/19/13	9/19/13
26	1st 2014 Meeting	Not Started	0%	2/19/14	2/19/14
27	2nd 2014 Meeting	Not Started	0%	4/30/14	4/30/14
28	Presentations - FAMIS, FAEDs etc.	Completed	100%	1/30/13	7/2/13
29	Newsletters	In Progress	50%	1/30/13	7/15/14
30	Captivate Tutorials	Not Started	0%	1/30/13	7/15/14
31	FLDOE SSO IMP Workshops/ Webinars	In Progress	94%	5/31/13	3/21/14
32	LEA Communication 2013 Event	Completed	100%	5/31/13	7/1/13
33	June 2014 Event	Not Started	0%	3/21/14	3/21/14
34	March 2014 Event	Not Started	0%	3/5/14	3/5/14
35	Resources for Website	In Progress	50%	1/30/13	7/15/14
36	Outreach (Road Shows, Conferences, etc)	Completed	100%	1/30/13	1/30/13
37	FETC	Completed	100%	1/30/13	1/30/13
38	FDOE Portal and Single Sign-on Initiative	Completed	100%	12/6/10	6/15/12
39	Staff Augmentation Program Manager Hired	Completed	100%	12/6/10	12/6/10
40	Staff Augmentation Business Analyst Hired	Completed	100%	2/2/11	2/2/11
41	Project Charter Approved by PMOC	Completed	100%	3/28/11	3/28/11
42	College and Career Readiness Evaluation -Mock up Developed	Completed	100%	6/30/11	6/30/11
43	FACTS.org SFY 2010-11	Completed	100%	6/30/11	6/30/11
44	Focus Group Meetings Complete	Completed	100%	6/30/11	6/30/11
45	College and Career Readiness Evaluation -Mock up Developed	Completed	100%	7/5/11	7/5/11
46	SSO -Initiative Started	Completed	100%	7/15/11	7/15/11
47	SSO - Stakeholder Input Gathering Complete	Completed	100%	10/28/11	10/28/11
48	SSO - Business Requirements Approved	Completed	100%	10/31/11	10/31/11

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
49	SSO - Conceptual Design Approved	Completed	100%	11/30/11	11/30/11
50	Staff Augmentation SSO System Engineer Hired	Completed	100%	11/30/11	11/30/11
51	Options for Communication Module Explored	Completed	100%	1/17/12	1/17/12
52	Portal Gateway - Initiative Start	Completed	100%	1/17/12	1/17/12
53	SSO - Logical Design Approved	Completed	100%	1/17/12	1/17/12
54	College and Career Readiness Evaluation- Mock up Completed	Completed	100%	1/31/12	1/31/12
55	College and Career Readiness Evaluation- Online Version in Test Environment	Completed	100%	1/31/12	1/31/12
56	SSO - Infrastructure Procurement Start	Completed	100%	2/15/12	2/15/12
57	Staff Augmentation - Additional Business Analysts Hired	Completed	100%	3/19/12	3/19/12
58	Staff Augmentation - Applications Analyst Hired	Completed	100%	3/26/12	3/26/12
59	Gartner Strategy Assessment	Completed	100%	2/6/12	4/16/12
60	Leadership approval of Gartner Engagement	Completed	100%	2/6/12	2/10/12
61	Gartner procurement process	Completed	100%	2/13/12	2/24/12
62	Initiation and Kickoff	Completed	100%	2/27/12	3/2/12
63	Analysis of current environment for applications	Completed	100%	3/5/12	3/9/12
64	Analysis of design work	Completed	100%	3/12/12	3/16/12
65	Identification and compilation of recommendations	Completed	100%	3/19/12	3/30/12
66	Drafting of roadmap	Completed	100%	4/2/12	4/6/12
67	Department review of Gartner deliverable	Completed	100%	4/9/12	4/11/12
68	Gartner presentation of final deliverable	Completed	100%	4/12/12	4/13/12
69	Final approval/acceptance of Gartner deliverable	Completed	100%	4/13/12	4/16/12
70	Gartner Strategic Assessment Deliverable	Completed	100%	4/13/12	4/13/12
71	Physical Design Deliverable Review Process	Completed	100%	4/2/12	4/24/12
72	Finalize deliverable	Completed	100%	4/2/12	4/6/12
73	Final review period	Completed	100%	4/9/12	4/12/12
74	Final updates	Completed	100%	4/13/12	4/13/12
75	SSO - Physical Design Document Approved	Completed	100%	4/24/12	4/24/12
76	SSO Solution Installation Vision/Scope Deliverable	Completed	100%	4/24/12	4/24/12
77	Staff Augmentation- Resource Contracted SFY 2011-2012	Completed	100%	6/15/12	6/15/12
78	Procurement	Completed	100%	1/23/12	12/19/12
79	Solution Procurement Materials	Completed	100%	1/23/12	12/19/12
80	Obtain quotes	Completed	100%	1/23/12	2/3/12
81	Obtain revised quotes based on final Physical Design	Completed	100%	4/9/12	4/12/12
82	Prepare Procurement Materials	Completed	100%	9/26/12	10/4/12
83	Create procurement(s) in system	Completed	100%	10/5/12	10/5/12
84	Monitor procurement process	Completed	100%	12/7/12	12/19/12
85	Human Resource Procurement Materials	Completed	100%	3/19/12	5/25/12
86	Discuss proposed scope of work	Completed	100%	3/19/12	3/30/12
87	Provide feedback on proposed scope of work	Completed	100%	4/2/12	4/13/12
88	Finalize proposed scope of work	Completed	100%	4/16/12	4/27/12
89	Obtain PLT approval of scope of work	Completed	100%	4/30/12	5/1/12
90	Create procurement in system	Completed	100%	5/2/12	5/11/12
91	Monitor procurement process	Completed	100%	5/14/12	5/25/12
92	SSO - Microsoft Services Contract Executed	Completed	100%	5/29/12	5/29/12
93	SSO - Microsoft Kickoff Meeting Held	Completed	100%	5/31/12	5/31/12
94	SSO Project Execution	In Progress	32%	5/29/12	9/30/14
95	SSO-Application Integration Start	Completed	100%	7/2/12	7/2/12
96	FL DOE SSO Project Microsoft	In Progress	32%	5/29/12	9/30/14
97	Plan, Build, Stabilize, Deploy	In Progress	84%	5/29/12	10/25/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
98	Project Envisioning	Completed	100%	5/29/12	1/23/13
99	Project Initiation	Completed	100%	5/29/12	5/29/12
100	Engagement Setup / SOW Signed	Completed	100%	5/29/12	5/29/12
101	Plan Kickoff Meeting	Completed	100%	5/29/12	5/29/12
102	Kickoff Meeting	Completed	100%	5/29/12	5/29/12
103	Envisioning Workshops	Completed	100%	5/30/12	6/4/12
104	Authentication Strategy Objectives and Scope	Completed	100%	5/30/12	5/30/12
105	Access Control Strategy Objectives and Scope	Completed	100%	5/31/12	5/31/12
106	Authorization Strategy Objectives and Scope	Completed	100%	6/1/12	6/1/12
107	Conceptual Architecture Refinement	Completed	100%	6/4/12	6/4/12
108	Infrastructure Review and Assessment	Completed	100%	6/5/12	6/6/12
109	Network Infrastructure Review	Completed	100%	6/5/12	6/5/12
110	Application AAA Services Configuration Review	Completed	100%	6/6/12	6/6/12
111	Business Requirements Gathering Workshops	Completed	100%	6/7/12	6/12/12
112	Identity Requirements	Completed	100%	6/7/12	6/7/12
113	Provisioning Requirements	Completed	100%	6/8/12	6/8/12
114	Registration Requirements	Completed	100%	6/11/12	6/11/12
115	Self-Service Requirements	Completed	100%	6/12/12	6/12/12
116	Project Governance Strategy	Completed	100%	5/30/12	1/22/13
117	Communications Plan	Completed	100%	5/30/12	5/30/12
118	Issue Management Plan	Completed	100%	5/31/12	5/31/12
119	Change Control Plan	Completed	100%	6/1/12	6/1/12
120	Deliverable Acceptance Planning	Completed	100%	6/4/12	6/4/12
121	Update to Governance Strategy based on new amendment	Completed	100%	1/22/13	1/22/13
122	Project Plan Development	Completed	100%	1/23/13	1/23/13
123	Resource Skill Mix Planning	In Progress	73%	1/24/13	10/25/13
124	Resource Identification with Roles and Responsibilities	Completed	100%	1/24/13	1/24/13
125	Skill Mix Determination	Completed	100%	1/25/13	1/25/13
126	IT Training Plan Development	In Progress	50%	3/11/13	10/25/13
127	FLDOE Resources	Overdue	80%	2/19/13	7/29/13
128	ADFS Lead	Completed	100%	2/19/13	5/1/13
129	Business Analyst -1	Completed	100%	3/29/13	5/1/13
130	FIM Developer/Administrator	Completed	100%	2/26/13	5/1/13
131	Business Analyst - 2	Completed	100%	2/26/13	5/1/13
132	Technical Trainer - 1	Completed	100%	5/15/13	7/1/13
133	Technical Trainer - 2	Completed	100%	5/1/13	7/1/13
134	Dashboards and Reports Lead	Overdue	0%	2/26/13	7/10/13
135	Application Integration Lead	Completed	100%	2/19/13	7/29/13
136	RTTT Systems Architect	Completed	100%	2/19/13	3/29/13
137	Envision Phase Work Product Review and Approval	Completed	100%	6/13/12	6/22/12
138	Work Product Preparation	Completed	100%	6/13/12	6/18/12
139	Review	Completed	100%	6/19/12	6/19/12
140	Update Materials Post Review	Completed	100%	6/20/12	6/20/12
141	Envision Phase Work Product Customer Sign-Off	Completed	100%	6/21/12	6/21/12
142	Knowledge Transition	Completed	100%	6/22/12	6/22/12
143	Deliverable: IAM-SSO Vision/Scope document	Completed	100%	6/22/12	6/22/12
144	SSO - Microsoft Project Envisioning Complete	Completed	100%	6/22/12	6/22/12
145	Active Directory Services (Active Directory Domain Services)	Completed	100%	6/7/12	8/9/12
146	Plan	Completed	100%	6/7/12	7/5/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
147	Milestone Dependency: IANA OID Response Received	Completed	100%	6/7/12	6/7/12
148	Requirements	Completed	100%	6/14/12	6/15/12
149	Schema Requirements	Completed	100%	6/14/12	6/14/12
150	Capacity Requirements	Completed	100%	6/15/12	6/15/12
151	Operational Requirements	Completed	100%	6/15/12	6/15/12
152	Design	Completed	100%	6/18/12	6/28/12
153	Directory Service and Namespace	Completed	100%	6/18/12	6/22/12
154	Forest & Domain Structure	Completed	100%	6/18/12	6/18/12
155	Name Resolution	Completed	100%	6/18/12	6/18/12
156	OU Design	Completed	100%	6/19/12	6/19/12
157	Delegation Model (Advanced)	Completed	100%	6/19/12	6/20/12
158	Group Policy and Preferences	Completed	100%	6/21/12	6/21/12
159	Resource Access Model	Completed	100%	6/21/12	6/21/12
160	Fine Grain Password Policy	Completed	100%	6/22/12	6/22/12
161	Base DFS/DFSR Namespace/Repl	Completed	100%	6/22/12	6/22/12
162	Physical Topology & Server Architecture	Completed	100%	6/25/12	6/28/12
163	Site & Replication Architecture	Completed	100%	6/25/12	6/25/12
164	DC Server Build	Completed	100%	6/26/12	6/26/12
165	DC virtualization with VMware	Completed	100%	6/27/12	6/27/12
166	Auditing Configuration	Completed	100%	6/28/12	6/28/12
167	Active Directory Domain Services Plan Phase Work Product Review and Approval	Completed	100%	6/29/12	7/5/12
168	Work Product Preparation	Completed	100%	6/29/12	7/2/12
169	Review	Completed	100%	7/3/12	7/3/12
170	Update Materials Post Review	Completed	100%	7/3/12	7/3/12
171	ADDS Plan Phase FLDOE Sign-Off	Completed	100%	7/3/12	7/5/12
172	Knowledge Transition	Completed	100%	7/3/12	7/5/12
173	Deliverable: ADDS Functional Specification document	Completed	100%	7/3/12	7/5/12
174	ADDS Plan Complete	Completed	100%	7/3/12	7/3/12
175	Build	Completed	100%	7/3/12	8/7/12
176	Milestone Dependency: NWRDC VM Environment Completed	Completed	100%	7/3/12	7/3/12
177	Implementation and Configuration Planning	Completed	100%	7/5/12	7/19/12
178	Directory Service and Namespace	Completed	100%	7/5/12	7/10/12
179	Forest & Domain Structure	Completed	100%	7/5/12	7/5/12
180	Name Resolution	Completed	100%	7/5/12	7/5/12
181	OU Design	Completed	100%	7/6/12	7/6/12
182	Delegation Model (Advanced)	Completed	100%	7/6/12	7/6/12
183	Group Policy and Preferences	Completed	100%	7/9/12	7/9/12
184	Resource Access Model	Completed	100%	7/9/12	7/9/12
185	Fine Grain Password Policy	Completed	100%	7/10/12	7/10/12
186	Base DFS/DFSR Namespace/Repl	Completed	100%	7/10/12	7/10/12
187	Physical Topology & Server Architecture	Completed	100%	7/11/12	7/17/12
188	Site & Replication Architecture	Completed	100%	7/11/12	7/11/12
189	DC Server Build	Completed	100%	7/12/12	7/13/12
190	DC virtualization with VMware	Completed	100%	7/16/12	7/16/12
191	Auditing Configuration	Completed	100%	7/17/12	7/17/12
192	Directory Operations	Completed	100%	7/18/12	7/19/12
193	AD Basic Monitoring - Server Perf Advisor	Completed	100%	7/18/12	7/18/12
194	AD Backup and Recovery	Completed	100%	7/18/12	7/18/12
195	AD/DC Operations & Maintenance	Completed	100%	7/19/12	7/19/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
196	Activation Infrastructure	Completed	100%	7/19/12	7/19/12
197	Active Directory Domain Services Build Phase Work Product Review and Approval	Completed	100%	7/20/12	7/26/12
198	Work Product Preparation	Completed	100%	7/20/12	7/23/12
199	Review	Completed	100%	7/24/12	7/24/12
200	Update Materials Post Review	Completed	100%	7/24/12	7/25/12
201	ADDS Build Phase FLDOE Sign-Off	Completed	100%	7/25/12	7/26/12
202	Knowledge Transition	Completed	100%	7/25/12	7/25/12
203	Deliverable: ADDS Implementation Plan document	Completed	100%	7/25/12	7/25/12
204	ADDS Build Complete	Completed	100%	7/25/12	7/25/12
205	Stablize	Completed	100%	7/26/12	8/7/12
206	Pilot Testing	Completed	100%	7/26/12	7/31/12
207	Deliver Sample Test Plan	Completed	100%	7/26/12	7/26/12
208	Generate Test Plan	Completed	100%	7/27/12	7/30/12
209	Pilot Environment Preparation	Completed	100%	7/27/12	7/30/12
210	Test Plan Execution	Completed	100%	7/31/12	7/31/12
211	Work Product: Active Directory Domain Services Base Product Installation Complete	Completed	100%	7/31/12	7/31/12
212	Active Directory Doman Service Build Phase Work Product Review and Approval	Completed	100%	8/1/12	8/7/12
213	Work Product Preparation	Completed	100%	8/1/12	8/2/12
214	Review	Completed	100%	8/3/12	8/3/12
215	Update Materials Post Review	Completed	100%	8/3/12	8/3/12
216	Active Directory Domain Services Stabilize Phase Customer Sign-Off	Completed	100%	8/6/12	8/6/12
217	Knowledge Transition	Completed	100%	8/7/12	8/7/12
218	Deliverable: Active Directory Domain Services Test Plan document	Completed	100%	8/7/12	8/7/12
219	Active Directory Domain Services Stabilize Complete	Completed	100%	8/7/12	8/7/12
220	Deliverable: Active Directory Domain Services Test Results presentation	Completed	100%	8/7/12	8/7/12
221	Deploy	Completed	100%	8/6/12	8/9/12
222	Production Support & Remediation	Completed	100%	8/6/12	8/7/12
223	Provide Operations Guidance	Completed	100%	8/8/12	8/9/12
224	Work Product: Active Directory Domain Services Production Deployment Complete	Completed	100%	8/7/12	8/9/12
225	Active Directory Domain Services Deploy Complete	Completed	100%	8/9/12	8/9/12
226	Federation Services (Active Directory Federated Services)	Overdue	78%	7/5/12	10/2/13
227	Plan	Overdue	22%	7/5/12	10/2/13
228	Requirements	Overdue	11%	7/5/12	10/2/13
229	Identity Provider Requirements Workshop	Completed	100%	7/5/12	7/5/12
230	Resource Provider Requirements Workshop	Completed	100%	7/6/12	7/9/12
231	Federation Service Dependency Requirements Workshop	Completed	100%	7/9/12	7/9/12
232	Claims Mapping Requirements Workshop	Completed	100%	7/10/12	7/20/12
233	FL DOE Perimeter Web Proxy and ADFS Proxy Appliance Design Delivered	Completed	100%	7/20/12	7/23/12
234	Dell provides F5 final configuration	Overdue	0%	5/6/13	10/2/13
235	Design	Completed	100%	7/11/12	8/1/12
236	AD FS Federation Services Design Selection	Completed	100%	7/11/12	7/11/12
237	AD FS Federation Services Farm Placement	Completed	100%	7/11/12	7/11/12
238	AD FS Attribute Stores and Attributes	Completed	100%	7/12/12	7/27/12
239	Claim Descriptors	Completed	100%	7/30/12	7/30/12
240	AD FS Federation Trusts Identity Provider (Claim Rules)	Completed	100%	7/31/12	7/31/12
241	AD FS Federation Trusts Resource Provider (Claim Rules, 2 Providers)	Completed	100%	8/1/12	8/1/12
242	Active Directory Federated Services Plan Phase Work Product Review and Approval	Completed	100%	8/2/12	8/28/12
243	Work Product Preparation	Completed	100%	8/2/12	8/22/12
244	Review	Completed	100%	8/23/12	8/23/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
245	Update Materials Post Review	Completed	100%	8/23/12	8/23/12
246	ADFS Plan Phase Work FLDOE Product Sign-Off	Completed	100%	8/24/12	8/24/12
247	Knowledge Transition	Completed	100%	8/27/12	8/27/12
248	Deliverable: ADFS Functional Specification document	Completed	100%	8/27/12	8/27/12
249	ADFS Plan Complete	Completed	100%	8/28/12	8/28/12
250	Build	Completed	100%	8/6/12	2/21/13
251	Milestone Dependency: NWRDC VM Environment Completed	Completed	100%	8/6/12	8/6/12
252	Milestone Dependency: FLDOE Federation Aware Application Readiness	Completed	100%	8/23/12	8/23/12
253	Milestone Dependency: FLDOE Web Server, Computer and Code Signing Certificates	Completed	100%	8/23/12	8/23/12
	Received				
254	Milestone Dependency: Claims aware application accessible in production	Completed	100%	8/23/12	8/23/12
255	FL DOE Perimeter Web Proxy and Active Directory Federated Services Proxy Delivered	Completed	100%	8/23/12	8/23/12
	in Production				
256	Debugging Continued	Completed	100%	2/8/13	2/21/13
257	Build and Configuration Planning	Completed	100%	8/7/12	2/15/13
258	Base Build Configuration	Completed	100%	8/7/12	8/7/12
259	Active Directory Federated Services 2.0 Configuration	Completed	100%	8/8/12	8/8/12
260	High-Availability Configuration	Completed	100%	8/9/12	8/9/12
261	Trust Partner Configuration (2)	Completed	100%	10/8/12	2/15/13
262	St. Lucie Trust Partner Configuration	Completed	100%	2/8/13	2/15/13
263	DOE SSO	Completed	100%	10/8/12	2/8/13
264	Relying Party Application Configuration (2) (Federationing)	Completed	100%	10/15/12	2/8/13
265	FLDOE Portal Relaying Party Configuration (Production)	Completed	100%	10/15/12	2/8/13
266	Paradise Relying Party Configuration (Production)	Completed	100%	10/22/12	10/22/12
267	Active Directory Federated Services Build Phase Work Product Review and Approval	Completed	100%	10/8/12	1/25/13
268	Work Product Preparation	Completed	100%	10/8/12	10/9/12
269	Work Product Completion	Completed	100%	10/10/12	10/10/12
270	Review	Completed	100%	10/11/12	10/24/12
271	Review Completion	Completed	100%	10/25/12	1/4/13
272	Remediation, Fixes, and Update Materials Post Review	Completed	100%	1/7/13	1/18/13
273	Active Directory Federated Services Build Phase Work Product Sign-Off	Completed	100%	1/10/13	1/23/13
274	Knowledge Transition	Completed	100%	1/7/13	1/23/13
275	Deliverable: Active Directory Federated Services Implementation Plan document	Completed	100%	1/7/13	1/23/13
276	Work Product: Active Directory Federated Services Base Installation Complete	Completed	100%	1/18/13	1/18/13
277	Active Directory Federated Services Build Complete	Completed	100%	1/25/13	1/25/13
278	Stabilize	Completed	100%	10/15/12	2/4/13
279	Milestone Dependency: FLDOE provide prepared Active Directory Federated Services	Completed	100%	10/15/12	10/15/12
	Test Data				
280	Active Directory Federated Services Functional Testing	Completed	100%	10/16/12	1/23/13
281	Develop Active Directory Federated Services Functional Test Plan	Completed	100%	10/16/12	11/26/12
282	Active Directory Federated Services Functional Test Plan Outline	Completed	100%	10/24/12	10/26/12
283	Develop Active Directory Federated Services Functional Test Plan Outline	Completed	100%	10/24/12	10/24/12
284	Review Active Directory Federated Services Test Plan Outline	Completed	100%	10/25/12	10/25/12
285	Update Materials Post Review	Completed	100%	10/26/12	10/26/12
286	Active Directory Federated Services Test Cases Development	Completed	100%	10/16/12	11/20/12
287	Identify List of Test Case Scenarios	Completed	100%	10/16/12	10/16/12
288	Review List of Test Case Scenarios	Completed	100%	10/17/12	10/17/12
289	Develop Test Cases	Completed	100%	10/17/12	11/1/12
290	Review Test Cases	Completed	100%	11/19/12	11/19/12
291	Update Materials into Test Plan - Post Review	Completed	100%	11/20/12	11/20/12



## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
292	Review and Complete Active Directory Federated Services Functional Test Plan	Completed	100%	11/21/12	11/26/12
293	Test Environment Preparation	Completed	100%	11/21/12	11/21/12
294	Configure claim definitions for test application	Completed	100%	11/21/12	11/21/12
295	Execute Test Plan	Completed	100%	1/22/13	1/23/13
296	Break - Fix Knowledge Transition Time	Completed	100%	1/22/13	1/23/13
297	Active Directory Federated Services Stabilize Phase Work Product Review and Approval	Completed	100%	12/6/12	2/4/13
298	Work Product Preparation	Completed	100%	12/6/12	12/6/12
299	Work Product Preparation	Completed	100%	1/23/13	1/24/13
300	Review of ADFS Test Presentation Document	Completed	100%	1/25/13	1/31/13
301	Update Materials Post Review	Completed	100%	2/1/13	2/1/13
302	Active Directory Federated Services Stabilize Phase Work Product Sign-Off	Completed	100%	2/1/13	2/1/13
303	Knowledge Transition	Completed	100%	2/1/13	2/1/13
304	Deliverable: Active Directory Federated Services Template Test Plan document	Completed	100%	2/4/13	2/4/13
305	Deliverable: Active Directory Federated Services Test Results presentation	Completed	100%	2/4/13	2/4/13
306	Work Product: Active Directory Federated Services Production Deployment Complete	Completed	100%	2/4/13	2/4/13
307	Active Directory Federated Services Stabilize Complete	Completed	100%	2/4/13	2/4/13
308	Deploy	Completed	100%	12/17/12	2/5/13
309	Active Directory Federated Services Operations Guide Sample	Completed	100%	12/17/12	12/17/12
310	Support and Remediation	Completed	100%	2/4/13	2/5/13
311	Identity Synchronization Services (FIM)	Completed	100%	6/29/12	5/21/13
312	Plan	Completed	100%	6/29/12	12/10/12
313	FIM Functional Spec	Completed	100%	9/4/12	12/7/12
314	Reporting Section	Completed	100%	9/28/12	11/30/12
315	Develop Document	Completed	100%	9/28/12	10/1/12
316	Document Orientation Walkthrough	Completed	100%	10/1/12	10/1/12
317	Review	Completed	100%	10/2/12	11/29/12
318	Comments Review Walkthru	Completed	100%	11/30/12	11/30/12
319	Update Materials Post Review	Completed	100%	11/30/12	11/30/12
320	FIM Password Management Services Functional Spec	Completed	100%	9/4/12	10/1/12
321	Develop Document	Completed	100%	9/4/12	9/4/12
322	Document Orientation Walkthrough	Completed	100%	9/10/12	9/10/12
323	Review	Completed	100%	9/11/12	9/11/12
324	Comments Review Walkthru	Completed	100%	9/12/12	9/12/12
325	Update Materials Post Review	Completed	100%	10/1/12	10/1/12
326	Self-Service (Anonymous) Registration Portal Functional Spec	Completed	100%	9/17/12	12/3/12
327	Develop Document	Completed	100%	9/17/12	9/28/12
328	Document Orientation Walkthrough	Completed	100%	11/15/12	11/15/12
329	Review	Completed	100%	11/21/12	11/29/12
330	Comments Review Walkthru	Completed	100%	11/30/12	11/30/12
331	Update Materials Post Review	Completed	100%	11/30/12	12/3/12
332	User Provisioning Functional Spec	Completed	100%	9/24/12	12/7/12
333	Develop Document	Completed	100%	9/24/12	11/21/12
334	Develop Document	Completed	100%	10/15/12	10/26/12
335	Develop Document	Completed	100%	11/19/12	11/21/12
336	MS Internal Review	Completed	100%	11/26/12	11/26/12
337	Document Orientation Walkthrough	Completed	100%	11/27/12	11/27/12
338	Review	Completed	100%	11/28/12	12/4/12
339	Comments Review Walkthru	Completed	100%	12/5/12	12/5/12
340	Update Materials Post Review	Completed	100%	12/6/12	12/7/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
341	Application Authorization Functional Spec - Delegation Admin	Completed	100%	9/24/12	12/3/12
342	Develop Document	Completed	100%	9/24/12	11/9/12
343	Microsoft Internal Review	Completed	100%	11/15/12	11/19/12
344	Document Orientation Walkthrough	Completed	100%	11/20/12	11/20/12
345	Review	Completed	100%	11/21/12	11/29/12
346	Comments Review Walkthru	Completed	100%	11/30/12	11/30/12
347	Update Materials Post Review	Completed	100%	12/3/12	12/3/12
348	Milestone Dependency: Bulk File Transfer File Specification Completed	Completed	100%	7/17/12	7/27/12
349	FIM Plan Phase Work Product Preparation and Approval	Completed	100%	6/29/12	12/10/12
350	Knowledge Transition	Completed	100%	12/4/12	12/4/12
351	Deliverable: FIM Functional Specification	Completed	100%	12/10/12	12/10/12
352	Work Product: FIM Base Product Installation Complete	Completed	100%	6/29/12	6/29/12
353	FIM Plan Complete	Completed	100%	12/10/12	12/10/12
354	Build	Completed	100%	11/13/12	5/21/13
355	Milestone Dependency: NWRDC VM Environment Completed	Completed	100%	11/13/12	11/13/12
356	Milestone Dependency: FLDOE FTP Server Completed	Completed	100%	11/13/12	11/13/12
357	Milestone Dependency: FLDOE SMTP Relay Service Configuration Completed	Completed	100%	11/13/12	11/13/12
358	Base Product Installation (including VS 2010 installation)	Completed	100%	11/28/12	12/4/12
359	Preparation	Completed	100%	11/28/12	11/30/12
360	Installation	Completed	100%	12/3/12	12/3/12
361	Implementation plan update	Completed	100%	12/4/12	12/4/12
362	FIM Development & Configuration	Completed	100%	12/4/12	3/12/13
363	FIM Sync Metaverse Implementation	Completed	100%	12/4/12	12/10/12
364	FIM Sync Metaverse Design	Completed	100%	12/4/12	12/5/12
365	FIM Sync Metaverse Design Review	Completed	100%	12/6/12	12/7/12
366	FIM Sync Metaverse Implementation	Completed	100%	12/10/12	12/10/12
367	FIM Detailed Design Session	Completed	100%	12/12/12	12/17/12
368	Design Session Offsite	Completed	100%	12/12/12	12/14/12
369	Review WBS	Completed	100%	12/17/12	12/17/12
370	FIM Service DB schema update	Completed	100%	12/18/12	12/19/12
371	Design	Completed	100%	12/18/12	12/18/12
372	Implementation	Completed	100%	12/19/12	12/19/12
373	FLDOESSO DB-People MA	Completed	100%	12/5/12	12/21/12
374	People MA SQL view design	Completed	100%	12/5/12	12/6/12
375	People MA SQL view mockup	Completed	100%	12/18/12	12/18/12
376	People MA SQL view creation	Completed	100%	12/19/12	12/20/12
377	People MA Configuration	Completed	100%	12/21/12	12/21/12
378	Portal Customization -- User Management	Completed	100%	12/20/12	12/21/12
379	User Property fldoe Attribute Tab	Completed	100%	12/20/12	12/21/12
380	FLDOESSO Active Directory Domain Services MA Configuration	Completed	100%	12/24/12	12/26/12
381	Active Directory Domain Services MA design	Completed	100%	12/24/12	12/24/12
382	Active Directory Domain Services MA implementation	Completed	100%	12/26/12	12/26/12
383	FLDOESSO DB Feedback-People MA	Completed	100%	12/24/12	1/4/13
384	People Feedback Table Design	Completed	100%	12/24/12	12/24/12
385	People Feedback Table Creation	Completed	100%	12/26/12	12/26/12
386	People Feedback Table Processing	Completed	100%	12/27/12	1/3/13
387	People Feedback MA Configuration	Completed	100%	1/4/13	1/4/13
388	User Provisioning	Completed	100%	12/27/12	1/4/13
389	Active Directory Domain Services User Provisioning Process	Completed	100%	12/27/12	12/31/12



## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
390	People Feedback Provisioning Process	Completed	100%	1/2/13	1/4/13
391	FLDOESSO FIMService MA	Completed	100%	1/7/13	1/8/13
392	FIM Service Configuration - User	Completed	100%	1/7/13	1/8/13
393	SQL Table View & MA Validation	Completed	100%	1/9/13	1/9/13
394	Design Document Update - User	Completed	100%	1/10/13	1/18/13
395	Document Update - User Sections	Completed	100%	1/10/13	1/18/13
396	Password Registration and Reset components installation	Completed	100%	1/22/13	1/28/13
397	Password Registration/Reset Preparation	Completed	100%	1/22/13	1/23/13
398	Password Registration/Reset Installation	Completed	100%	1/24/13	1/25/13
399	Password Registration/Reset Implementation plan update	Completed	100%	1/28/13	1/28/13
400	FLDOESSO DB OrgLoc MA	Completed	100%	12/5/12	1/25/13
401	Organization-Location SQL view design	Completed	100%	12/5/12	12/5/12
402	Organization-Location SQL view mockup	Completed	100%	1/22/13	1/22/13
403	Organization-Location SQL view creation	Completed	100%	1/23/13	1/24/13
404	Organization-Location MA Configuration	Completed	100%	1/25/13	1/25/13
405	FLDOESSO DB-AppRole MA	Completed	100%	12/5/12	1/25/13
406	Application-Role SQL view design	Completed	100%	12/5/12	12/5/12
407	Application-Role SQL view mockup	Completed	100%	1/22/13	1/22/13
408	Application-Role SQL view creation	Completed	100%	1/23/13	1/24/13
409	Application-Role MA Configuration	Completed	100%	1/25/13	1/25/13
410	FLDOESSO DB Feedback - Authorization MA	Completed	100%	1/28/13	2/7/13
411	Authorization Feedback SQL table design	Completed	100%	1/28/13	1/29/13
412	Authorization Feedback SQL table SQL creation	Completed	100%	1/30/13	1/30/13
413	Authorization Feedback Table Processing	Completed	100%	1/31/13	2/6/13
414	Authorization Feedback MA Configuration	Completed	100%	2/7/13	2/7/13
415	SQL Table View & MA Validation	Completed	100%	2/8/13	2/8/13
416	Group Provisioning	Completed	100%	2/11/13	3/1/13
417	Delegation Group Processing (Sets, MPRs, Sync Rules, Workflows)	Completed	100%	2/11/13	2/22/13
418	Authorization Group Processing (Sets, MPRs, Sync Rules, Workflows)	Completed	100%	2/11/13	2/22/13
419	Authorization Feedback Provisioning Process	Completed	100%	2/25/13	2/27/13
420	Active Directory Domain Services Group Provisioning	Completed	100%	2/28/13	3/1/13
421	FIM Reporting Services Infrastructure	Completed	100%	1/29/13	2/14/13
422	Preparation	Completed	100%	1/29/13	2/4/13
423	Installation	Completed	100%	2/5/13	2/5/13
424	SCSM MCS Senior Consultant Review	Completed	100%	2/8/13	2/14/13
425	Implementation Plan Update	Completed	100%	2/6/13	2/6/13
426	Portal Customization -- Authorization Management	Completed	100%	2/25/13	3/8/13
427	Authorization Management	Completed	100%	2/25/13	3/8/13
428	Design Document Update - Group Management	Completed	100%	3/4/13	3/5/13
429	Unit Testing	Completed	100%	3/6/13	3/8/13
430	Implementation Plan Update	Completed	100%	3/11/13	3/12/13
431	FIM Build Phase Work Product Preparation and Approval	Completed	100%	3/13/13	4/29/13
432	Work Product Preparation	Completed	100%	3/13/13	3/14/13
433	Conduct Documentation Orientation Walkthru	Completed	100%	3/15/13	3/15/13
434	Incorporate Edits from Walkthru and Publish to FLDOE	Completed	100%	3/18/13	3/18/13
435	Microsoft addressess Comments	Completed	100%	3/19/13	3/19/13
436	FLDOE Reviews and Approves	Completed	100%	3/20/13	4/9/13
437	Test Environment Preparation	Completed	100%	3/13/13	3/13/13
438	FLDOE Conducts Installation in Test Environment Per FIM Imp Plan	Completed	100%	3/14/13	3/19/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
439	FIM Build Phase Work Product Sign-Off	Completed	100%	4/10/13	4/26/13
440	Deliverable: FIM Implementation Plan document	Completed	100%	4/29/13	4/29/13
441	MILESTONE DEPENDENCY: Test Case Development	Completed	100%	4/15/13	4/15/13
442	FIM Build Complete	Completed	100%	4/30/13	4/30/13
443	Unique ID for SSO User Accounts - CO	Completed	100%	5/7/13	5/21/13
444	Reconfigure Anchor Fields in FIM	Completed	100%	5/7/13	5/9/13
445	Modify ETL Stored Procs in SQL server	Completed	100%	5/7/13	5/8/13
446	Test and remediate as necessary SQL Server ETL processes	Completed	100%	5/9/13	5/10/13
447	Test and remediate as necessary FIM	Completed	100%	5/10/13	5/13/13
448	Verify changes with DOE staff and deploy to production environment	Completed	100%	5/14/13	5/21/13
449	Stabilize	Completed	100%	3/20/13	4/30/13
450	Milestone Dependency: FLDOE Completed the FIM Test Cases	Completed	100%	4/22/13	4/22/13
451	Develop FIM Functional Test Plan	Completed	100%	3/20/13	3/25/13
452	FIM Functional Test Outline	Completed	100%	3/20/13	3/25/13
453	Develop FIM Functional Test Outline	Completed	100%	3/20/13	3/21/13
454	Review FIM Test Plan Outline	Completed	100%	3/22/13	3/22/13
455	Update Materials Post Review	Completed	100%	3/25/13	3/25/13
456	Preparing Production Environment for Testing	Completed	100%	3/26/13	3/26/13
457	Execute Test Plan	Completed	100%	3/27/13	4/2/13
458	Break - Fix Knowledge Transition Time	Completed	100%	3/27/13	4/2/13
459	FIM Stabilize Phase Work Product Preparation and Approval	Completed	100%	4/3/13	4/30/13
460	Work Product Preparation	Completed	100%	4/3/13	4/4/13
461	Document Review	Completed	100%	4/5/13	4/5/13
462	FLDOE Review	Completed	100%	4/8/13	4/10/13
463	Comments Walkthrough Meeting	Completed	100%	4/11/13	4/11/13
464	Incorporate Edits from Comments Walkthrough Meeting	Completed	100%	4/12/13	4/15/13
465	FIM Stabilize Phase Work Product Sign-Off	Completed	100%	4/16/13	4/16/13
466	Knowledge Transition	Completed	100%	4/17/13	4/17/13
467	Deliverable: FIM Test Plan document	Completed	100%	4/17/13	4/17/13
468	Deliverable: FIM Test Results presentation	Completed	100%	4/17/13	4/17/13
469	Work Product: FIM Production Deployment Complete	Completed	100%	4/17/13	4/17/13
470	FIM Stabilize Complete	Completed	100%	4/30/13	4/30/13
471	Deploy	Completed	100%	4/3/13	4/25/13
472	Define Operations Guide	Completed	100%	4/3/13	4/9/13
473	Review & Provide Feedback on Operations Guide	Completed	100%	4/10/13	4/16/13
474	Production Support & Performance Tuning	Completed	100%	4/16/13	4/19/13
475	Update Materials Post Review	Completed	100%	4/17/13	4/17/13
476	Knowledge Transition	Completed	100%	4/22/13	4/22/13
477	Deliverable: FIM Operations Guide	Completed	100%	4/25/13	4/25/13
478	FIM Deploy Complete	Completed	100%	4/22/13	4/22/13
479	SQL Cluster Services (SQL)	Completed	100%	7/5/12	2/8/13
480	SQL Plan	Completed	100%	7/5/12	10/4/12
481	Requirements	Completed	100%	7/5/12	7/27/12
482	Integrated Application Requirements (FIM, Active Directory Federated Services, IAM)	Completed	100%	7/5/12	7/5/12
483	Transactional Workload Requirements	Completed	100%	7/6/12	7/9/12
484	Storage Requirements	Completed	100%	7/10/12	7/10/12
485	Physical Performance Requirements	Completed	100%	7/26/12	7/27/12
486	Design	Completed	100%	8/1/12	8/31/12
487	Conceptual Services Design	Completed	100%	8/1/12	8/31/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
488	SSDS/SSAS	Completed	100%	8/1/12	8/2/12
489	SSIS/SSRS	Completed	100%	8/8/12	8/31/12
490	Logical Architecture Design	Completed	100%	8/10/12	8/14/12
491	Cluster Design	Completed	100%	8/10/12	8/13/12
492	Instance Design	Completed	100%	8/14/12	8/14/12
493	Physical Architecture Design	Completed	100%	8/15/12	8/20/12
494	Physical Host Design	Completed	100%	8/15/12	8/15/12
495	Network Design	Completed	100%	8/16/12	8/16/12
496	Storage Design	Completed	100%	8/17/12	8/20/12
497	SQL Plan Work Product Preparation & Approval	Completed	100%	8/21/12	10/4/12
498	Work Product Preparation	Completed	100%	8/21/12	9/21/12
499	Review	Completed	100%	9/24/12	9/24/12
500	Update Materials Post Review	Completed	100%	10/3/12	10/3/12
501	SQL Plan Work Product Sign-Off	Completed	100%	10/4/12	10/4/12
502	Knowledge Transition	Completed	100%	10/3/12	10/3/12
503	Deliverable: SQL Functional Specification document	Completed	100%	10/4/12	10/4/12
504	SQL Plan Complete	Completed	100%	10/3/12	10/3/12
505	SQL Build	Completed	100%	8/24/12	11/28/12
506	FLDOE Milestone Dependency: VMs Deployed	Completed	100%	10/4/12	10/4/12
507	Base Product Installation	Completed	100%	8/24/12	8/24/12
508	Build and Configuration Definition	Completed	100%	8/27/12	8/28/12
509	Implementation Process Definition	Completed	100%	8/29/12	10/26/12
510	SQL Build Work Product Preparation & Approval	Completed	100%	10/26/12	11/28/12
511	Work Product Preparation	Completed	100%	10/26/12	11/14/12
512	Review	Completed	100%	11/15/12	11/21/12
513	Update Materials Post Review	Completed	100%	11/26/12	11/26/12
514	SQL Build Work Product Sign-Off	Completed	100%	11/27/12	11/27/12
515	Knowledge Transition	Completed	100%	11/28/12	11/28/12
516	Deliverable: SQL Implementation Plan document	Completed	100%	11/27/12	11/27/12
517	Work Product: SQL Base Product Installation Complete	Completed	100%	11/27/12	11/27/12
518	SQL Build Complete	Completed	100%	11/28/12	11/28/12
519	SQL Stabilize	Completed	100%	11/15/12	2/8/13
520	Define Operations Guide	Completed	100%	11/15/12	11/21/12
521	Production System Deployment	Completed	100%	11/27/12	11/27/12
522	SQL Testing	Completed	100%	11/15/12	12/14/12
523	Prepare Environment	Completed	100%	11/27/12	11/28/12
524	MILESTONE DEPENDENCY: Prepare Data in Paradise	Completed	100%	11/28/12	11/28/12
525	Develop SQL Functional Test Plan	Completed	100%	11/15/12	11/29/12
526	SQL Functional Test Outline	Completed	100%	11/21/12	11/27/12
527	Develop SQL Functional Test Outline	Completed	100%	11/21/12	11/21/12
528	Review SQL Test Plan Outline	Completed	100%	11/26/12	11/26/12
529	Update Materials Post Review	Completed	100%	11/27/12	11/27/12
530	SQL Test Cases Development	Completed	100%	11/15/12	11/29/12
531	Identify List of Test Case Scenarios	Completed	100%	11/15/12	11/15/12
532	Review List of Test Case Scenarios	Completed	100%	11/16/12	11/16/12
533	Develop Test Cases	Completed	100%	11/15/12	11/21/12
534	Review Test Cases	Completed	100%	11/26/12	11/27/12
535	Update Materials Post Review	Completed	100%	11/28/12	11/28/12
536	SQL Test Cases Development Completed	Completed	100%	11/29/12	11/29/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
537	Generate Test Plan	Completed	100%	11/29/12	12/4/12
538	Execute Functional Test	Completed	100%	12/5/12	12/14/12
539	Defect Resolution	Completed	100%	12/5/12	12/14/12
540	Operational Readiness Review	Completed	100%	12/17/12	12/17/12
541	SQL Stabilize Work Product Preparation & Approval	Completed	100%	12/14/12	2/8/13
542	Work Product Preparation	Completed	100%	12/14/12	12/18/12
543	Review	Completed	100%	12/19/12	1/3/13
544	Update Materials Post Review	Completed	100%	1/4/13	1/7/13
545	SQL Stabilize Phase Work Product Sign-Off	Completed	100%	1/8/13	1/8/13
546	Knowledge Transition	Completed	100%	1/9/13	1/9/13
547	Deliverable: SQL Test Plan document	Completed	100%	1/9/13	1/9/13
548	Deliverable: SQL Test Results presentation	Completed	100%	1/18/13	1/18/13
549	Work Product: SQL Production Deployment Complete	Completed	100%	12/17/12	12/17/12
550	Work Product: SQL Production Deployment Complete	Completed	100%	2/8/13	2/8/13
551	SQL Stabilize Complete	Completed	100%	1/8/13	1/8/13
552	SQL Deploy	Completed	100%	1/18/13	1/22/13
553	Production Support & Performance Tuning	Completed	100%	1/18/13	1/22/13
554	Deliverable: SQL Operations Guide	Completed	100%	1/22/13	1/22/13
555	SQL Deployment Complete	Completed	100%	1/22/13	1/22/13
556	FLDOE Test Environment Installation	Completed	100%	7/26/12	10/30/13
557	Build & Stabilize	Completed	100%	7/26/12	5/7/13
558	Build & Stabilize Active Directory Domain Services Test Environment	Completed	100%	7/26/12	8/8/12
559	Build & Stabilize Active Directory Federated Services Test Environment	Completed	100%	2/22/13	2/28/13
560	Build & Stabilize FIM Test Environment	Completed	100%	3/26/13	4/30/13
561	Test Environment Readiness Testing	Completed	100%	5/1/13	5/7/13
562	Test Stabilize Complete	Completed	100%	5/7/13	5/7/13
563	Deploy	Completed	100%	5/8/13	5/10/13
564	Operational Readiness Assessment & Remediation	Completed	100%	5/8/13	5/9/13
565	Test Environment Operational Announcement	Completed	100%	5/10/13	5/10/13
566	Floridaleaders.com	Completed	100%	5/8/13	5/8/13
567	Test Deploy Complete	Completed	100%	5/10/13	5/10/13
568	Project Close-Out Activities Microsoft	Completed	100%	10/28/13	10/30/13
569	Final Project Report	Completed	100%	10/28/13	10/28/13
570	Close out and update COS	Completed	100%	10/29/13	10/29/13
571	Review Acceptance criteria	Completed	100%	10/29/13	10/29/13
572	Review SOW deliverables	Completed	100%	10/30/13	10/30/13
573	Obtain Customer Acceptance	Completed	100%	10/30/13	10/30/13
574	Terminate Engagement	Completed	100%	10/30/13	10/30/13
575	Project Completion Microsoft	Completed	100%	10/30/13	10/30/13
576	Integration Execution SSO	In Progress	76%	1/28/13	6/17/14
577	SSO Integration Plan	Completed	100%	3/11/13	6/24/13
578	Integration LEAs	In Progress	85%	1/28/13	10/31/13
579	Develop Guide Lines for LEA integration into SSO	Completed	100%	1/28/13	2/15/13
580	Provide Communications to LEA on SSO integration	Completed	100%	2/22/13	2/22/13
581	Determine 22 LEA who can complete Integration steps to support Florida Leaders	Completed	100%	2/25/13	4/5/13
582	LEA Integration Execution	In Progress	89%	5/20/13	10/31/13
583	Alachua - Hosted	Completed	100%	5/28/13	6/4/13
584	Initiate invitation to on-board	Completed	100%	5/28/13	6/3/13
585	Provision staff - test activities	Completed	100%	5/29/13	6/4/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
586	Provision staff - production activities	Completed	100%	6/3/13	6/4/13
587	Verify staff provisioning in production	Completed	100%	6/3/13	6/4/13
588	Alachua on-board complete	Completed	100%	6/4/13	6/4/13
589	FLDOE - Federated	Completed	100%	5/28/13	6/12/13
590	Initiate invitation to on-board	Completed	100%	5/28/13	6/3/13
591	Provision staff - test activities	Completed	100%	5/29/13	6/4/13
592	Provision staff - production activities	Completed	100%	6/3/13	6/4/13
593	Verify staff provisioning in production	Completed	100%	6/4/13	6/12/13
594	FLDOE On-board completed	Completed	100%	6/12/13	6/12/13
595	St. Lucie - Federated	Completed	100%	5/20/13	6/7/13
596	Initiate invitation to on-board	Completed	100%	5/20/13	5/24/13
597	Provision staff - test activities	Completed	100%	5/28/13	5/30/13
598	Verify staff provisioning in production	Completed	100%	5/30/13	6/7/13
599	St. Lucie On-board completed	Completed	100%	6/7/13	6/7/13
600	Hamilton - Hosted	Completed	100%	5/29/13	6/6/13
601	Initiate invitation to on-board	Completed	100%	5/29/13	5/31/13
602	Provision staff - test activities	Completed	100%	6/3/13	6/4/13
603	Provision staff - production activities	Completed	100%	6/5/13	6/6/13
604	Verify staff provisioning in production	Completed	100%	6/5/13	6/6/13
605	Hamilton On-board completed	Completed	100%	6/6/13	6/6/13
606	Bay - Hosted	Completed	100%	6/6/13	6/12/13
607	Initiate invitation to on-board	Completed	100%	6/10/13	6/10/13
608	Provision staff - test activities	Completed	100%	6/10/13	6/10/13
609	Provision staff - production activities	Completed	100%	6/6/13	6/12/13
610	Verify staff provisioning in production	Completed	100%	6/12/13	6/12/13
611	Bay On-board completed	Completed	100%	6/10/13	6/12/13
612	Charlotte - Federated	Completed	100%	5/28/13	6/12/13
613	Initiate invitation to on-board	Completed	100%	5/28/13	5/30/13
614	Provision staff - test activities	Completed	100%	6/3/13	6/5/13
615	Provision staff - production activities	Completed	100%	6/10/13	6/12/13
616	Verify staff provisioning in production	Completed	100%	6/12/13	6/12/13
617	Charlotte On-board completed	Completed	100%	6/10/13	6/10/13
618	Hillsborough - Federated	Completed	100%	6/11/13	6/26/13
619	Initiate invitation to on-board	Completed	100%	6/11/13	6/18/13
620	Federation Connection setup -TEST	Completed	100%	6/17/13	6/17/13
621	Federation Connection setup - PROD	Completed	100%	6/17/13	6/17/13
622	Provision staff - test activities	Completed	100%	6/18/13	6/18/13
623	Provision staff - production activities	Completed	100%	6/18/13	6/20/13
624	Verify staff provisioning in production	Completed	100%	6/20/13	6/26/13
625	Hillsborough On-board completed	Completed	100%	6/20/13	6/26/13
626	Clay - Federated	Completed	100%	6/10/13	6/25/13
627	Initiate paperwork to on-board	Completed	100%	6/10/13	6/12/13
628	Federation Connection setup -TEST	Completed	100%	6/13/13	6/19/13
629	Federation Connection setup - PROD	Completed	100%	6/17/13	6/21/13
630	Provision staff - test activities	Completed	100%	6/17/13	6/17/13
631	Provision staff - production activities	Completed	100%	6/17/13	6/25/13
632	Verify staff provisioning in production	Completed	100%	6/25/13	6/25/13
633	Clay On-board completed	Completed	100%	6/25/13	6/25/13
634	Okeechobee - Hosted	Completed	100%	6/25/13	7/11/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
635	Initiate paperwork to on-board	Completed	100%	6/25/13	6/27/13
636	Provision staff - test activities	Completed	100%	6/28/13	6/28/13
637	Provision staff - production activities	Completed	100%	7/1/13	7/10/13
638	Verify staff provisioning in production	Completed	100%	7/11/13	7/11/13
639	Okeechobee On-board completed	Completed	100%	7/11/13	7/11/13
640	University of Florida- Hosted	Completed	100%	6/25/13	7/12/13
641	Initiate paperwork to on-board	Completed	100%	6/25/13	6/27/13
642	Provision staff - test activities	Completed	100%	6/28/13	6/28/13
643	Provision staff - production activities	Completed	100%	7/1/13	7/10/13
644	Verify staff provisioning in production	Completed	100%	7/12/13	7/12/13
645	University of Florida On-board completed	Completed	100%	7/12/13	7/12/13
646	Dixie - Hosted	Completed	100%	6/17/13	7/5/13
647	Initiate paperwork to on-board	Completed	100%	6/17/13	6/19/13
648	Provision staff - test activities	Completed	100%	6/19/13	6/19/13
649	Provision staff - production activities	Completed	100%	6/26/13	7/5/13
650	Verify staff provisioning in production	Completed	100%	7/5/13	7/5/13
651	Dixie On-board completed	Completed	100%	7/5/13	7/5/13
652	Gulf - Hosted	Completed	100%	7/26/13	8/9/13
653	Initiate paperwork to on-board	Completed	100%	7/26/13	7/30/13
654	Provision staff - test activities	Completed	100%	7/31/13	7/31/13
655	Provision staff - production activities	Completed	100%	8/1/13	8/9/13
656	Verify staff provisioning in production	Completed	100%	8/9/13	8/9/13
657	Columbia On-board completed	Completed	100%	8/9/13	8/9/13
658	Jackson - Federated	Completed	100%	7/19/13	10/31/13
659	Initiate paperwork to on-board	Completed	100%	7/19/13	7/23/13
660	Federation Connection setup -TEST	Completed	100%	9/18/13	9/24/13
661	Federation Connection setup - PROD	Completed	100%	10/7/13	10/11/13
662	Provision staff - test activities	Completed	100%	10/16/13	10/16/13
663	Provision staff - production activities	Completed	100%	10/17/13	10/25/13
664	Verify staff provisioning in production	Completed	100%	10/30/13	10/30/13
665	Jackson On-board completed	Completed	100%	10/31/13	10/31/13
666	Leon - Federated	Completed	100%	6/18/13	9/30/13
667	Initiate paperwork to on-board	Completed	100%	6/18/13	6/20/13
668	Federation Connection setup -TEST	Completed	100%	6/21/13	6/27/13
669	Federation Connection setup - PROD	Completed	100%	8/1/13	9/27/13
670	Provision staff - test activities	Completed	100%	8/7/13	8/7/13
671	Provision staff - production activities	Completed	100%	8/8/13	9/30/13
672	Verify staff provisioning in production	Completed	100%	8/26/13	9/30/13
673	Leon On-board completed	Completed	100%	8/26/13	9/27/13
674	Santa Rosa- Federated	Completed	100%	6/25/13	10/2/13
675	Initiate paperwork to on-board	Completed	100%	6/25/13	6/27/13
676	Federation Connection setup -TEST	Completed	100%	6/28/13	7/5/13
677	Federation Connection setup - PROD	Completed	100%	9/13/13	9/19/13
678	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
679	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
680	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
681	Santa Rosa On-board completed	Completed	100%	10/2/13	10/2/13
682	Brevard- Federated	Completed	100%	6/24/13	8/19/13
683	Initiate paperwork to on-board	Completed	100%	6/24/13	6/26/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
684	Federation Connection setup -TEST	Completed	100%	6/27/13	7/3/13
685	Federation Connection setup - PROD	Completed	100%	8/1/13	8/7/13
686	Provision staff - test activities	Completed	100%	8/7/13	8/7/13
687	Provision staff - production activities	Completed	100%	8/8/13	8/16/13
688	Verify staff provisioning in production	Completed	100%	8/19/13	8/19/13
689	Brevard On-board completed	Completed	100%	8/19/13	8/19/13
690	Columbia - Hosted	Completed	100%	7/8/13	7/18/13
691	Initiate paperwork to on-board	Completed	100%	7/8/13	7/10/13
692	Provision staff - test activities	Completed	100%	7/9/13	7/9/13
693	Provision staff - production activities	Completed	100%	7/8/13	7/16/13
694	Verify staff provisioning in production	Completed	100%	7/16/13	7/16/13
695	Columbia On-board completed	Completed	100%	7/18/13	7/18/13
696	Pasco- Hosted	Completed	100%	9/3/13	10/2/13
697	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
698	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
699	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
700	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
701	Pasco On-board completed	Completed	100%	10/2/13	10/2/13
702	DeSoto- Hosted	Completed	100%	9/3/13	10/2/13
703	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
704	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
705	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
706	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
707	DESOTO On-board completed	Completed	100%	10/2/13	10/2/13
708	Flagler - Hosted	Completed	100%	7/2/13	7/26/13
709	Initiate paperwork to on-board	Completed	100%	7/2/13	7/9/13
710	Provision staff - test activities	Completed	100%	7/10/13	7/10/13
711	Provision staff - production activities	Completed	100%	7/17/13	7/25/13
712	Verify staff provisioning in production	Completed	100%	7/26/13	7/26/13
713	FLAGLER On-board completed	Completed	100%	7/26/13	7/26/13
714	Levy - Hosted	Completed	100%	9/3/13	10/2/13
715	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
716	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
717	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
718	Levy On-board completed	Completed	100%	10/2/13	10/2/13
719	Hendry - Hosted	Completed	100%	9/3/13	10/2/13
720	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
721	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
722	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
723	Hendry On-board completed	Completed	100%	10/2/13	10/2/13
724	Sumter - Hosted	Completed	100%	9/3/13	10/2/13
725	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
726	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
727	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
728	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
729	Sumter On-board completed	Completed	100%	10/2/13	10/2/13
730	Duval - Hosted	Completed	100%	9/3/13	10/2/13
731	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
732	Provision staff - test activities	Completed	100%	9/20/13	9/20/13



## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
733	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
734	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
735	Duval On-board completed	Completed	100%	10/2/13	10/2/13
736	Highlands - Hosted	Completed	100%	9/3/13	10/2/13
737	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
738	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
739	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
740	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
741	Highlands On-board completed	Completed	100%	10/2/13	10/2/13
742	Citrus - Hosted	Completed	100%	9/3/13	10/2/13
743	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
744	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
745	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
746	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
747	Citrus On-board completed	Completed	100%	10/2/13	10/2/13
748	Hernando - Hosted	Completed	100%	9/3/13	10/2/13
749	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
750	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
751	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
752	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
753	Hernando On-board completed	Completed	100%	10/2/13	10/2/13
754	Taylor - Hosted	Completed	100%	9/3/13	10/2/13
755	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
756	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
757	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
758	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
759	Taylor On-board completed	Completed	100%	10/2/13	10/2/13
760	Seminole - Federated	Completed	100%	9/3/13	10/2/13
761	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
762	Federation Connection setup -TEST	Completed	100%	9/6/13	9/12/13
763	Federation Connection setup - PROD	Completed	100%	9/13/13	9/19/13
764	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
765	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
766	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
767	Seminole On-board completed	Completed	100%	10/2/13	10/2/13
768	Escambia - Federated	Completed	100%	9/3/13	10/2/13
769	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
770	Federation Connection setup -TEST	Completed	100%	9/6/13	9/12/13
771	Federation Connection setup - PROD	Completed	100%	9/13/13	9/19/13
772	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
773	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
774	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
775	Escambia On-board completed	Completed	100%	10/2/13	10/2/13
776	Gilchrist- Hosted	Completed	100%	9/3/13	10/2/13
777	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
778	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
779	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
780	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
781	Gilchrist On-board completed	Completed	100%	10/2/13	10/2/13



## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
782	Martin - Hosted	Completed	100%	9/3/13	10/2/13
783	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
784	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
785	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
786	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
787	Martin On-board completed	Completed	100%	10/2/13	10/2/13
788	Lee Federated	Completed	100%	9/3/13	10/2/13
789	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
790	Federation Connection setup -TEST	Completed	100%	9/6/13	9/12/13
791	Federation Connection setup - PROD	Completed	100%	9/13/13	9/19/13
792	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
793	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
794	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
795	Lee On-board completed	Completed	100%	10/2/13	10/2/13
796	Polk - Federated	Completed	100%	9/3/13	10/2/13
797	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
798	Federation Connection setup -TEST	Completed	100%	9/6/13	9/12/13
799	Federation Connection setup - PROD	Completed	100%	9/13/13	9/19/13
800	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
801	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
802	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
803	POLK On-board completed	Completed	100%	10/2/13	10/2/13
804	St. Johns- Federated	Completed	100%	9/3/13	10/2/13
805	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
806	Federation Connection setup -TEST	Completed	100%	9/6/13	9/12/13
807	Federation Connection setup - PROD	Completed	100%	9/13/13	9/19/13
808	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
809	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
810	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
811	St. Johns On-board completed	Completed	100%	10/2/13	10/2/13
812	Manatee - Hosted	Completed	100%	9/3/13	10/2/13
813	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
814	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
815	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
816	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
817	Manatee On-board completed	Completed	100%	10/2/13	10/2/13
818	Monroe - Hosted	Completed	100%	9/3/13	10/2/13
819	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
820	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
821	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
822	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
823	Monroe On-board completed	Completed	100%	10/2/13	10/2/13
824	Washington - Hosted	Completed	100%	9/3/13	10/2/13
825	Initiate paperwork to on-board	Completed	100%	9/3/13	9/5/13
826	Provision staff - test activities	Completed	100%	9/20/13	9/20/13
827	Provision staff - production activities	Completed	100%	9/23/13	10/1/13
828	Verify staff provisioning in production	Completed	100%	10/2/13	10/2/13
829	Washington On-board completed	Completed	100%	10/2/13	10/2/13
830	Madison - Hosted	Completed	100%	10/1/13	10/31/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
831	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
832	Madison On-board completed	Completed	100%	10/31/13	10/31/13
833	Union- Federated	Completed	100%	10/14/13	10/31/13
834	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
835	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
836	Union On-board completed	Completed	100%	10/31/13	10/31/13
837	Pinellas - Federated	Completed	100%	10/14/13	10/31/13
838	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
839	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
840	Pinellas On-board completed	Completed	100%	10/31/13	10/31/13
841	Sarasota - Federated	Completed	100%	10/14/13	10/31/13
842	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
843	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
844	Sarasota On-board completed	Completed	100%	10/31/13	10/31/13
845	Dade - Federated	Completed	100%	10/14/13	10/31/13
846	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
847	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
848	Dade On-board completed	Completed	100%	10/31/13	10/31/13
849	Palm Beach - Federated	In Progress	38%	10/14/13	10/31/13
850	Federation Connection setup in Test and PROD	In Progress	50%	10/14/13	10/18/13
851	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13
852	Palm Beach On-board completed	Not Started	0%	10/31/13	10/31/13
853	Marion - Federated	Completed	100%	10/14/13	10/31/13
854	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
855	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
856	Marion On-board completed	Completed	100%	10/31/13	10/31/13
857	Walton- Federated	In Progress	77%	10/14/13	10/31/13
858	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
859	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13
860	Walton On-board completed	Not Started	0%	10/31/13	10/31/13
861	Wakulla - Federated	In Progress	27%	10/14/13	10/31/13
862	Federation Connection setup in Test and PROD	In Progress	35%	10/14/13	10/18/13
863	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13
864	Wakulla On-board completed	Not Started	0%	10/31/13	10/31/13
865	Putnam - Federated	Completed	100%	10/14/13	10/31/13
866	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
867	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
868	Putnam On-board completed	Completed	100%	10/31/13	10/31/13
869	Osceola - Federated	In Progress	27%	10/14/13	10/31/13
870	Federation Connection setup in Test and PROD	In Progress	35%	10/14/13	10/18/13
871	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13
872	Osceola On-board completed	Not Started	0%	10/31/13	10/31/13
873	Okaloosa - Federated	Completed	100%	10/14/13	10/31/13
874	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
875	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
876	Okaloosa On-board completed	Completed	100%	10/31/13	10/31/13
877	Lake - Federated	In Progress	77%	10/14/13	10/31/13
878	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
879	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
880	Lake On-board completed	Not Started	0%	10/31/13	10/31/13
881	Indian River - Federated	In Progress	98%	10/14/13	10/31/13
882	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
883	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
884	Indian River On-board completed	In Progress	75%	10/31/13	10/31/13
885	Hardee - Federated	Completed	100%	10/14/13	10/31/13
886	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
887	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
888	Hardee On-board completed	Completed	100%	10/31/13	10/31/13
889	FLVS Full Time - Hosted	In Progress	32%	10/14/13	10/31/13
890	Production On-boarding and conduct LEA Admin training	In Progress	35%	10/14/13	10/18/13
891	FLVS Full Time On-board completed	Not Started	0%	10/31/13	10/31/13
892	Collier- Federated	Completed	100%	10/14/13	10/31/13
893	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
894	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
895	Collier On-board completed	Completed	100%	10/31/13	10/31/13
896	UF Lab School - Federated	In Progress	27%	10/14/13	10/31/13
897	Federation Connection setup in Test and PROD	In Progress	35%	10/14/13	10/18/13
898	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13
899	UF Lab School On-board completed	Not Started	0%	10/31/13	10/31/13
900	Broward - Federated	Completed	100%	10/14/13	10/31/13
901	Federation Connection setup in Test and PROD	Completed	100%	10/14/13	10/18/13
902	Conduct LEA Admin training	Completed	100%	10/30/13	10/30/13
903	Broward On-board completed	Completed	100%	10/31/13	10/31/13
904	Baker - Undecided	Not Started	0%	10/14/13	10/31/13
905	Federation Connection setup in Test and PROD	Not Started	0%	10/14/13	10/18/13
906	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13
907	Baker On-board completed	Not Started	0%	10/31/13	10/31/13
908	Bradford- Undecided	Not Started	0%	10/14/13	10/31/13
909	Federation Connection setup in Test and PROD	Not Started	0%	10/14/13	10/18/13
910	Conduct LEA Admin training	Not Started	0%	10/30/13	10/30/13
911	Bradford On-board completed	Not Started	0%	10/31/13	10/31/13
912	Orange - Federated	Completed	100%	9/11/13	9/17/13
913	Federation Connection setup in Test and PROD	Completed	100%	9/11/13	9/17/13
914	Conduct LEA Admin training	Completed	100%	9/13/13	9/13/13
915	Orange On-board completed	Completed	100%	9/16/13	9/16/13
916	Volusia - Federated	Completed	100%	9/13/13	9/20/13
917	Federation Connection setup in Test and PROD	Completed	100%	9/16/13	9/20/13
918	Conduct LEA Admin training	Completed	100%	9/13/13	9/13/13
919	Volusia On-board completed	Completed	100%	9/16/13	9/16/13
920	Calhoun - Undecided	Not Started	0%	10/1/13	10/31/13
921	Production On-boarding and conduct LEA Admin training	Not Started	0%	10/1/13	10/30/13
922	Calhoun On-board completed	Not Started	0%	10/31/13	10/31/13
923	Deaf and Blind School - Undecided	In Progress	49%	10/1/13	10/31/13
924	Production On-boarding and conduct LEA Admin training	In Progress	50%	10/1/13	10/30/13
925	Deaf and Blind School On-board completed	Not Started	0%	10/31/13	10/31/13
926	Gadsen- Hosted	Completed	100%	10/1/13	10/31/13
927	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
928	Gadsen On-board completed	Completed	100%	10/31/13	10/31/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
929	FAMU Lab School - Hosted	Completed	100%	10/1/13	10/31/13
930	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
931	FAMU Lab School On-board completed	Completed	100%	10/31/13	10/31/13
932	Franklin- Hosted	In Progress	24%	10/1/13	10/31/13
933	Production On-boarding and conduct LEA Admin training	In Progress	25%	10/1/13	10/30/13
934	Fanklin On-board completed	Not Started	0%	10/31/13	10/31/13
935	FSU Lab School - Hosted	Completed	100%	10/1/13	10/31/13
936	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
937	FSU Lab School On-board completed	Completed	100%	10/31/13	10/31/13
938	Glades - Hosted	Completed	100%	10/1/13	10/31/13
939	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
940	Glades On-board completed	Completed	100%	10/31/13	10/31/13
941	Holmes - Hosted	In Progress	24%	10/1/13	10/31/13
942	Production On-boarding and conduct LEA Admin training	In Progress	25%	10/1/13	10/30/13
943	Holmes On-board completed	Not Started	0%	10/31/13	10/31/13
944	Jefferson - Hosted	Completed	100%	10/1/13	10/31/13
945	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
946	Jefferson On-board completed	Completed	100%	10/31/13	10/31/13
947	Liberty - Hosted	Completed	100%	10/1/13	10/31/13
948	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
949	Liberty On-board completed	Completed	100%	10/31/13	10/31/13
950	Nassau- Hosted	Completed	100%	10/1/13	10/31/13
951	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
952	Nassau On-board completed	Completed	100%	10/31/13	10/31/13
953	Suwannee - Hosted	In Progress	24%	10/1/13	10/31/13
954	Production On-boarding and conduct LEA Admin training	In Progress	25%	10/1/13	10/30/13
955	Suwannee On-board completed	Not Started	0%	10/31/13	10/31/13
956	Lafayette - Hosted	Completed	100%	10/1/13	10/31/13
957	Production On-boarding and conduct LEA Admin training	Completed	100%	10/1/13	10/30/13
958	Lafayette On-board completed	Completed	100%	10/31/13	10/31/13
959	FAU Lab School	Completed	100%	9/24/13	9/24/13
960	FAU Lab School On-board completed	Completed	100%	9/24/13	9/24/13
961	Final LEA Integration	In Progress	50%	3/5/13	10/31/13
962	Integration Activity eIPEP - Teacher Preparation Programs	Completed	100%	4/1/13	6/27/13
963	Planning	Completed	100%	4/1/13	6/19/13
964	Change Management Activities	Completed	100%	4/1/13	4/18/13
965	Integration Execution	Completed	100%	5/15/13	6/18/13
966	Integration Execution complete for eIPEP	Completed	100%	6/27/13	6/27/13
967	Integration Activity CPALMS	Completed	100%	4/15/13	8/28/13
968	Planning	Completed	100%	4/15/13	7/3/13
969	Change Management Activities	Completed	100%	6/21/13	7/11/13
970	Integration Execution	Completed	100%	7/12/13	7/25/13
971	Integration Execution complete for CPALMS	Completed	100%	7/26/13	8/28/13
972	Integration Activity CCSS Formative Assessments & Lesson Study Toolkits in Reading	Not Started	0%	2/11/14	5/14/14
973	Planning	Not Started	0%	2/11/14	3/14/14
974	Execution Preparation	Not Started	0%	3/17/14	4/9/14
975	Change Management Activities	Not Started	0%	4/10/14	4/29/14
976	Integration Execution	Not Started	0%	4/30/14	5/13/14
977	Integration Execution complete for CCSS Formative Assessments & Lesson Study Toolkits in Reading	Not Started	0%	5/14/14	5/14/14

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
978	Integration Activity Interim Assessment Item Bank and Test Platform	In Progress	6%	11/12/13	5/30/14
979	Planning	In Progress	25%	11/12/13	12/26/13
980	Execution Preparation	Not Started	0%	12/27/13	3/6/14
981	Change Management Activities	Not Started	0%	3/7/14	3/26/14
982	Integration Execution	Not Started	0%	3/27/14	5/7/14
983	Platform Integration Execution complete for Activity Interim Assessment Item Bank and Test	Not Started	0%	5/30/14	5/30/14
984	Integration Activity PMRN/FAIR	Not Started	0%	3/10/14	6/17/14
985	Planning	Not Started	0%	3/10/14	4/18/14
986	Execution Preparation	Not Started	0%	4/21/14	5/14/14
987	Change Management Activities	Not Started	0%	5/15/14	6/3/14
988	Integration Execution	Not Started	0%	6/4/14	6/17/14
989	Integration Execution complete for PMRN/FAIR	Not Started	0%	6/17/14	6/17/14
990	Dashboards and Reports	In Progress	48%	7/22/13	11/27/13
991	FLDOE SAS Portal Initiative	In Progress	48%	7/22/13	11/27/13
992	Project Management/Meetings	In Progress	37%	7/22/13	11/26/13
993	Project Schedule Collaboration	Completed	100%	7/22/13	7/31/13
994	Project Schedule review	Completed	100%	7/30/13	7/30/13
995	Project Schedule Approval	Completed	100%	7/31/13	7/31/13
996	Load Project Schedule into Daptiv	Completed	100%	8/1/13	8/1/13
997	Ongoing PM Tasks	In Progress	30%	7/29/13	11/26/13
998	Team Standup Meetings	In Progress	65%	7/30/13	11/21/13
999	Team Standup meetings 1	Completed	100%	7/30/13	7/30/13
1000	Team Standup meetings 2	Completed	100%	8/1/13	8/1/13
1001	Team Standup meetings 3	Completed	100%	8/6/13	8/6/13
1002	Team Standup meetings 4	Completed	100%	8/8/13	8/8/13
1003	Team Standup meetings 5	Completed	100%	8/13/13	8/13/13
1004	Team Standup meetings 6	Completed	100%	8/15/13	8/15/13
1005	Team Standup meetings 7	Completed	100%	8/20/13	8/20/13
1006	Team Standup meetings 8	Completed	100%	8/22/13	8/22/13
1007	Team Standup meetings 9	Completed	100%	8/27/13	8/27/13
1008	Team Standup meetings 10	Completed	100%	8/29/13	8/29/13
1009	Team Standup meetings 11	Completed	100%	9/3/13	9/3/13
1010	Team Standup meetings 12	Completed	100%	9/5/13	9/5/13
1011	Team Standup meetings 13	Completed	100%	9/10/13	9/10/13
1012	Team Standup meetings 14	Completed	100%	9/12/13	9/12/13
1013	Team Standup meetings 15	Completed	100%	9/17/13	9/17/13
1014	Team Standup meetings 16	Completed	100%	9/19/13	9/19/13
1015	Team Standup meetings 17	Completed	100%	9/24/13	9/24/13
1016	Team Standup meetings 18	Completed	100%	9/26/13	9/26/13
1017	Team Standup meetings 19	Completed	100%	10/1/13	10/1/13
1018	Team Standup meetings 20	Completed	100%	10/3/13	10/3/13
1019	Team Standup meetings 21	Completed	100%	10/8/13	10/8/13
1020	Team Standup meetings 22	Completed	100%	10/10/13	10/10/13
1021	Team Standup meetings 23	Not Started	0%	10/15/13	10/15/13
1022	Team Standup meetings 24	Not Started	0%	10/17/13	10/17/13
1023	Team Standup meetings 25	Not Started	0%	10/22/13	10/22/13
1024	Team Standup meetings 26	Not Started	0%	10/24/13	10/24/13
1025	Team Standup meetings 27	Not Started	0%	10/29/13	10/29/13
1026	Team Standup meetings 28	Not Started	0%	10/31/13	10/31/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
1027	Team Standup meetings 29	Not Started	0%	11/5/13	11/5/13
1028	Team Standup meetings 30	Not Started	0%	11/7/13	11/7/13
1029	Team Standup meetings 31	Not Started	0%	11/12/13	11/12/13
1030	Team Standup meetings 32	Not Started	0%	11/14/13	11/14/13
1031	Team Standup meetings 33	Not Started	0%	11/19/13	11/19/13
1032	Team Standup meetings 34	Not Started	0%	11/21/13	11/21/13
1033	Deliverable #1 Analysis and Design	Completed	100%	7/23/13	8/23/13
1034	Onsite interviews and team meetings	Completed	100%	7/23/13	7/25/13
1035	Identify new data sources from stakeholders	Completed	100%	7/23/13	7/23/13
1036	Assess current SAS environment and work product and suggest changes	Completed	100%	7/23/13	7/23/13
1037	Review of FLDOE data sets	Completed	100%	7/23/13	7/24/13
1038	Ensure all source data required is available	Completed	100%	7/23/13	7/24/13
1039	Validate data integration and strategy	Completed	100%	7/24/13	7/24/13
1040	approval DOE Evidence of Completion: Recommended Dashboards and reports for review and	Completed	100%	7/29/13	8/23/13
1041	Deliverable #1: Completed recommendation of dashboards and reports	Completed	100%	8/16/13	8/23/13
1042	SAS Environment	Completed	100%	7/22/13	8/14/13
1043	Data Warehouse populated and available	Completed	100%	7/26/13	8/6/13
1044	Development Server available	Completed	100%	7/22/13	8/2/13
1045	SAS V9.4 available	Completed	100%	7/24/13	8/6/13
1046	Pre-Installation Meeting (Workshop 1)	Completed	100%	8/7/13	8/7/13
1047	SAS V9.4 installation complete	Completed	100%	8/8/13	8/14/13
1048	Deliverable #2a Develop SAS Metadata repository for dashboards and reports	Completed	100%	8/15/13	8/26/13
1049	Set up an initial set of users, groups and permissions required for the application.	Completed	100%	8/15/13	8/19/13
1050	to data mart Register data libraries for appropriate raw data sources or conversely register libraries	Completed	100%	8/15/13	8/19/13
1051	and client tools. Set up examples for Role-based security applied to users, groups, data sources, folders	Completed	100%	8/20/13	8/26/13
1052	Deliverable #2b Dashboards Build	Overdue	53%	8/20/13	9/24/13
1053	Pilot 1 Development	Completed	100%	8/20/13	9/11/13
1054	Create a SAS Web portal with access to 4 dashboards	Completed	100%	8/20/13	8/20/13
1055	Set up Dashboards for 2 groups	Completed	100%	8/20/13	8/20/13
1056	Create SAS EG projects to summarize data sets for reporting	Completed	100%	8/20/13	8/22/13
1057	maps software Define the business metadata required for dashboards and reports in SAS information	Completed	100%	8/23/13	8/26/13
1058	Create dynamically generated, drillable reports where necessary	Completed	100%	8/27/13	9/10/13
1059	Demo of Pilot 1 - FLDOE Feedback collection for Pilot 2 dev	Completed	100%	9/11/13	9/11/13
1060	Pilot 2 Development	Overdue	0%	9/4/13	9/23/13
1061	Create SAS EG projects to summarize data sets for reporting	Overdue	0%	9/4/13	9/5/13
1062	maps software Define the business metadata required for dashboards and reports in SAS information	Overdue	0%	9/6/13	9/6/13
1063	Create dynamically generated, drillable reports where necessary	Overdue	0%	9/9/13	9/20/13
1064	Demo of Pilot 2 (Enhanced Pilot 1) - FLDOE feedback collection for Pilot 3 dev	Overdue	0%	9/23/13	9/23/13
1065	Superintendent, DOE Evidence of Completion: Dashboards approved for Department Senior Level, LEA Principal and Key Leader and Teacher	Overdue	0%	9/24/13	9/24/13
1066	Deliverable #2: Completed dashboards build w/ role-based security	Overdue	0%	9/24/13	9/24/13
1067	Deliverable #3 Dashboards Testing	Overdue	16%	9/12/13	10/2/13
1068	Test plan and script templates are developed jointly by FLDOE and Pinnacle Solutions.	Overdue	0%	9/12/13	9/20/13
1069	Execute Test plan and script templates	Overdue	0%	9/23/13	9/27/13
1070	Test plan and script templates are developed jointly by FLDOE and Pinnacle Solutions.	Overdue	0%	9/12/13	9/20/13
1071	Workshop 2: Theme Development for Super Admin	Completed	100%	9/16/13	9/20/13



## Project Task List

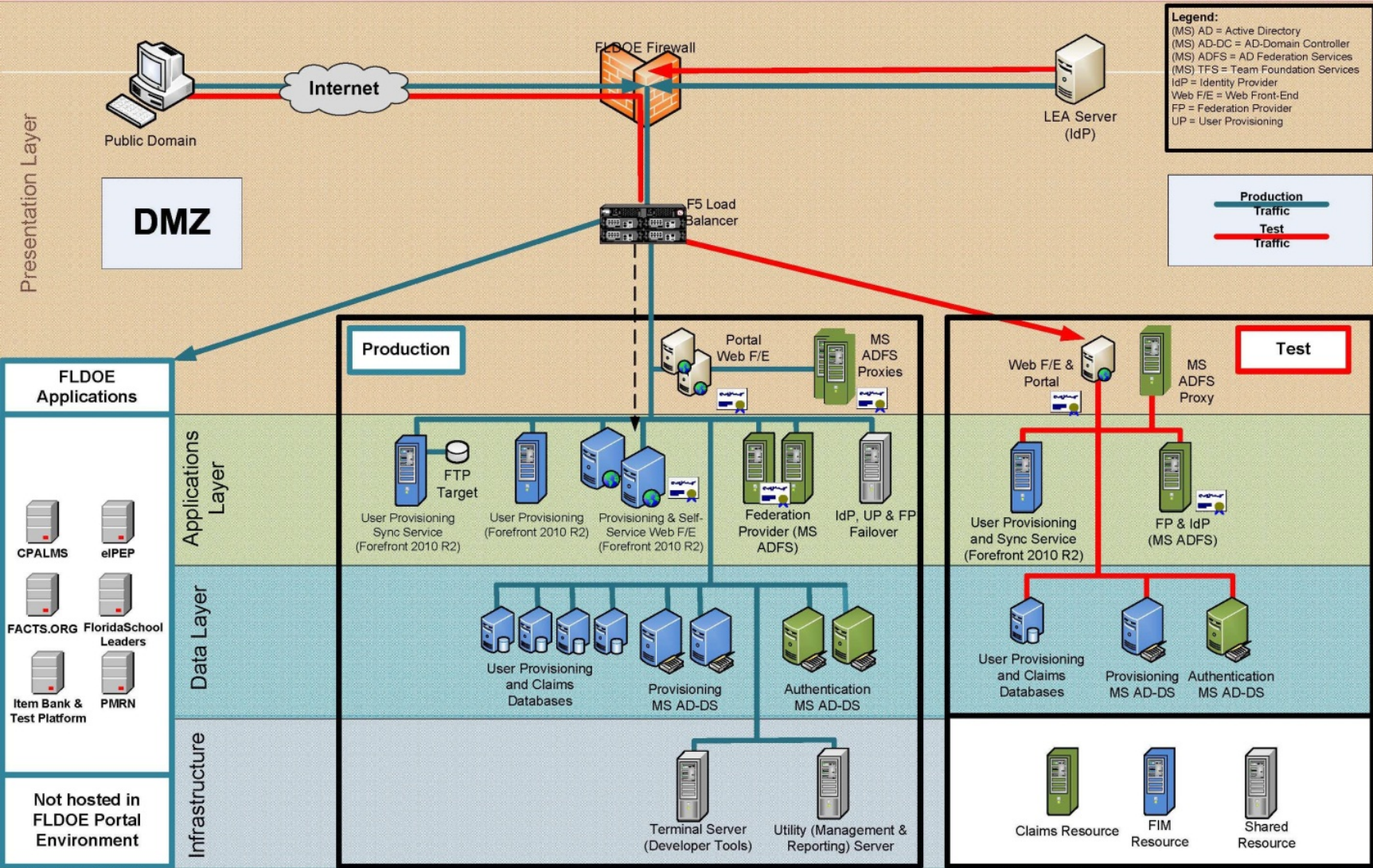
Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
1072	Execute Test plan and script templates	Overdue	0%	9/23/13	9/27/13
1073	DOE Evidence of Completion: Dashboards are tested and approved by Department	Overdue	0%	9/30/13	10/2/13
1074	Deliverable #3: Completed dashboard testing	Overdue	0%	10/2/13	10/2/13
1075	Deliverable #4 - Dashboard Knowledge Transfer	Overdue	12%	8/8/13	10/8/13
1076	Conduct up to 10 Workshops	Overdue	29%	8/8/13	10/7/13
1077	Workshop 1: SAS 9.4 Installation	Completed	100%	8/8/13	8/8/13
1078	Workshop 4: Roles, User Group configuration for Super Admins	Completed	100%	9/17/13	9/17/13
1079	Workshop 3: Information Map Studio for BI Developers	Completed	100%	9/27/13	9/27/13
1080	Workshop 5: Dashboard/ Portal for BI Developer	Completed	100%	10/4/13	10/4/13
1081	Workshop 6: Web Report Studio for BI Developers	Overdue	0%	10/1/13	10/7/13
1082	Create a Sustainability Plan	Overdue	0%	9/23/13	9/26/13
1083	plans Supply Best Practices guidelines an suggested SAS tools required to support project	Overdue	0%	9/27/13	10/3/13
1084	documentation Final Deliverable- All Workshops are conducted or all available knowledge transfer has been provide to FLDOE	Overdue	0%	10/8/13	10/8/13
1085	Deliverable #4: Completed dashboard knowledge transfer by way of workshops	Overdue	0%	10/4/13	10/4/13
1086	Deliverable #5 - Predefined and Custom Reports Build	In Progress	48%	9/23/13	10/24/13
1087	Pilot 3 Development	Completed	100%	9/23/13	10/10/13
1088	SAS EG projects to create appropriate summary data sets for reporting	Completed	100%	9/23/13	9/24/13
1089	Information maps defining the business metadata required for dashboards and reports	Completed	100%	9/25/13	9/25/13
1090	SAS Web portal with access to up to 12 web reports, OLAP cubes, or Stored Processes	Completed	100%	9/25/13	9/25/13
1091	Interactive capability of reports using prompts (custom reports)	Completed	100%	9/26/13	10/2/13
1092	Dynamically generated, drillable reports where necessary	Completed	100%	10/3/13	10/9/13
1093	Demo of Pilot 3 (Enhanced Pilot 2) - FLDOE feedback collection for Pilot 4 dev	Completed	100%	10/10/13	10/10/13
1094	Pilot 4 Development	Not Started	0%	10/3/13	10/22/13
1095	SAS EG projects to create appropriate summary data sets for reporting	Overdue	0%	10/3/13	10/4/13
1096	Information maps defining the business metadata required for dashboards and reports	Overdue	0%	10/7/13	10/7/13
1097	SAS Web portal with access to up to 12 web reports, OLAP cubes, or Stored Processes	Overdue	0%	10/7/13	10/7/13
1098	Interactive capability of reports using prompts (custom reports)	Not Started	0%	10/8/13	10/14/13
1099	Dynamically generated, drillable reports where necessary	Not Started	0%	10/15/13	10/21/13
1100	dev Demo of Pilot Demo 4 (Enhanced Pilot 3) - FLDOE feedback collection for Deliverable 5	Not Started	0%	10/22/13	10/22/13
1101	DOE Evidence of Completion: Dashboards approved for K-12 Student Proficiency, K-12 Students completing advanced level programs, K-12 Students completing High School, K-12 Students after High School	Not Started	0%	10/23/13	10/23/13
1102	Deliverable #5: Completed predefined and custom reports build	Not Started	0%	10/24/13	10/24/13
1103	Deliverable #6 - Predefined Custom Reports Testing	Not Started	0%	10/15/13	11/5/13
1104	Test plan and script templates are developed jointly by FLDOE and Pinnacle Solutions.	Not Started	0%	10/15/13	10/23/13
1105	Execute Test plan and script templates	Not Started	0%	10/24/13	10/30/13
1106	DOE Evidence of Completion: Dashboards are tested and approved by Department	Not Started	0%	10/31/13	11/4/13
1107	Deliverable #6: Completed predefined and custom reports testing	Not Started	0%	11/5/13	11/5/13
1108	Deliverable #7 - Predefined and Custom Reports Knowledge Transfer	Not Started	0%	10/9/13	11/15/13
1109	Conduct up to 10 Workshops	Not Started	0%	10/9/13	10/25/13
1110	Workshop 7: SAS OLAP Cubes for BI Developers	Not Started	0%	10/25/13	10/25/13
1111	Workshop 8: Enterprise Guide & Stored PProcesses	Overdue	0%	10/9/13	10/9/13
1112	Workshop 9: FLDOE Portal End User Training (Using Reports created in SAS EBI)	Not Started	0%	10/16/13	10/16/13
1113	Finalize Sustainability Plan	Not Started	0%	10/24/13	10/30/13
1114	plans Supply Best Practices guidelines an suggested SAS tools required to support project	Not Started	0%	10/31/13	11/6/13
1115	Create a project Closeout Plan	Not Started	0%	11/8/13	11/14/13
1116	documentation Final Deliverable- All Workshops are conducted or all available knowledge transfer has been provide to FLDOE	Not Started	0%	11/15/13	11/15/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
1117	Deliverable #7: Completed predefined and custom reports knowledge transfer	Not Started	0%	11/15/13	11/15/13
1118	Deliverable #8 - Integrated System Test	Not Started	0%	11/18/13	11/22/13
1119	Department Dashboards and all reports are tested in production environment and approved by	Not Started	0%	11/18/13	11/22/13
1120	Deliverable #8: Completed integrated system testing	Not Started	0%	11/22/13	11/22/13
1121	FLDOE SAS Portal Initiative completed	Not Started	0%	11/27/13	11/27/13
1122	Data Downloads	Not Started	0%	2/4/13	9/30/14
1123	Conduct Data Download Assessment	Overdue	0%	5/15/13	9/30/13
1124	Assessment Data	Not Started	0%	2/4/13	9/30/14
1125	Interim Assessment Data	Not Started	0%	2/4/13	9/30/14
1126	Summative Assessment Data	Not Started	0%	2/4/13	4/25/14
1127	Student Performance Data	Not Started	0%	2/4/13	4/25/14
1128	Elementary Performance Data	Not Started	0%	2/4/13	4/25/14
1129	Middle Performance Data	Not Started	0%	2/4/13	4/25/14
1130	High School Performance Data	Not Started	0%	2/4/13	4/25/14
1131	Acceleration Data	Not Started	0%	2/4/13	4/25/14
1132	Advance Placement	Not Started	0%	2/4/13	4/25/14
1133	International Baccalaureate	Not Started	0%	2/4/13	4/25/14
1134	Advanced International Certificate of Education	Not Started	0%	2/4/13	4/25/14
1135	Dual Enrollment	Not Started	0%	2/4/13	4/25/14
1136	College Readiness Data	Not Started	0%	2/4/13	4/25/14
1137	SAT Readiness Data	Not Started	0%	2/4/13	4/25/14
1138	ACT Readiness Data	Not Started	0%	2/4/13	4/25/14
1139	Florida Postsecondary Education Readiness Test	Not Started	0%	2/4/13	4/25/14
1140	Postsecondary Outcomes Data	Not Started	0%	2/4/13	4/25/14
1141	Postsecondary Enrollment Data	Not Started	0%	2/4/13	4/25/14
1142	Persistence Data	Not Started	0%	2/4/13	4/25/14
1143	Completion Data	Not Started	0%	2/4/13	4/25/14
1144	Teacher certification Data	Not Started	0%	2/4/13	4/25/14
1145	Certification Data	Not Started	0%	2/4/13	4/25/14
1146	Highly Qualified Teacher Data	Not Started	0%	2/4/13	4/25/14
1147	Data Download all data Complete	Not Started	0%	4/30/14	4/30/14
1148	Project Transition and Close	Not Started	0%	6/18/14	6/30/14
1149	Overall Lessons Learned documented	Not Started	0%	6/18/14	6/19/14
1150	Develop Transition Plan	Not Started	0%	6/20/14	6/23/14
1151	Obtain approval on Transition Plan	Not Started	0%	6/24/14	6/24/14
1152	Final documentation reviewed and approved	Not Started	0%	6/24/14	6/24/14
1153	Budget Reconciled	Not Started	0%	6/25/14	6/26/14
1154	Vendor contracts reviewed and closed	Not Started	0%	6/27/14	6/30/14
1155	Project Complete	Not Started	0%	6/30/14	6/30/14

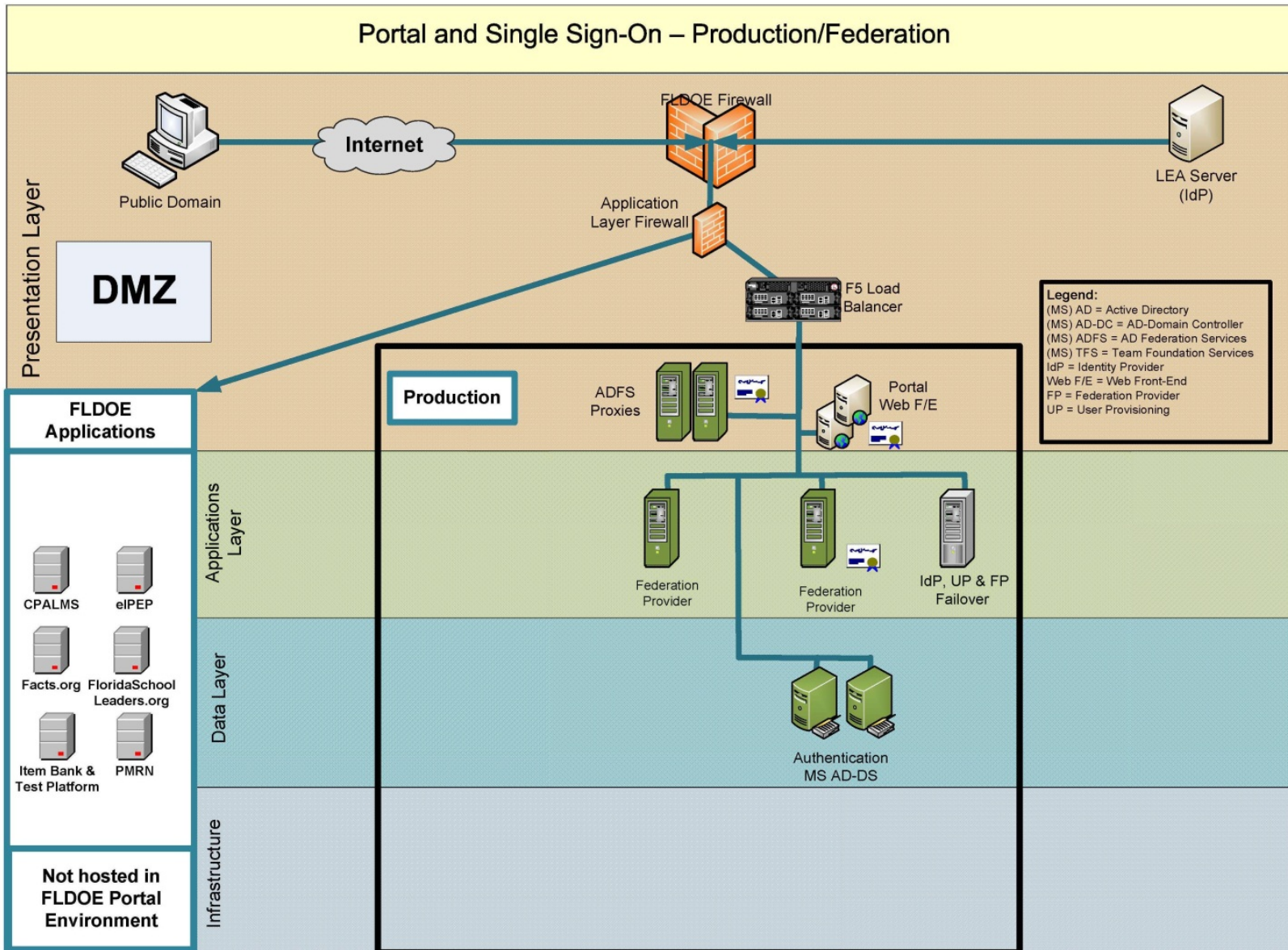


### Appendix F – SSO Portal and Single Sign-On Physical Topology

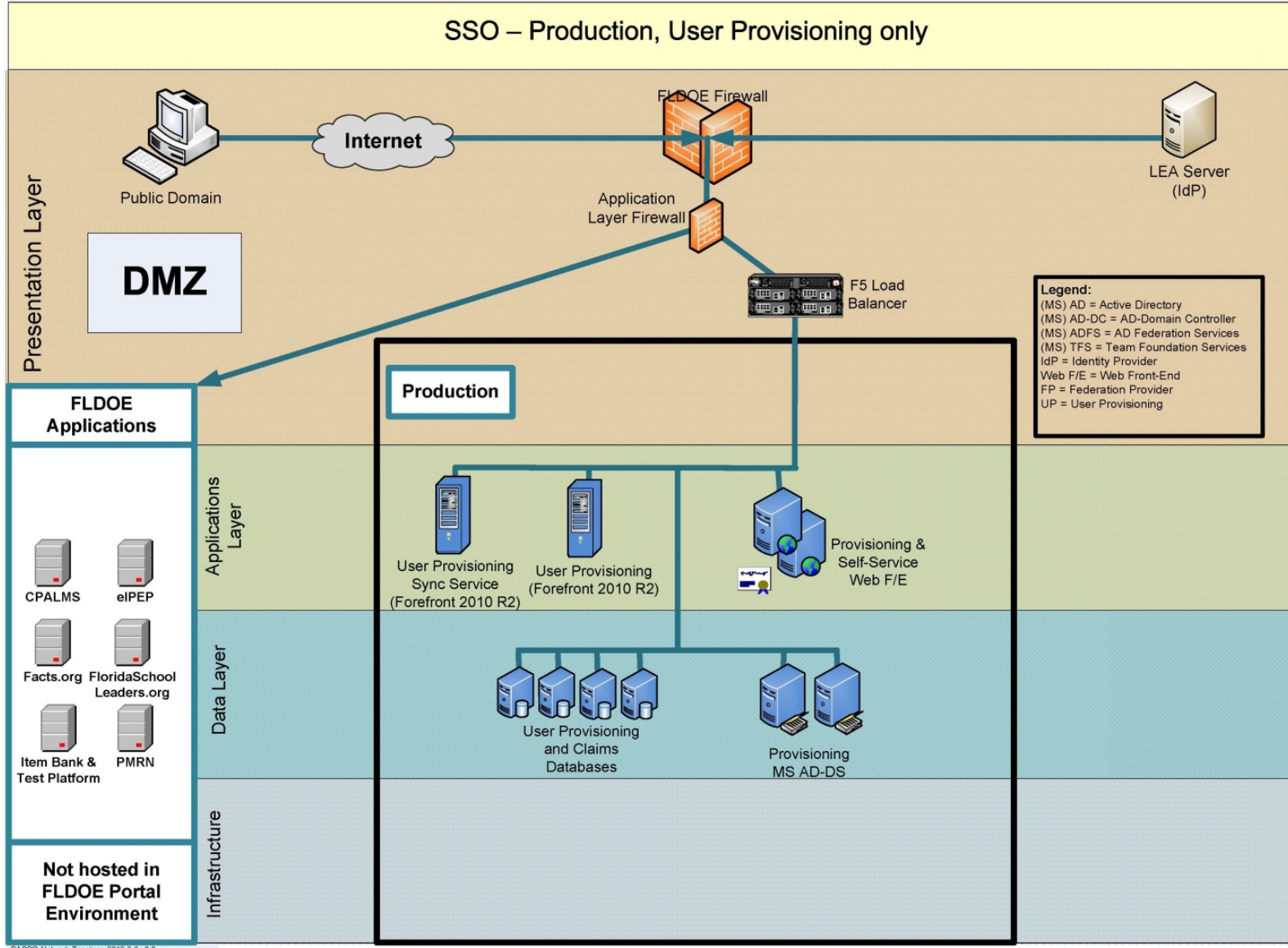




Appendix G – SSO Portal and Single Sign-On – Production/Federation



Appendix H - SSO Portal and Single Sign-On – Production/User Provisioning Only





# SCHEDULE IV-B FOR BUREAU OF EDUCATOR CERTIFICATION CONVERSION PROJECT

For Fiscal Year 2014-15 (Year 2)



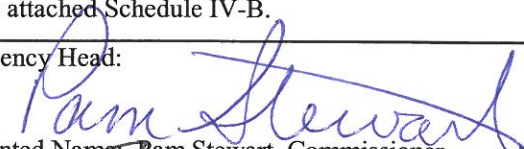
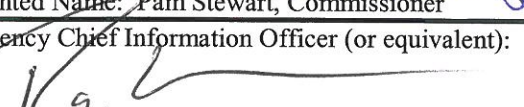
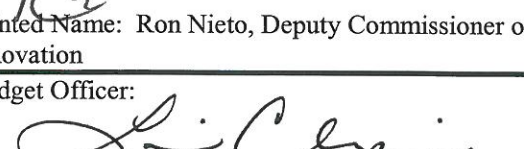
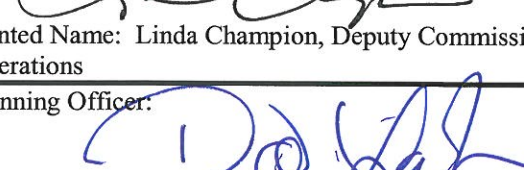
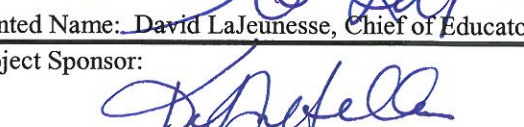
October 15, 2013

FLORIDA DEPARTMENT OF EDUCATION

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**I. Schedule IV-B Cover Sheet**

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Education	Schedule IV-B Submission Date: October 15, 2013
Project Name: Bureau of Educator Certification Conversion	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2014-15 LBR Issue Code: (36303C0)	FY 2014-15 LBR Issue Title: Information Technology Application Maintenance
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): David LaJeunesse, 850-245-0615, <a href="mailto:David.LaJeunesse@fldoe.org">David.LaJeunesse@fldoe.org</a>	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date:
Agency Chief Information Officer (or equivalent):  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date: 10/11/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date: 10/11/13
Planning Officer:  Printed Name: David LaJeunesse, Chief of Educator Certification	Date: 10/9/2013
Project Sponsor:  Printed Name: Kathy Hebda, Chief of Staff	Date: 10/9/2013
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	David LaJeunesse, 850-245-0615, <a href="mailto:David.LaJeunesse@fldoe.org">David.LaJeunesse@fldoe.org</a>
Cost Benefit Analysis:	David LaJeunesse, 850-245-0615, <a href="mailto:David.LaJeunesse@fldoe.org">David.LaJeunesse@fldoe.org</a>
Risk Analysis:	David LaJeunesse, 850-245-0615, <a href="mailto:David.LaJeunesse@fldoe.org">David.LaJeunesse@fldoe.org</a>
Technology Planning:	David LaJeunesse, 850-245-0615, <a href="mailto:David.LaJeunesse@fldoe.org">David.LaJeunesse@fldoe.org</a>
Project Planning:	David LaJeunesse, 850-245-0615, <a href="mailto:David.LaJeunesse@fldoe.org">David.LaJeunesse@fldoe.org</a>

## General Guidelines

The Schedule IV-B contains more detailed information on information technology (IT) projects than is included in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.

## Documentation Requirements

The type and complexity of an IT project determines the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Solution Description
- Project Management Planning

Compliance with s. 216.023(4)(a)10, F.S. is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed prior to the submission of the document.

Sections of the Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

The revised Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of the Schedule IV-B, agencies should submit their own planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at [IT@LASPBS.STATE.FL.US](mailto:IT@LASPBS.STATE.FL.US). Reference the D-3A issue code and title in the subject line.



## II. Schedule IV-B Business Case – Strategic Needs Assessment

### A. Background and Strategic Needs Assessment

*Purpose: To clearly articulate the business-related need(s) for the proposed project.*

As provided in its Year 1 Schedule IV-B for this project, the Department identified the need to modernize the core technology systems that support the business operations for the Bureau of Educator Certification (BEC). Primary to meeting the BEC objectives will be increased automation of numerous business processes supported by the BEC system to further benefit the teachers, students, and the taxpayers of the State of Florida. With these enhancements in the coming years, the BEC will realize its maximum potential to provide quality evaluation for applicant certifications with minimal human intervention.

#### 1. Business Need

The Bureau of Educator Certification (BEC) core systems infrastructure comprises heterogeneous vendor platforms and a mix of technologies which are either outdated or have discontinued product support by the vendors. As a result, the outdated software platforms have become increasingly non-compatible with current technology releases with which it must interact. The “Needs Analysis” compiled for Year 1 of this project (submitted February 2013) demonstrates that the maintenance of these applications has become very expensive and that it is no longer “cost efficient” to keep existing systems without essential upgrades. For example, as Microsoft Operating Systems are upgraded beyond those deployed in the BEC systems, the availability of continued support by Microsoft diminishes, endangering the continued use of mission-critical applications by the BEC and its clients.

It is extremely critical to maintain and enhance the BEC systems to support the ongoing business operations of the BEC. Even though they are currently in working condition and may be within an acceptable level of performance to users, they have entered a phase of high risk and the end of the useable shelf-life of the applications. For security and other industry compliance reasons, application systems require routine upgrades and patches applied which becomes extremely difficult when the releases are no longer compatible for the antiquated platforms in the BEC systems. To keep up with ongoing changes in business rules, it is very difficult and expensive to locate, procure, and maintain the development skill sets for these older/outdated technologies. Any further changes in the applications pose an extreme risk of making these application systems vulnerable or causing irreparable system failures. As hardware and system software is being upgraded by vendors these applications have more and more degraded performance.

BEC systems are required to be in compliance with agency IT security guidelines and other industry standards such as Payment Card Industry (PCI) Data Security Standards (DSS). The state of the current BEC architecture (hardware and software) has made it extremely difficult, if not impossible, to remain in compliance with the State of Florida’s security policies. The cost to meet these compliance requirements has become expensive and is estimated to be more costly than upgrading to the current level of supported technologies.

#### 2. Business Objectives

BEC Project Objectives:

- Convert BEC primary database from IBM UDB platform to Microsoft SQL Server to eliminate heterogeneous database platforms and align database for more efficient enterprise



support and maintenance.

- Convert current paper-based document templates with manual postal service distribution to employ processing system supports for paperless distribution of all official correspondence.
- Convert current static report templates generated via outdated software to employ dynamic, database-driven reports via electronic generation.
- Provide more efficient internal systems for processing applications and credentials to transform them into electronic format through conversion of the current BEC Records client modules from Visual Basic 6.0 to deploy supportable, web-based client using current FDOE standard (C#.Net).
- Provide more efficient internal systems for evaluating credentials, issuing certificates, and maintaining evidence of academic preparation through conversion of the current BEC Evaluations client modules from Visual Basic 6.0 to deploy supportable, web-based client using current FDOE standard (C#.Net).
- Expand opportunities for direct, electronic acceptance of official academic postsecondary transcripts.
- Enhance the quality and usability of partnership technology systems to provide necessary supports for district certification partners and other education partners through conversion of the current BEC Partnership Access & Services System (BEC-PASS) from classic ASP to the FDOE standard (C#.Net).
- Enhance integration between Evaluation and Contact Center applications for more efficient certification file review and contact documentation.
- Enhance workflow management to ensure improved compliance with key performance expectations through conversion of outdated databases, jobs, and client packages to FDOE standards.
- Ensure operational continuity and compliance with records retention requirements by assessing the most cost-effective solution for BEC document management.
- Enhance quality and usability of public access systems and bridge the gap to enable electronic submission of all applications for certification through redevelopment of the Online Application for Educator Certification.
- Implement web-based BEC administration applications for integrated, business-level system maintenance functions and real-time, adaptable operational reporting.
- Implement a comprehensive, web-based knowledge management resource to support a coordinated training program to support both internal BEC staff and external certification constituents.
- Implement scalable and flexible technology systems that provide efficient and cost-effective long-term sustainability ensuring optimal operational continuity.
- Implement interoperability enhancements with agency partners to optimize use of technology resources to support the quality of instructional and administrative personnel and to maximize responsiveness to internal and external stakeholders.

BEC Required Operational Objectives:

- Ensure compliance with statutory obligations for timeliness of deficiency notifications and eligibility determinations upon receipt and review of licensing applications pursuant to s. 1012.56(1), F.S. and s. 120.60, F.S.
- Ensure compliance with performance expectations in the Long Range Program Plan and Strategic Plan established to support the agency's mission and goals pursuant to s. 1000.03,

F.S. and s. 1008.31, F.S.

- Ensure maintenance of electronic database of personnel records of each person to whom a certificate is issued pursuant to s. 1012.56(15), F.S.
- Maintain or improve performance ratings on objective statistical measures used to routinely monitor and evaluate ongoing program performance and accountability.
- Ensure adequate fee collections with sufficient revenues to efficiently implement the provisions of law with respect to certification of school personnel and disburse payments for expenses incurred by the Education Practices Commission pursuant to s. 1012.59, F.S.
- Maintain or improve efficiency of services provided by the BEC to support the responsibilities for educator certification actions delegated to district school boards pursuant to s. 1012.285, F.S. and s. 1012.586, F.S.
- Maintain or improve efficiency of services provided by the BEC directly to its stakeholders and clients to ensure the employment of qualified instructional and administrative personnel in positions for which certificates are required pursuant to s. 1012.55, F.S.
- Maintain or improve efficiency of information services provided by the BEC related to certification procedures pursuant to s. 1012.05(2)(h), F.S.
- Maintain or improve efficiency of employment screening tools provided by the BEC to authorized school organizations pursuant to s. 1001.10(5), F.S. and s. 1002.421(2) & (4), F.S.
- Maintain an efficient relationship with Child Support Enforcement to provide records of all certified educators pursuant to s. 1012.56(1), F.S. and 1012.21(3), F.S.
- Maintain an efficient level of collaboration with other states and territories regarding interstate cooperation and reciprocity for educational personnel pursuant to s. 1012.99, F.S. and s. 1012.991, F.S.
- Provide adequate and ongoing training regarding certification eligibility requirements to school district staff and teacher preparation program ombudsmen pursuant to s. 1004.04, F.S., 1004.485, F.S. and s. 1012.586, F.S.
- Implement mechanisms to effectively evaluate quality of customer services provided by the BEC to substantiate and continuously improve quality and efficiency pursuant to s. 1008.31, F.S.
- Implement mechanisms to streamline the fingerprint background screening process to accommodate all Florida certification applicants through expanded use of Live Capture alternatives authorized by the Florida Department of Law Enforcement.

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## B. Baseline Analysis

*Purpose: To establish a basis for understanding the business processes, stakeholder groups, and current technologies that will be affected by the project and the level of business transformation that will be required for the project to be successful.*

### 1. Current Business Process(es)

As provided in support of its Year 1 Schedule IV-B for this project, the BEC compiled and provided the Bureau of Educator Certification Needs Analysis in February 2013. That analysis document provides evidence of the current business processes.

*NOTE: If an agency has completed a workflow analysis, include through file insertion or*

*attachment the analyses documentation developed and completed by the agency.*

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## 2. Assumptions and Constraints

- Staff with advanced skills necessary will be available.
- Funding levels will be sufficient.
- Current environment will remain stable and not impact staff availability needed for conversion.
- Build out of the DOE Legacy Server Environment to the Enterprise Computing Solution continues on schedule.
- FDOE Primary Data Center at Northwest Regional Data Center (NWRDC) can accommodate any special infrastructure requirements.
- Interoperability with the BEC Imaging System must be ensured irrespective of maintaining the current platform or migrating to alternate platform.
- Interoperability with the BEC Telephony Systems must be maintained.
- Interoperability with required internal agency or interagency source systems must be ensured (e.g. Staff Information System, Florida Teacher Certification Examinations systems, ICMS for Professional Practices Services, Education Data Warehouse 2.0, FDLE Criminal History Records, DOR Child Support Enforcement, SPEEDE Transcript system, NASDTEC Clearinghouse).
- Databases, servers, and applications must meet Criminal Justice Information Services (“CJIS”) Security Policy Version 5.2.
- To meet future requirements, all software applications and systems must be maintained at an efficient level.

## C. Proposed Business Process Requirements

*Purpose: To establish a basis for understanding what business process requirements the proposed solution must meet in order to select an appropriate solution for the project.*

Please refer to various sections within the BEC Needs Analysis document provided in February 2013 in support of its Year 1 Schedule IV-B for this project.

1. Proposed Business Process Requirements
2. Business Solution Alternatives
3. Rationale for Selection
4. Recommended Business Solution

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

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## D. Functional and Technical Requirements

*Purpose: To identify the functional and technical system requirements that must be met by the project.*

Include through file insertion or attachment the functional and technical requirements analyses documentation

developed and completed by the agency.

### III. Success Criteria

*Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.*

Please refer to the Critical Success Factors and Downtime Tracking sections outlined in the BEC Needs Analysis document provided in February 2013 in support of its Year 1 Schedule IV-B for this project.

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1				
2				

### IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

#### A. Benefits Realization Table

*Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.*

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Eliminate IBM UDB support	DOE	Migrate UDB database to SQL Server	Reduction in allocation	06/2014
2	Eliminate IBM FileNet support	DOE	Utilize a different document management system	Reduction in allocation	06/2015
3	Reduction in number of servers hosted at NWRDC	DOE	Consolidate servers and applications	Reduction in number of servers hosted at NWRDC	06/2016

#### B. Cost Benefit Analysis (CBA)

*Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.*

### 1. The Cost-Benefit Analysis Forms

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	<p>Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.</p>
CBA Form 2 - Project Cost Analysis	<p>Baseline Project Budget: Estimated project costs.</p> <p>Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants.</p> <p>Characterization of Project Cost Estimate.</p>
CBA Form 3 - Project Investment Summary	<p>Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates:</p> <ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Payback Period</li> <li>• Breakeven Fiscal Year</li> <li>• Net Present Value</li> <li>• Internal Rate of Return</li> </ul>

See Appendix A (File Attached.)



FINAL Ed Cert IVB  
Cost Benefit.xlsx

## V. Schedule IV-B Major Project Risk Assessment

*Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.*

*NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study.*

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency's Schedule IV-B.

## A. Risk Assessment Summary

Appendix B on the Florida Fiscal Portal includes the Risk Assessment Summary. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

See Appendix B (File Attached.)



FINAL Ed Cert IVB  
Risk Assessment.xlsx

## VI. Schedule IV-B Technology Planning

*Purpose: To ensure there is close alignment with the business and functional requirements and the selected technology.*

Please refer to the Critical Success Factors and Downtime Tracking sections outlined in the BEC Needs Analysis document provided in February 2013 in support of its Year 1 Schedule IV-B for this project.

### A. Current Information Technology Environment

#### 1. Current System

Please refer to the Current State description and to Figure 4 of the BEC Needs Analysis document provided in February 2013 in support of its Year 1 Schedule IV-B for this project.

*a. Description of current system*

*b. Current system resource requirements*

*c. Current system performance*

#### 2. Information Technology Standards

- BEC systems are required to be in compliance with Payment Card Industry (PCI) Data Security Standards (DSS).
- BEC systems are required to be in compliance with Criminal Justice Information Services (“CJIS”) Security Policy Version 5.2.

### B. Current Hardware and/or Software Inventory

*NOTE: Current customers of a primary data center would obtain this information from the primary data center.*

Please refer to the Current State description and to Figure 4 of the BEC Needs Analysis document provided in February 2013 in support of its Year 1 Schedule IV-B for this project.

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See Appendix C (File Attached.)



FINAL Ed Cert IVB  
Inventory.xlsx

### C. Proposed Solution Description

Please refer to the Technology Planning Component, Section B of the Schedule IV-B document provided in February 2013.

1. Summary description of proposed system
2. Resource and summary level funding requirements for proposed solution (if known)

### D. Capacity Planning

*(historical and current trends versus projected requirements)*

Please refer to the Technology Planning Component, Section C of the Schedule IV-B document provided in February 2013.

## VII. Schedule IV-B Project Management Planning

*Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.*

Include through file insertion or attachment the agency's project management plan and any associated planning tools/documents.

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope, business objectives, and timelines described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

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## VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

### Appendix A – Benefits Realization and Cost Benefit Analysis



FINAL Ed Cert IVB  
Cost Benefit.xlsx

### Appendix B – Risk Assessment and Risk Registry Database



FINAL Ed Cert IVB  
Risk Assessment.xlsx

### Appendix C – Current System Hardware Inventory



FINAL Ed Cert IVB  
Inventory.xlsx

### Appendix D – Project Timeline



FINAL Ed Cert IVB  
Timeline.vsd

### Appendix E – Project Schedule Overview



FINAL Ed Cert IVB  
Project Plan.xlsx

### Appendix F - Risk Management Plan



FINAL Ed Cert IVB  
RiskManagementPlan

### Appendix G - Risk Registry Database



FINAL Ed Cert IVB  
Risk Register (G).xlsx



CBAForm 1 - Net Tangible Benefits

Agency	<u>Department of Education</u>	Project	<u>Bureau of Educator Certification Conversion</u>
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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 (Operations Only -- No Project Costs)	FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18			FY 2018-19		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$416,160	\$0	\$416,160	\$416,160	\$0	\$416,160	\$416,160	\$542,880	\$959,040	\$449,280	\$0	\$449,280	\$449,280	\$0	\$449,280
A.b Total FTE	3.00	0.00	3.00	3.00	0.00	3.00	3.00	4.00	7.00	4.00	0.00	4.00	3.00	0.00	3.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$416,160	\$0	\$416,160	\$416,160	\$0	\$416,160	\$416,160	\$542,880	\$959,040	\$449,280	\$0	\$449,280	\$449,280	\$0	\$449,280
A-3.b. Staff Augmentation (# of Contract FTEs)	3.00	0.00	3.00	3.00	0.00	3.00	3.00	4.00	7.00	4.00	0.00	4.00	3.00	0.00	3.00
B. Data Processing -- Costs	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other <i>Imaging System / IVR</i>	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000	\$235,000	\$0	\$235,000
C. External Service Provider -- Costs	\$105,261	\$0	\$105,261	\$105,261	\$0	\$105,261	\$84,000	\$0	\$84,000	\$84,000	\$0	\$84,000	\$84,000	\$0	\$84,000
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$21,261	\$0	\$21,261	\$21,261	\$0	\$21,261	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <i>NWRDC Server Support</i>	\$84,000	\$0	\$84,000	\$84,000	\$0	\$84,000	\$84,000	\$0	\$84,000	\$84,000	\$0	\$84,000	\$84,000	\$0	\$84,000
D. Plant & Facility -- Costs (including PDC services)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$409,500	\$0	\$409,500	\$409,500	\$0	\$409,500	\$409,500	\$0	\$409,500	\$424,500	\$0	\$424,500	\$424,500	\$0	\$424,500
E-1. Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$0	\$15,000	\$15,000	\$0	\$15,000
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other <i>Cost Recovery of 5 FTE Replaces A-1.a.</i>	\$409,500	\$0	\$409,500	\$409,500	\$0	\$409,500	\$409,500	\$0	\$409,500	\$409,500	\$0	\$409,500	\$409,500	\$0	\$409,500
<b>Total of Operational Costs ( Rows A through E)</b>	<b>\$1,165,921</b>	<b>\$0</b>	<b>\$1,165,921</b>	<b>\$1,165,921</b>	<b>\$0</b>	<b>\$1,165,921</b>	<b>\$1,144,660</b>	<b>\$542,880</b>	<b>\$1,687,540</b>	<b>\$1,192,780</b>	<b>\$0</b>	<b>\$1,192,780</b>	<b>\$1,192,780</b>	<b>\$0</b>	<b>\$1,192,780</b>
<b>F. Additional Tangible Benefits:</b>		\$83,000			\$104,261			\$104,261			\$104,261			\$104,261	
F-1. <i>IBM UDB Support</i>					\$21,261			\$21,261			\$21,261			\$21,261	
F-2. <i>FileNet</i>		\$43,000			\$43,000			\$43,000			\$43,000			\$43,000	
F-3. <i>NWRDC Server Support</i>		\$40,000			\$40,000			\$40,000			\$40,000			\$40,000	
<b>Total Net Tangible Benefits:</b>		\$83,000			\$104,261			<b>(\$438,619)</b>			\$104,261			\$104,261	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous <input type="checkbox"/>	Confidence Level	
Order of Magnitude <input type="checkbox"/>	Confidence Level	
Placeholder <input checked="" type="checkbox"/>	Confidence Level	80%

A		B		C		D		E		F		G		H		I		J		K		L		M		N		O		P		Q		R		S		T			
1 Department of Education		Bureau of Educator Certification Conversion																																							
2 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.								FY2014-15		FY2015-16		FY2016-17		FY2017-18		FY2018-19		TOTAL																							
3								\$ 1,384,113		\$ 3,236,229		\$ 2,023,884		\$ 25,000		\$ -		\$ -		\$ 6,669,226																					
4		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	
5	Costs for all state employees working on the project.		FTE	S&B	\$ 72,997	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,997	
6	Costs for all OPS employees working on the project.		OPS	OPS	\$ -	0.00	0.00			\$ -	\$ -			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7	Cost Recovery: Application Development		Cost Recovery	EdTech	\$ -	1.00	96221.00			1.25	130,104	\$ -										\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 226,325	
8	Staffing costs for personnel using Time & Expense.		Staff Augmentation	Contracted Services	\$ 1,217,116	11.00	2815728.00			9.00	1,653,500	\$ -			0.00	\$ -	\$ -					0.00	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,686,344	
9	Project management personnel and related deliverables.		Project Management	Contracted Services	\$ -	1.00	215280.00			1.00	215,280	\$ -			0.00	\$ -	\$ -					0.00	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,560	
10	Project oversight (IV&V) personnel and related deliverables.		Project Oversight	Contracted Services	\$ -	0.00	0.00			0.00	\$ -	\$ -			0.00	\$ -	\$ -					0.00	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
11	Staffing costs for all professional services not included in other categories.		Consultants/Contractors	Contracted Services	\$ -	0.00	0.00			0.00	\$ -	\$ -			0.00	\$ -	\$ -					0.00	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
12	Separate requirements analysis and feasibility study procurements.		Project Planning/Analysis	Contracted Services	\$ -						\$ -	\$ -				\$ -	\$ -						\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
13	Hardware purchases not included in Primary Data Center services.		Hardware	OCO	\$ 24,000	0.00	24000.00				\$ -	\$ -				\$ -	\$ -						\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,000		
14	Commercial software purchases and licensing costs.		Commercial Software	Contracted Services	\$ 70,000	0.00	60000.00				\$ -	\$ -				\$ -	\$ -						\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000		
15	Professional services with fixed-price costs (i.e. software development, installation, project documentation)		Project Deliverables	Contracted Services	\$ -						\$ -	\$ -				\$ -	\$ -						\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
16	All first-time training costs associated with the project.		Training	Contracted Services	\$ -	0.00	25000.00			0.00	25,000	\$ -			25000.00	25,000	\$ -					0.00	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000		
17	Include the quote received from the PDC for project equipment and services. Only include one-time project costs in this row. Recurring, project-related PDC costs are included in CBA Form 1A.		Data Center Services - One Time Costs	PDC Category	\$ -	0.00	0.00	\$ -		0.00	\$ -	\$ -			\$ -	\$ -						\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
18	Other services not included in other categories.		Other Services	Contracted Services	\$ -	0.00	\$ -	\$ -		0.00	\$ -	\$ -			0.00	\$ -	\$ -					0.00	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
19	Include costs for non-PDC equipment required by the project and the proposed solution (detail)		Equipment	Expense	\$ -		\$ -	\$ -			\$ -	\$ -				\$ -	\$ -						\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
20	Include costs associated with leasing space for project personnel.		Leased Space	Expense	\$ -		\$ -	\$ -			\$ -	\$ -				\$ -	\$ -						\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
21	Other project expenses not included in other categories.		Other Expenses	Expense	\$ -		\$ -	\$ -			\$ -	\$ -				\$ -	\$ -						\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
22	<b>Total</b>				\$ 1,384,113	13.00	\$ 3,236,229	\$ -		11.25	\$ 2,023,884	\$ -		25000.00	\$ 25,000	\$ -						0.00	\$ -	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	0.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,669,226		

CBAForm 2 - Project Cost Analysis

Agency <u>Department of Education</u>	Project <u>Bureau of Educator Certification Conversion</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	\$3,236,229	\$2,023,884	\$25,000	\$0	\$0	\$6,669,226
CUMULATIVE PROJECT COSTS <i>(Includes Current &amp; Previous Years' Project-Related Costs)</i>	\$4,620,342	\$6,644,226	\$6,669,226	\$6,669,226	\$6,669,226	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$3,236,229	\$2,023,884	\$25,000	\$0	\$0	\$5,285,113
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$3,236,229	\$2,023,884	\$25,000	\$0	\$0	\$5,285,113
CUMULATIVE INVESTMENT	\$3,236,229	\$5,260,113	\$5,285,113	\$5,285,113	\$5,285,113	

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	Confidence Level		
Order of Magnitude	Confidence Level		
Placeholder	Confidence Level	x	80%

Cost Benefit Analysis

CBAForm 3 - Project Investment Summary

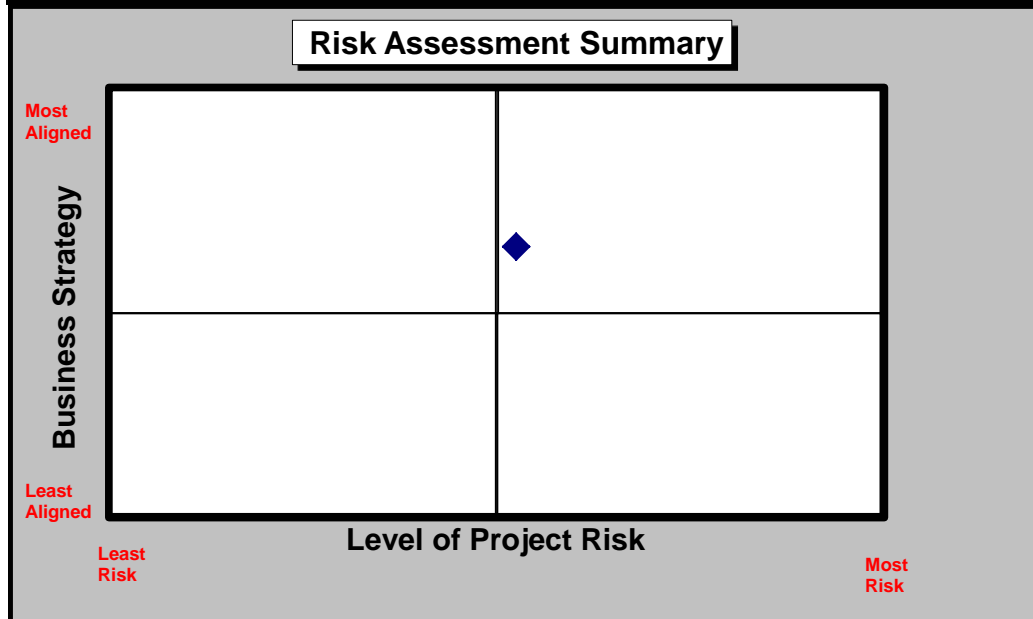
Agency	<u>Department of Education</u>	Project	<u>Bureau of Educator Certification Conversion</u>
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<i>COST BENEFIT ANALYSIS -- CBAForm 3A</i>						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	TOTAL FOR ALL YEARS
Project Cost	\$3,236,229	\$2,023,884	\$25,000	\$0	\$0	\$6,669,226
Net Tangible Benefits	\$83,000	\$104,261	(\$438,619)	\$104,261	\$104,261	(\$42,836)
Return on Investment	(\$4,537,342)	(\$1,919,623)	(\$463,619)	\$104,261	\$104,261	(\$6,712,062)
Year to Year Change in Program Staffing	0	0	4	0	0	

<i>RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B</i>		
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)	(\$6,545,294)	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.

<i>Investment Interest Earning Yield -- CBAForm 3C</i>					
Fiscal Year	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

<b>Project</b>	<i>Bureau of Educator Certification Conversion Project</i>	
<b>Agency</b>	<i>Department of Education</i>	
<b>FY 2014-15 LBR Issue Code:</b>	<b>FY 2014-15 LBR Issue Title:</b>	
<i>Issue Code</i>	<i>IT Application Maintenance</i>	
<b>Risk Assessment Contact Info (Name, Phone #, and E-mail Address):</b>		
<i>David LaJeunesse, 850-245-0615, David.Lajeunesse@fldoe.org</i>		
<b>Executive Sponsor</b>	<i>Kathy Hebda</i>	
<b>Project Manager</b>	<i>David LaJeunesse</i>	
<b>Prepared By</b>	<i>David LaJeunesse</i>	<i>9/20/2013</i>



<b>Project Risk Area Breakdown</b>	
<b>Risk Assessment Areas</b>	<b>Risk Exposure</b>
Strategic Assessment	MEDIUM
Technology Exposure Assessment	MEDIUM
Organizational Change Management Assessment	MEDIUM
Communication Assessment	MEDIUM
Fiscal Assessment	MEDIUM
Project Organization Assessment	MEDIUM
Project Management Assessment	MEDIUM
Project Complexity Assessment	MEDIUM
<b>Overall Project Risk</b>	<b>MEDIUM</b>

Agency: Department of Education

Project: Bureau of Educator Certification Conversion Project

Section 1 -- Strategic Area			
#	Criteria	Values	Answer
1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
		41% to 80% -- Some objectives aligned	
		81% to 100% -- All or nearly all objectives aligned	
1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Informal agreement by stakeholders
		Informal agreement by stakeholders	
		Documented with sign-off by stakeholders	
1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Most regularly attend executive steering committee meetings
		Most regularly attend executive steering committee meetings	
		Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is partially documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
		Changes unknown	
		Changes are identified in concept only	
		Changes are identified and documented	
		Legislation or proposed rule change is drafted	
1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Few or none
		Some	
		All or nearly all	
1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Extensive external use or visibility
		Moderate external use or visibility	
		Extensive external use or visibility	
1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Use or visibility at division and/or bureau level only
		Single agency-wide use or visibility	
		Use or visibility at division and/or bureau level only	
1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: Department of Education

Project: Bureau of Educator Certification Conversion Project

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technology in a production environment?	Read about only or attended conference and/or vendor presentation	Installed and supported production system more than 3 years
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
		Installed and supported production system more than 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	External technical resources will be needed through implementation only
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Moderate infrastructure change required
		Moderate infrastructure change required	
		Extensive infrastructure change required	
		Complete infrastructure replacement	
2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
		Capacity requirements are defined only at a conceptual level	
		Capacity requirements are based on historical data and new system design specifications and performance requirements	

Agency: Department of Education

Project: Bureau of Educator Certification Conversion Project

Section 3 -- Organizational Change Management Area			
#	Criteria	Values	Answer
3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
		Moderate changes to organization structure, staff or business processes	
		Minimal changes to organization structure, staff or business processes structure	
3.02	Will this project impact essential business processes?	Yes	Yes
		No	
3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	81% to 100% -- All or nearly all processes defined and documented
		41% to 80% -- Some process changes defined and documented	
		81% to 100% -- All or nearly all processes defined and documented	
3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	No
		No	
3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
		1% to 10% FTE count change	
		Less than 1% FTE count change	
3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
		1 to 10% contractor count change	
		Less than 1% contractor count change	
3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with greater change requirements
		Recently completed project with fewer change requirements	
		Recently completed project with similar change requirements	
		Recently completed project with greater change requirements	



Agency: Agency Name

Project: Project Name

Section 4 -- Communication Area			
#	Criteria	Value Options	Answer
4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
		No	
4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
		Routine feedback in Plan	
		Proactive use of feedback in Plan	
4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Some key messages have been developed
		Some key messages have been developed	
		All or nearly all messages are documented	
4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	Plan does not include desired messages outcomes and success measures
		Success measures have been developed for some messages	
		All or nearly all messages have success measures	
4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
		No	

Agency: Department of Education Project: Bureau of Educator Certification Conversion Project

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$2 M and \$10 M
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Order of magnitude – estimate could vary between 10-100%
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	No
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Not applicable
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	Most project benefits have been identified but not validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have reviewed and approved the proposed procurement strategy
		Stakeholders have not been consulted re: procurement strategy	
		Stakeholders have reviewed and approved the proposed procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	
5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
		Just-in-time purchasing of hardware and software is documented in the project schedule	
5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager is the procurement manager
		Contract manager is the procurement manager	
		Contract manager is the project manager	
		Contract manager assigned is not the procurement manager or the project manager	
5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
		Some selection criteria and outcomes have been defined and documented	
		All or nearly all selection criteria and expected outcomes have been defined and documented	
5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation not planned/used for procurement
		Multi-stage evaluation not planned/used for procurement	
		Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
		No, bid response did/will not require proof of concept or prototype	
		Yes, bid response did/will include proof of concept or prototype	
		Not applicable	

Agency: Department of Education

Project: Bureau of Educator Certification Conversion Project

Section 6 -- Project Organization Area			
#	Criteria	Values	Answer
6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
		No	
6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
		Some have been defined and documented	
		All or nearly all have been defined and documented	
6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
		Agency	
		System Integrator (contractor)	
6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	2
		2	
		1	
6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Some or most staff roles and responsibilities and needed skills have been identified
		Some or most staff roles and responsibilities and needed skills have been identified	
		Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
		No, project manager is assigned 50% or less to project	
		No, project manager assigned more than half-time, but less than full-time to project	
		Yes, experienced project manager dedicated full-time, 100% to project	
6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
		No, business, functional or technical experts dedicated 50% or less to project	
		No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
		Yes, business, functional or technical experts dedicated full-time, 100% to project	
6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Few or no staff from in-house resources
		Half of staff from in-house resources	
		Mostly staffed from in-house resources	
		Completely staffed from in-house resources	
6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
		Moderate impact	
		Extensive impact	
6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
		No	
6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
		No, only IT staff are on change review and control board	
		No, all stakeholders are not represented on the board	
		Yes, all stakeholders are represented by functional manager	

Agency: Department of Education Project: Bureau of Educator Certification Conversion Project

Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
		Project Management team will use the methodology selected by the systems integrator	
		Yes	
7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
		1-3	
		More than 3	
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
		Some	
		All or nearly all	
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	41 to 80% -- Some have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	41 to 80% -- Some have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	41 to 80% -- Some are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	Some deliverables and acceptance criteria have been defined and documented
		Some deliverables and acceptance criteria have been defined and documented	
		All or nearly all deliverables and acceptance criteria have been defined and documented	
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	41 to 80% -- Some have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
		No	
7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
		No	
7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
		Project team uses formal processes	
		Project team and executive steering committee use formal status reporting processes	
7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
		Some templates are available	
		All planning and reporting templates are available	
7.14	Has a documented Risk Management Plan been approved for this project?	Yes	No
		No	
7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	Some have been defined and documented
		Some have been defined and documented	
		All known risks and mitigation strategies have been defined	
7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
		No	

Agency: Department of Education

Project: Bureau of Educator Certification Conversion Project

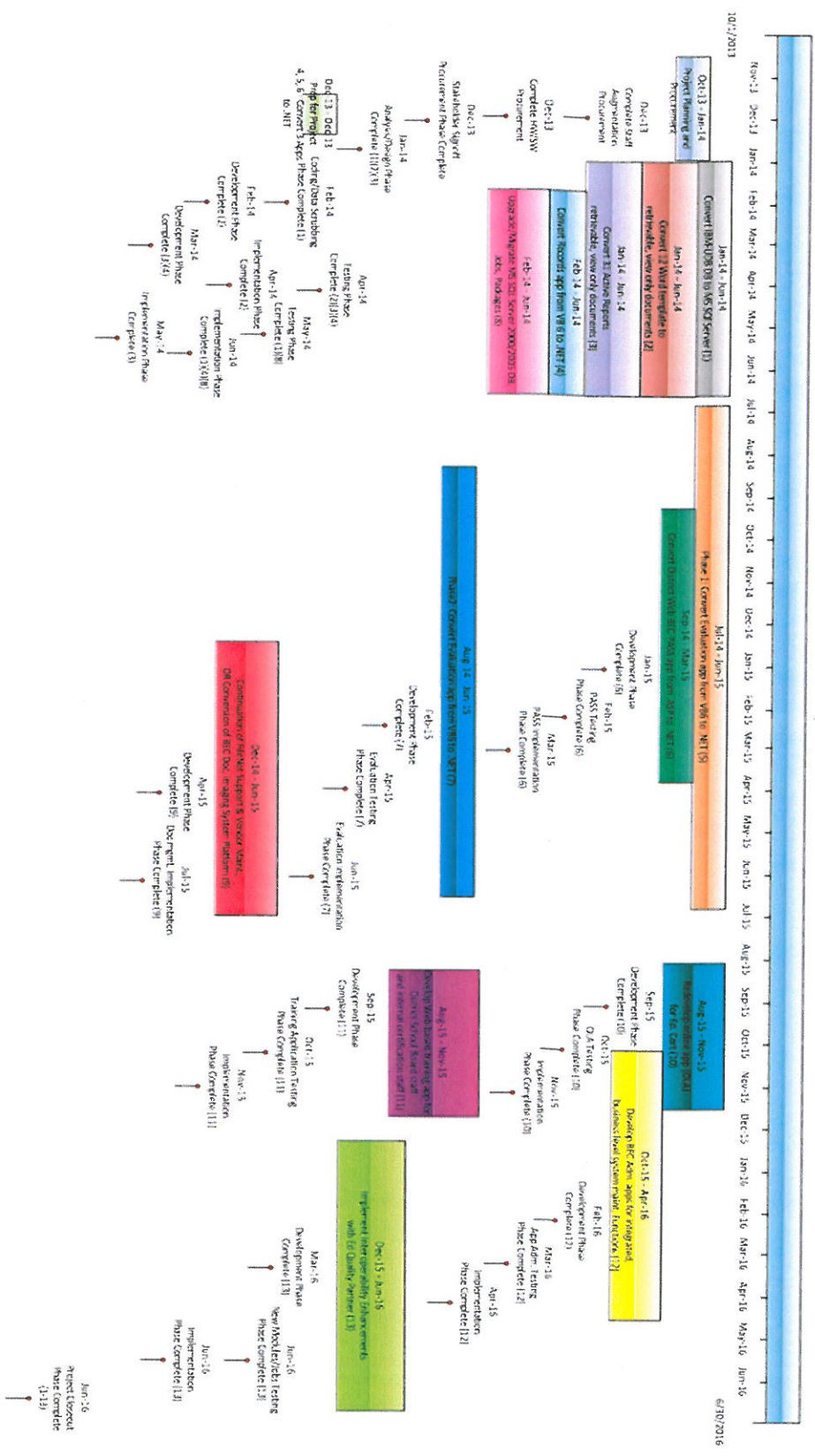
Section 8 -- Project Complexity Area			
#	Criteria	Values	Answer
8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	More complex
		More complex	
		Similar complexity	
		Less complex	
8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	Single location
		3 sites or fewer	
		More than 3 sites	
8.04	How many external contracting or consulting organizations will this project require?	No external organizations	More than 3 external organizations
		1 to 3 external organizations	
		More than 3 external organizations	
8.05	What is the expected project team size?	Greater than 15	9 to 15
		9 to 15	
		5 to 8	
		Less than 5	
8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
		2 to 4	
		1	
		None	
8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Business process change in single division or bureau
		Agency-wide business process change	
		Statewide or multiple agency business process change	
8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	Yes
		No	
8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
		Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
		Business Process Reengineering	
		Combination of the above	
8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Greater size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	
8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Greater size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	

**Bureau of Educator Certification**  
**Server Inventory (for Application purposes) as of 2013-09-30**

Purpose	Env	Name	Model	Physical / Virtual	O/S Short Desc
1 BEC Backups	All	BEC-BACKUP	PowerEdge 2950	Physical	Win2003 Std
<b>Development Servers</b>					
1 SQL Server BEC-DAPP01	Test	BEC-DAPP01	PowerEdge 2850	Physical	Win 2000 Adv
2 COM, DCOM, Application	Dev	BEC-DAPP01	PowerEdge 2850	Physical	Win 2000 Adv
3 Appl 2008 POC	Dev	BEC-DAPP08	VMware Virtual	Virtual	Win 2008 R2 x64
4 eTranscripts	Dev	BEC-DETRANS	VMware Virtual	Virtual	Win 2003 Ent
5 FileNet 4.1 Imaging cluster	Dev	BEC-DIMG01	PowerEdge 6650	Physical	Win 2003 Ent
6 FileNet 4.1 Imaging cluster	Dev	BEC-DIMG02	PowerEdge 6650	Physical	Win 2003 Ent
7 UDB 10.1 Database	Dev	BEC-DUDB01	PowerEdge 2950	Physical	Win 2008 R2 x64
8 District Web Application	Dev	BEC-DWS01	VMware Virtual	Virtual	Win 2003 Ent
9 Public Online Application	Dev	BEC-DWS02	VMware Virtual	Virtual	Win 2003 Ent
<b>Test Servers</b>					
1 FileNet 4.2 Imaging cluster	Test	BEC-IMG2K801	PowerEdge 2950	Physical	Win 2008 R2 x64
2 FileNet 4.2 Imaging cluster	Test	BEC-IMG2K802	PowerEdge 2950	Physical	Win 2008 R2 x64
3 UDB 10.1 Database	Test	BEC-TUDB01	PowerEdge 2950	Physical	Win 2008 R2 x64
4 District Web Application	Test	BEC-WS04	VMware Virtual	Virtual	Win 2003 Ent
5 Offline	Test	BEC-WS04Temp	VMware Virtual	Virtual	Win 2003 x32
6 Public Online Application	Test	BEC-WS12	VMware Virtual	Virtual	Win 2003 Ent
7 SQL Server DOE-TSQL01	Test	DOE-PSC02			
8 UDB 9.3 Database	Test	DOE-TUDB01	IBM x3850-[88633RU	Physical	Win 2003 Ent
<b>Production Servers</b>					
1 IVR Reporting	Prod	BCMSVU	Sun Blade 150	Physical	Linux
2 COM, DCOM, Application cluster	Prod	BEC-APP01	PowerEdge 6650	Physical	Win 2000 Adv
3 COM, DCOM, Application cluster	Prod	BEC-APP02	PowerEdge 6650	Physical	Win 2000 Adv
4 SQL Server BECCSQL01	Prod	BECCAPP01	PowerEdge 6650	Physical	Win 2000 Adv
5 IVR Dialog Designer	Prod	BEC-DIALOG	Sun Blade 150	Physical	Linux
6 eTranscripts	Prod	BEC-ETRANS	VMware Virtual	Virtual	Win 2003 Ent
7 FileNet 4.1 Imaging cluster	Prod	BEC-IMAGE01	PowerEdge 2950	Physical	Win 2003 Ent
8 FileNet 4.1 Imaging cluster	Prod	BEC-IMAGE02	PowerEdge 2950	Physical	Win 2003 Ent
9 IVR Call Recording	Prod	BEC-IVR-ACR	Sun Blade 150	Physical	Linux
10 IVR Avaya Ent	Prod	BEC-IVR-AES	Sun Blade 150	Physical	Linux
11 IVR CCECore	Prod	BEC-IVR-CCECORE	VMware Virtual	Virtual	Win 2003 Ent
12 IVR Interaction Data Service	Prod	BEC-IVR-IDS	VMware Virtual	Virtual	Win 2003 Ent
13 IVR Quality Mngt System	Prod	BEC-IVR-QMS	VMware Virtual	Virtual	Win 2003 Ent
14 IVR Text to Speech	Prod	BEC-IVR-TTS	VMware Virtual	Virtual	Win 2003 Ent
15 IVR Voice Portal	Prod	BEC-IVR-VPMS	PC Pentium	Physical	Windows XP
16 IVR Web Application	Prod	BEC-IVR-WEBAPP	VMware Virtual	Virtual	Win 2003 Ent
17 IVR Licensing	Prod	BEC-IVR-WEBLM	PC Pentium	Physical	Windows XP
18 Neevia	Prod	BEC-NEEVIA01	VMware Virtual	Virtual	Win 2003 Ent
19 Neevia	Prod	BEC-NEEVIA02	VMware Virtual	Virtual	Win 2003 Ent
20 UDB 10.1 Database	Prod	BEC-PUDB01	PowerEdge 2950	Physical	Win 2008 R2 x64
21 District Web Application	Prod	BEC-WS01	PowerEdge 6650	Physical	Win 2003 Ent
22 Public Online Application	Prod	BEC-WS02	PowerEdge 2850	Physical	Win 2003 Ent
23 Tape Lib	Prod	Dell ML6010		Physical	
24 BuildCorr	Prod	DEPOR	PC Pentium	Physical	Windows XP
25 Print Jobs	Prod	DOEDBEC-JOB1	PC Pentium	Physical	Windows XP
26 Ent VMWare	Prod	DOE-PAPP02		Virtual	
27 MaterialRequest	Prod	DOE-PAPP04		Virtual	
28 SQL Server DOE-PSQL01	Prod	DOE-PSC01		Virtual	
29 UDB 9.3 Database	Prod	DOE-PUDB01	IBM x3850-[88633RU	Physical	Win 2003 Ent

# Appendix D Project Timeline

## BEC Application Conversion Project



**State of Florida - Department of Education -  
Bureau of Educator Certification  
Proposed Project Schedules for FYE 2014-2016**

**BEC Application Conversion Project 2013-2016**

<b>Project Planning and Procurement</b>	<b>End Date</b>
Develop and finalize project communication plan	October-13
Develop and finalize project plan	October-13
Develop risk mitigation strategy	October-13
Develop remaining project documents	October-13
Obtain stakeholder signoff - planning phase complete	October-13
Complete staff augmentation procurement	December-13
Complete hardware procurement	December-13
Complete software procurement	December-13
Obtain stakeholder signoff - procurement phase complete	December-13

<b>1 - Convert IBM-UDB database to Microsoft SQL Server</b>	<b>4-6 months</b>
Install O/S and configure servers for database installation	January-14
Install SQL Server 2012 and configure	January-14
Perform data and database analysis	January-14
Analyze coding changes needed in apps, jobs, data exchanges	January-14
Develop data migration plan	January-14
Obtain stakeholder signoff - analysis/design phase complete	January-14
Develop data migration jobs	January-14
Resolve data issues and perform data scrubbing	February-14
Obtain stakeholder signoff - coding/data scrubbing phase complete	February-14
Develop test plan and test scenarios	March-14
Migrate data to SQL Server 2012 test environment	March-14
Perform data testing / quality assurance reviews	May-14
Perform functional testing / quality assurance reviews	May-14
Perform system testing	May-14
Perform load testing	May-14
Perform backup/recovery testing	May-14
Obtain stakeholder signoff - testing phase complete	May-14
Change Management approval & signoff	May-14
Implement in production environment	June-14
Monitor production for issues & resolve	June-14
Obtain stakeholder signoff - implementation phase complete	June-14
Archive UDB database	June-14
Update system documentation & diagrams	June-14
Update disaster recovery contract and documentation	June-14
Obtain stakeholder signoff - project closeout phase complete	June-14



**State of Florida - Department of Education -  
Bureau of Educator Certification  
Proposed Project Schedules for FYE 2014-2016**

<b>2 - Convert 12 Word templates to Retrievable, View-Only Documents</b>	<b>2-3 months</b>
Install O/S and configure servers for SSRS installation	January-14
Install SSRS and configure	January-14
Analyze Word template functionality to assure replicable functionality	January-14
Analyze and implement database changes needed - test environment	January-14
Develop template conversion plan	January-14
Obtain stakeholder signoff - analysis/design phase complete	January-14
Develop SSRS reports	February-14
Develop test plan / scenarios	February-14
Obtain stakeholder signoff - development phase complete	February-14
Deploy reports to test environment	March-14
Perform UAT on reports	March-14
Obtain stakeholder signoff - testing phase complete	April-14
Change Management approval & signoff	April-14
Implement in production environment	April-14
Monitor production for issues & resolve	April-14
Obtain stakeholder signoff - implementation phase complete	April-14
Update system documentation & diagrams	June-14
Update disaster recovery contract and documentation	June-14
Obtain stakeholder signoff - project closeout phase complete	June-14

<b>3 - Convert 31 Active Reports to Retrievable, View-Only Documents</b>	<b>3-4 months</b>
Analyze Active Reports functionality to assure replicable functionality	January-14
Develop Active Reports conversion plan	January-14
Obtain stakeholder signoff - analysis/design phase complete	January-14
Develop SSRS reports	March-14
Develop test plan / scenarios	March-14
Obtain stakeholder signoff - development phase complete	March-14
Deploy reports to test environment	April-14
Perform UAT on reports	April-14
Obtain stakeholder signoff - testing phase complete	April-14
Change Management approval & signoff	April-14
Implement in production environment	May-14
Monitor production for issues & resolve	May-14
Obtain stakeholder signoff - implementation phase complete	May-14
Update system documentation & diagrams	June-14
Update disaster recovery contract and documentation	June-14
Obtain stakeholder signoff - project closeout phase complete	June-14

<b>Preparation for Projects 4, 5, and 6 - Convert THREE applications to .NET</b>	
Analyze current application functionality and architecture	December-13
Design base components of .NET/SOA architecture	December-13
Design .NET shared components	December-13
Design base class files	December-13
Develop implementation strategy plan	December-13
Obtain stakeholder signoff - analysis/design phase complete	December-13

**State of Florida - Department of Education -  
Bureau of Educator Certification  
Proposed Project Schedules for FYE 2014-2016**

<b>4 - Convert "RECORDS" application from Visual Basic 6 to .NET</b>	<b>2-3 months</b>
Design application unique components	February-14
Integrate base/shared components	February-14
Develop user interfaces, service and business layers, data layers, etc	February-14
Convert system related jobs	February-14
Develop test plan / scenarios	March-14
Obtain stakeholder signoff - development phase complete	March-14
Deploy RECORDS to test environment	March-14
Perform UAT on new RECORDS application	April-14
Obtain stakeholder signoff - RECORDS testing phase complete	April-14
Change Management approval & signoff	April-14
Implement RECORDS in production environment	April-14
Monitor production for issues & resolve	June-14
Obtain stakeholder signoff - implementation phase complete	June-14
Update system documentation & diagrams	June-14
Update disaster recovery contract and documentation	June-14
Obtain stakeholder signoff - project closeout phase complete	June-14

<b>5 - Phase 1: Convert "EVALUATION" application from Visual Basic 6 to .NET</b>	<b>4-5 months</b>
Design application unique components	Year 2
Integrate base/shared components	Year 2
Develop user interfaces, service and business layers, data layers, etc	Year 2
Convert system related jobs	Year 2
Develop test plan / scenarios including integration w/"RECORDS", Doc Imaging System, I	Year 2
Obtain stakeholder signoff - development phase complete	Year 2

<b>6 - Convert District Web BEC-PASS application from .ASP to .NET</b>	<b>2-3 months</b>
Design application unique components	September-14
Integrate base/shared components	September-14
Develop user interfaces, service and business layers, data layers, etc	September-14
Convert system related jobs	November-14
Develop test plan / scenarios including integration with RECORDS & EVALUATION	January-15
Obtain stakeholder signoff - development phase complete	January-15
Deploy PASS to test environment	January-15
Perform UAT on new PASS app, RECORDS, & EVALUATION	February-15
Obtain stakeholder signoff - PASS testing phase complete	February-15
Change Management approval & signoff	February-15
Implement PASS in production environment	March-15
Monitor production for issues & resolve	March-15
Obtain stakeholder signoff - PASS implementation phase complete	March-15
Update system documentation & diagrams	March-15
Update disaster recovery contract and documentation	March-15
Obtain stakeholder signoff - PASS project closeout phase complete	March-15

**State of Florida - Department of Education -  
Bureau of Educator Certification  
Proposed Project Schedules for FYE 2014-2016**

<b>7 - Phase 2: Convert "EVALUATION" application from Visual Basic 6 to .NET</b>	<b>9-12 months</b>
Design application unique components	August-14
Integrate base/shared components	August-14
Develop user interfaces, service and business layers, data layers, etc	December-14
Convert system related jobs	December-14
Develop test plan / scenarios including integration w/"RECORDS", Doc Imaging System, I	February-15
Obtain stakeholder signoff - development phase complete	February-15
Deploy EVALUATION to test environment	February-15
Perform UAT on new EVALUATION application & RECORDS application	April-15
Obtain stakeholder signoff - EVALUATION testing phase complete	April-15
Change Management approval & signoff	May-15
Implement EVALUATION in production environment	May-15
Monitor production for issues & resolve	June-15
Obtain stakeholder signoff - EVALUATION implementation phase complete	June-15
Update system documentation & diagrams	June-15
Update disaster recovery contract and documentation	June-15
Obtain stakeholder signoff - EVALUATION project closeout phase complete	June-15

<b>8 - Upgrade / Migrate Microsoft SQL Server 2000/2005 databases, jobs, packages</b>	<b>5-6 months</b>
Analyze infrastructure (security, O/S, drivers, etc)	February-14
Analyze database structures, develop migration plan, data cleansing plan	February-14
Create new database(s) in (new) test environment	February-14
Convert databases, load data	February-14
Develop test plan for data verifying data accuracy & functional correctness	April-14
Test data in new (test) databases	April-14
UAT of data in new (test) databases	May-14
Convert jobs/packages in new (test) databases	April-14
Develop test plan for testing jobs/packages	April-14
Test jobs/packages in new (test) databases	May-14
UAT of new jobs/packages in new (test) databases	May-14
Obtain stakeholder signoff - testing phase complete	May-14
Change Management approval & signoff	June-14
Implement new databases, jobs, packages in production environment	June-14
Monitor production for issues & resolve	June-14
Obtain stakeholder signoff - database migration implementation phase complete	June-14
Update system documentation & diagrams	June-14
Update disaster recovery contract and documentation	June-14
Obtain stakeholder signoff - database migration project closeout phase complete	June-14

**State of Florida - Department of Education -  
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Proposed Project Schedules for FYE 2014-2016**

<b>9 - Continuation of FileNet Support &amp; Vendor Maintenance, OR Conversion of BEC Document Imaging System platform</b>	<b>6-7 months</b>
Design application unique components	December-14
Integrate base/shared components	December-14
Develop user interfaces, service and business layers, data layers, etc	February-15
Convert system related jobs	March-15
Develop test plan / scenarios including w/"RECORDS", "EVALUATIONS", BEC-PASS, OLA applications	March-15
Obtain stakeholder signoff - development phase complete	April-15
Deploy Doc Management app & integrated BEC apps to test environment	April-15
Perform UAT	May-15
Obtain stakeholder signoff - Doc Management app testing phase complete	May-15
Change Management approval & signoff	June-15
Implement Doc Management app in production environment	June-15
Monitor production for issues & resolve	June-15
Obtain stakeholder signoff - Doc Management app implementation phase complete	June-15
Update system documentation & diagrams	June-15
Update disaster recovery contract and documentation	June-15
Obtain stakeholder signoff - Doc Management app project closeout phase complete	June-15

**State of Florida - Department of Education -  
Bureau of Educator Certification  
Proposed Project Schedules for FYE 2014-2016**

<b>10 - Redevelop Online Application (OLA) for Educator Certification</b>	<b>4-5 months</b>
Design application unique components	August-15
Integrate base/shared components	August-15
Develop user interfaces, service and business layers, data layers, etc	September-15
Convert/redesign system related jobs	September-15
Develop test plan / scenarios	September-15
Obtain stakeholder signoff - development phase complete	September-15
Deploy OLA to test environment	September-15
Perform UAT on new OLA application	October-15
Obtain stakeholder signoff - OLA testing phase complete	October-15
Change Management approval & signoff	October-15
Implement OLA in production environment	November-15
Monitor production for issues & resolve	November-15
Obtain stakeholder signoff - implementation phase complete	November-15
Update system documentation & diagrams	November-15
Update disaster recovery contract and documentation	November-15
Obtain stakeholder signoff - project closeout phase complete	November-15

<b>11 - Develop Web-based training application for District School Board staff and Internal Certification staff</b>	<b>4-5 months</b>
Design application unique components	August-15
Integrate base/shared components	August-15
Develop user interfaces, service and business layers, data layers, etc	September-15
Develop system related jobs	September-15
Develop test plan / scenarios	September-15
Obtain stakeholder signoff - development phase complete	September-15
Deploy Training Application to test environment	September-15
Perform UAT on new Training Application	October-15
Obtain stakeholder signoff - Training Application testing phase complete	October-15
Change Management approval & signoff	October-15
Implement Training Application in production environment	November-15
Monitor production for issues & resolve	November-15
Obtain stakeholder signoff - implementation phase complete	November-15
Update system documentation & diagrams	November-15
Update disaster recovery contract and documentation	November-15
Obtain stakeholder signoff - project closeout phase complete	November-15

**State of Florida - Department of Education -  
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Proposed Project Schedules for FYE 2014-2016**

<b>12 - Develop BEC Administration applications for integrated, business-level system maintenance functions</b>	<b>9-10 months</b>
Design application unique components	October-15
Integrate base/shared components	November-15
Develop user interfaces, service and business layers, data layers, etc	January-15
Create system related jobs	January-16
Develop test plan / scenarios	January-16
Obtain stakeholder signoff - development phase complete	February-16
Deploy Administration Application to test environment	February-16
Perform UAT on new Administration Application	March-16
Obtain stakeholder signoff - Administration Application testing phase complete	March-16
Change Management approval & signoff	March-16
Implement Administration Application in production environment	March-16
Monitor production for issues & resolve	April-16
Obtain stakeholder signoff - implementation phase complete	April-16
Update system documentation & diagrams	April-16
Update disaster recovery contract and documentation	April-16
Obtain stakeholder signoff - project closeout phase complete	April-16

<b>13 - Implement Interoperability Enhancements with Educator Quality partners</b>	<b>4-5 months</b>
Analyze current data exchanges & new opportunities	December-15
Architect new design for data exchange; security compliance	December-15
Integrate base/shared components	January-16
Design application unique components	January-16
Develop user interfaces, service and business layers, data layers, etc	February-16
Convert system related jobs	March-16
Develop test plan / scenarios	March-16
Obtain stakeholder signoff - development phase complete	March-16
Deploy new modules/jobs to test environment	March-16
Perform UAT on new modules/jobs	May-16
Obtain stakeholder signoff - new modules/jobs testing phase complete	June-16
Change Management approval & signoff	June-16
Implement new modules/jobs in production environment	June-16
Monitor production for issues & resolve	June-16
Obtain stakeholder signoff - implementation phase complete	June-16
Update system documentation & diagrams	June-16
Update disaster recovery contract and documentation	June-16
Obtain stakeholder signoff - project closeout phase complete	June-16



***Bureau of Educator Certification Conversion Project***

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**State of Florida ♦**

Division of Public Schools

Bureau of Educator Certification

# Risk Management Plan





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# 1. Introduction

---

Risk management planning is the process of deciding how to approach and plan the ongoing identification, assessment, and response to risk events that could possibly affect the project's quality, timeframe, or cost in a negative or positive manner. This Risk Management Plan replaces the corresponding section in the Project Management Plan.

The Risk Management Plan is organized into the following sections:

- Introduction
- Risk Management Strategy
- Risk Management Database (attachment)
- Appendix

## 2. Risk Management Strategy

---

This section describes the risk identification processes employed for this project, the risk assessment method, risk response options, and the risk management database development and maintenance.

### 2.1. Risk Identification Process

Risks are identified by analyzing each phase of the project and its deliverables using a Risk Breakdown Structure of risk types and sources. The Risk Breakdown Structure was adapted from the project management literature for the Bureau of Educator Certification Conversion Project.<sup>1</sup> The risks will be described in terms of the cause(s), risk, and effect or impact.

The initial identification of risks was made by the Bureau of Educator Certification (BEC) Project Sponsor and the Project Director. Subsequent input for identifying new risks will include the BEC Project Team, subject matter experts and other stakeholders. All parties will assist in identifying risks on an ongoing basis.

### 2.2. Risk Assessment

Risks are assessed based on their probability of occurrence, project impact, and corresponding rank. The following tables show the values used for assigning probability, impact, and rank.

Risk Probability		
Low	< 30%	unlikely to occur
Medium	31% - 50%	may occur
High	51% - 80%	probably will occur
Very High	> 80%	very likely to occur

Risk Impact			
	<u>Cost Increase</u>	<u>Scope Change</u>	<u>Schedule Increase</u>
Minor	< 5%	Barely	< 5%
Moderate	5% - 8%	Minor areas of deliverable(s)	5% - 10%
Serious	9% - 10%	Major areas of deliverable(s)	11% - 15%
Critical	> 10%	Failure to complete deliverable or failure to achieve project objective	>15%

Probability x Impact Rank				
	<u>Minor</u>	<u>Moderate</u>	<u>Serious</u>	<u>Critical</u>
Low	Low(1)	Low(1)	Medium(2)	High(3)
Medium	Low(1)	Medium(2)	Medium(2)	High(3)
High	Low(1)	Medium(2)	High(3)	High(3)

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<sup>1</sup> David Hillson, *Managing Risks in Projects* (Surrey, England: Gower Publishing Ltd., 2009), 33.

Very High	Low(1)	High(3)	High(3)	Very High(4)
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### 2.3. Risk Response Options

Risk responses are planned using four basic risk response options:

- Accept – take the risk without special action or contingency because proactive action is either not possible or cost-effective.
- Avoid – take proactive action to eliminate the risk to the project.
- Mitigate – take proactive action to reduce the probability and/or impact of the risk.
- Transfer – involve another person or party in acting on the risk and in so doing share the management of the risk.

The initial risk responses will be planned by the BEC Project Team, Project Director, and the Project Sponsor. Input from BEC subject matter experts and the other stakeholders will be solicited.

The Project Sponsor will approve the risk responses, which will be assigned to risk owners who will be responsible for implementing proactive responses. All parties will assist in planning risk responses on an ongoing basis.

### 2.4. Risk Management Database Development and Maintenance

The risk descriptions, assessments, and responses are documented in the Risk Management Database, which is contained in the Project Workbook (see Section 3 for a sample). The risk response information includes the action to be taken by the risk owner, planned and actual completion dates, notes on the current status, and a closure date.

The initial development of the Risk Management Database will be completed by the BEC Project Team. The Risk Management Database will be updated on an ongoing basis by the BEC Project Manager using the weekly project status meetings, status reports, and other relevant sources.

The BEC Project Team will use the Risk Management Database as the system of record and store it in the BEC SharePoint site. The Project Manager will add any new risks identified to the Weekly Status Report under Action Items. These items will be discussed with Project Sponsor, Project Director and BEC Project Team in the weekly status meeting. The BEC Project Manager will validate the item and enter it as needed into the Risk Management Database in the Project Workbook, and update the Project Workbook and upload it to the BEC Project SharePoint site.

The Project Sponsor will approve the initial version of the Risk Management Database, as well as any subsequent versions submitted with the Updated Project Management Documents at phase ends.

### 2.5. Risk Management Responsibilities

The responsibility for managing risk is shared between the BEC Project Team, Project Sponsor, Project Director, subject matter experts, and other stakeholders. The following table summarizes the responsibilities in the risk management process.

Risk Activity	Responsibility
---------------	----------------

<b>Risk Activity</b>	<b>Responsibility</b>
Identify risks	All – BEC Project Team, Project Sponsor, Project Director subject matter experts, and other stakeholders.  Initial identification was made by the Project Sponsor and Project Director.
Assess risks	All – BEC Project Team, Project Sponsor, Project Director, subject matter experts, and other stakeholders.  Initial assessment was made by the Project Sponsor and Project Director.
Plan risk responses	All – BEC Project Team, Project Sponsor, Project Director, subject matter experts, and other stakeholders.  Initial responses were planned by the Project Sponsor and Project Director.
Approve risk responses	Project Sponsor
Develop Risk Management Database	Project Manager and BEC Project Team
Maintain Risk Management Database	Project Manager
Develop or take risk response actions	Risk Owner
Manage risk responses	Project Manager, BEC Project Team
Report risks	Project Manager, BEC Project Team

### 3. Risk Management Database

This section presents the risk management database.

#### 3.1. Sample Risk Management Database

A sample of the Risk Management Database is shown below.

Risk Register																	
Risk #	Date Logged	Risk Type	RBS Category	RBS Source	Project Phase(s)	Risk Description	Risk Status	Probability <sup>1</sup>	Impact <sup>2</sup>	Probability x Impact Rank <sup>3</sup>	Response	Explain Response	Assigned To	Anticipated Resolution Date	Actual Resolution Date	Resolution	Notes
0812-01	13-Aug-12	Threat	Technical	Tech-Scope	All	Number of Core applications increases complexity: Six (6) applications are included in the Maintenance and/or Enhancements responsibilities: FIRST (DwmFirst), SWIFT (DwmSwift), SWIFT_HW (DwmSwiftHW), SWIFT_Xgate (DwmFirstXgate), SWIFT_Xgate (DwmSwxgate), and SWIFT_Xgate (DwmHwxgate)	Open	High	Serious	3 - High	Accept		ICS PM	Ongoing		* Review existing documentation on each system. * Add additional resources as needed.	

#### 3.2. Risk Management Database Attachment

Attached here is the Risk Management Database:



Risk Register\_2013  
10.08.xlsx

# 4. Appendix

## 4.1. Risk Breakdown Structure (RBS)

RBS LEVEL 1	RBS LEVEL 2	
<b>1. Technical Risk</b>	1.1	Scope Definition
	1.2	Requirements Definition
	1.3	Estimates, Assumptions, Constraints
	1.4	Technical Processes
	1.5	Technology
	1.6	Interfaces
	1.7	Design
	1.8	Performance
	1.9	Reliability & Maintainability
	1.10	ADA
	1.11	Security
	1.12	Test & Acceptance
<b>2. Management Risk</b>	2.1	Project Management
	2.2	Program Management
	2.3	Operations Management
	2.4	Organization
	2.5	Resourcing
	2.6	Communication
	2.7	Information
	2.8	Health, Safety, & Environment
	2.9	Quality
	2.10	Reputation
<b>3. Business Risk</b>	3.1	Contractual Terms & Conditions
	3.2	Internal Procurement
	3.3	Contractor
	3.4	Subcontracts
	3.5	Client/Customer Stability
	3.6	Stakeholders
<b>4. External Risk</b>	4.1	Legislation
	4.2	Exchange Rates
	4.3	Site / Facilities
	4.4	Environment / Weather
	4.5	Competition
	4.6	Regulatory
	4.7	Political
	4.8	Country
	4.9	Social / Demographic
	4.10	Pressure Groups
	4.11	Force Majeure

Department of Education - Bureau of Educator Certification Conversion Projects - Risk Register

Risk #	Date Logged	Risk Type	RBS Category	RBS Source	Project Phase(s)	Risk Description	Risk Status	Probability <sup>1</sup>	Impact <sup>2</sup>	Probability x Impact Rank <sup>3</sup>	Response	Explain Response	Assigned To	Anticipated Resolution Date	Actual Resolution Date	Resolution	Notes
0913-01	25-Sep-13	Threat	Technical	Tech-Scope	All	<b>Technical support for the IBM FileNet Content Manager:</b> The current maintenance support contract expires 11/30/2013. The vendor providing support may or may not continue to provide support. This application is critical to the business operations of the BEC.	Open	High	Serious	3 - High	Avoid		Project Director	30-Nov-2013			
0913-02	25-Sep-13	Threat	Technical	Tech-Scope	All	<b>AVAYA IVR System:</b> System software is at end of life and is no longer supported.	Open	High	Serious	3 - High	Avoid		Project Director	Ongoing			
0913-03	27-Sep-13	Threat	Management	Mgt-Resourcing	All	<b>Availability of BEC SMEs:</b> Due to seasonal workload from April through August BEC SMEs will not be available. This may result in extending the overall schedule, and adding cost to the budget.	Open	High	Serious	3 - High	Mitigate		Project Director	As needed			
1013-01	01-Oct-13	Threat	Technical	Tech-Scope	All	<b>Legacy System:</b> Migrate databases, jobs, and packages from MS SQL Server 2000 (App01 and App08) to MS SQL Server 2012.	Open	Very High	Critical	4 - Very High	Mitigate		BEC Project Team	As needed			
1013-02	14-Sep-12	Threat	Technical	Tech-Estimates, Assumptions, Constraints	All	<b>Project Schedule Estimates:</b> As a result of overly optimistic task time estimates, and/or invalid assumptions, and/or missed constraints, the actual duration of project phases may exceed baseline timeframes, extending the overall schedule and/or adding cost to the budget.	Open	Medium	Moderate	2 - Medium	Mitigate		Project Manager	Ongoing			
1013-03	02-Oct-12	Threat	Technical	Tech-Reliability / Maintenance	All	<b>Existing VB6 Issues:</b> The existing applications require extensive maintenance. This will directly impact the BEC Project Team.	Open	Medium	Moderate	2 - Medium	Mitigate		BEC Project Team	Ongoing			
1013-04	02-Oct-12	Threat	External	Ext-Environment / Weather	All	<b>Severe Weather:</b> As a result of a hurricane, tornado, other adverse weather, or geologic events, offices may be damaged, leading to disruption of project work and delays in the schedule.	Open	Low	Moderate	1 - Low	Accept		Sponsor	TBD			
1013-05	04-Oct-13	Threat	Management	Mgt-Resourcing	All	<b>BEC Vacancies:</b> As a result of several vacancies in the Bureau the availability of testers is limited.	Open	High	Serious	3 - High	Avoid		Project Director	Ongoing			
1013-06	04-Oct-13	Threat	External	Legislation	All	<b>Legislation and Rule Changes:</b> Rule changes have been mandated that will affect business processes.	Open	Low	Moderate	1 - Low	Accept		Sponsor	As needed			
1013-07	04-Oct-13	Threat	Technical	Tech-Technology	All	<b>UDB and SQL Server Data:</b> All databases (Prod/Dev/Test) must be synchronized.	Open	Medium	Moderate	2 - Medium	Mitigate		BEC Project Team	Ongoing			
1013-08	04-Oct-13	Threat	External	Site / Facilities	All	<b>NWRDC workload:</b> The project may require "short fused" requests that will be delayed due to workload and other customer priorities that the NWRDC supports.	Open	Low	Moderate	1 - Low	Mitigate		Project Director	Ongoing			
1013-09	08-Oct-13	Threat	Management	Mgt-Resourcing	All	<b>UAT Tester Burnout:</b> SME's will be testing almost continuously for months, which may lead to missed defects and issues when deployed.	Open	High	Serious	3 - High	Mitigate		Project Director	Ongoing			
1013-10	08-Oct-13	Threat	Technical	Tech-Technology	All	<b>Software Integration Issues:</b> Planned software integration may not work as expected, leading to re-design and re-work.	Open	Medium	Critical	3 - High	Avoid		BEC Project Team	As needed			
1013-10	08-Oct-13	Threat	Technical	Tech-Technology	All	<b>Hardware Failure:</b> Production application server is 10 years old. Failed hardware may not be replaceable; server O/S isn't supported by Microsoft and cannot be replicated.	Open	High	Critical	3 - High	Mitigate		BEC Project Team	As needed			
<b>Risk Probability<sup>1</sup></b>																	
Low	< 30%	unlikely to occur															
Medium	31% - 50%	may occur															
High	51% - 80%	probably will occur															
Very High	> 80%	very likely to occur															
<b>Risk Impact<sup>2</sup></b>																	
	Cost Increase	Scope Change	Schedule Increase														
Minor	< 5%	Barely	< 5%														
Moderate	5% - 8%	Minor areas of deliverable(s)	5% - 10%														
Serious	9% - 10%	Major areas of deliverable(s)	11% - 15%														



**Department of Education - Bureau of Educator Certification Conversion Projects - Risk Register**

<i>Risk #</i>	<i>Date Logged</i>	<i>Risk Type</i>	<i>RBS Category</i>	<i>RBS Source</i>	<i>Project Phase(s)</i>	<i>Risk Description</i>	<i>Risk Status</i>	<i>Probability<sup>1</sup></i>	<i>Impact<sup>2</sup></i>	<i>Probability x Impact Rank<sup>3</sup></i>	<i>Response</i>	<i>Explain Response</i>	<i>Assigned To</i>	<i>Anticipated Resolution Date</i>	<i>Actual Resolution Date</i>	<i>Resolution</i>	<i>Notes</i>
Critical	> 10%	Failure to complete deliverable or failure to achieve project objective	>15%														
<b>Probability x Impact Rank<sup>3</sup></b>																	
	Minor	Moderate	Serious	Critical													
Low	Low(1)	Low(1)	Medium(2)	High(3)													
Medium	Low(1)	Medium(2)	Medium(2)	High(3)													
High	Low(1)	Medium(2)	High(3)	High(3)													
Very High	Low(1)	High(3)	High(3)	Very High(4)													

Bureau of Educator Certification  
Summary Risk  
FY 2014-15 Schedule IV-B

Low Minor	1 - Low
Medium Minor	1 - Low
High Minor	1 - Low
Very High Minor	1 - Low
Low Moderate	1 - Low
Medium Moderate	2 - Medium
High Moderate	2 - Medium
Very High Moderate	3 - High
Low Serious	2 - Medium
Medium Serious	2 - Medium
High Serious	3 - High
Very High Serious	3 - High
Low Critical	3 - High
Medium Critical	3 - High
High Critical	3 - High
Very High Critical	4 - Very High
<b>Probability x Impact Rank3</b>	

# SCHEDULE IV-B FOR FLORIDA'S TEACHER STANDARDS INSTRUCTIONAL TOOL (CPALMS)

For Fiscal Year 2014-15



October 15, 2013

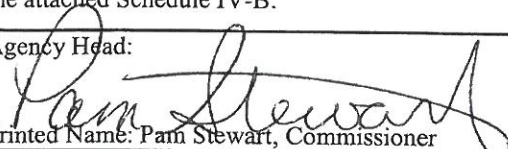
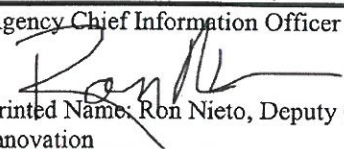
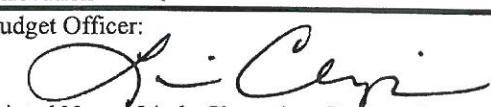
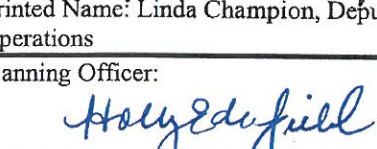
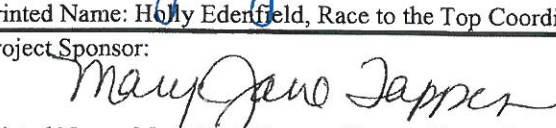
DEPARTMENT OF EDUCATION

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SCHEDULE IV-B FOR FLORIDA'S TEACHER STANDARDS INSTRUCTIONAL TOOL (CPALMS)

I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Education	Schedule IV-B Submission Date: October 15, 2013
Project Name: Florida's Teacher Standards Instructional Tool (CPALMS)	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2014-15 LBR Issue Code: 3007250	FY 2014-15 LBR Issue Title: Continuation of Education Initiatives – State Standard Tools
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): David Stokes, Chief Information Officer, 850-245-9326, david.stokes@fldoe.org	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date: 10/14/13
Agency Chief Information Officer (or equivalent):  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date: 10/15/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date: 10/14/13
Planning Officer:  Printed Name: Holly Edenfield, Race to the Top Coordinator	Date: 10/14/13
Project Sponsor:  Printed Name: Mary Jane Tappen, Deputy Chancellor of Curriculum, Instruction, and Student Services	Date: 10/14/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Paul Munyon, 850-245-989, Paul.Munyon@fldoe.org
Cost Benefit Analysis:	Molly Eichhoefer, 850-245-5042, Marlys.Eichhoefer@fldoe.org
Risk Analysis:	Paul Munyon, 850-245-989, Paul.Munyon@fldoe.org
Technology Planning:	Paul Munyon, 850-245-989, Paul.Munyon@fldoe.org
Project Planning:	Paul Munyon, 850-245-989, Paul.Munyon@fldoe.org

## General Guidelines

The Schedule IV-B contains more detailed information on information technology (IT) projects than is included in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.

## Documentation Requirements

The type and complexity of an IT project determines the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Solution Description
- Project Management Planning

Compliance with s. 216.023(4)(a)10, F.S. is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed prior to the submission of the document.

Sections of the Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

The revised Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of the Schedule IV-B, agencies should submit their own planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at [IT@LASPBS.STATE.FL.US](mailto:IT@LASPBS.STATE.FL.US). Reference the D-3A issue code and title in the subject line.



## II. Schedule IV-B Business Case – Strategic Needs Assessment

### A. Background and Strategic Needs Assessment

Florida's Teacher Standards Instructional Tool (CPALMS) provides Florida teachers with readily accessible support tools to implement the Florida Standards in the 2013-2014 academic year, and all participating Local Education Agencies (LEA) with fully implemented lesson studies supported by high-quality, web-based resources.

This teacher support tool, based upon an expert review of Florida Standards provides:

- Florida Standards learning progressions, performance descriptions, exemplars, and access points for students with disabilities and English language learners
- Updates to the standards database and course descriptions to include the Florida standards.
- Lesson study resources for formative assessment and data analysis
- Research, design, pilot, field-test, and conduct statewide rollout of Use of Data Lesson Study Toolkits (includes four levels: primary, intermediate, middle, and secondary)
- Instructional technology specialists to oversee the technological integrity of the inclusion of the data and teacher resources into the teacher standards instructional tool and provide the technology necessary to increase the statewide capacity of the system

#### 1. Business Need

The Florida Department of Education (Department) is charged with providing support for teachers in developing the most effective instruction for student learning experiences through Florida's Teacher Standards Instructional Tool (CPALMS) currently accessible at <http://www.cpalms.org/Public>. Utilizing CPALMS, teachers will access the Florida Standards (FS) and/or Next Generation Sunshine State Standards (NGSSS) along with resources that support differentiated instruction and lesson study, formative assessments, summative assessment item specifications, sample classroom tasks and rubrics, as well as other aligned resources. Additionally, teachers need access to high-quality lesson study toolkits, Florida's Course Code Directory including teacher certification requirements, and an online tool to enable and support the collaborative creation of new course requirements aligned with FS and NGSSS must also be available through the TSIT website.

#### 2. Business Objectives

To effectively and efficiently meet the Department's business needs the CPALMS changes were made to:

- Redesign, enhance, and populate Florida's CPALMS with Florida Standards (FS)
- Purchase and maintain equipment and all software licenses needed to develop, maintain, and host the system
- Add FS skills-level information, including cognitive complexity rating (Webb), access points for students with disabilities, English Language Proficiency standards, performance descriptions, and remarks and examples
- Develop online tools to enable and support the collaborative creation of new course requirements and/or the revision of existing course requirements aligned with FS and NGSSS
- Provide access through an interactive graphical learning progressions menu of FS and NGSSS to skills-level resources including formative assessment tasks and scoring rubrics; interim assessment items (formative and interim assessment to be linked to the resource banks created by Accountability, Research and Measurement); exemplars of superior student work which may include graphic, audio, and video files; and model lessons and other resources accessible by hyperlink
- Vet and add new web links to model lessons aligned to FS that have been reviewed and/or vetted using current CPALMS policies and procedures
- Define and implement a self-sustaining process for submitting and vetting quality lesson aligned to FS/NGSSS
- Create lesson study toolkits that support embedded professional development focused on the use of assessment data in instructional improvement, and research-based formative assessment practices
- Incorporate a user submission and quality review process into the CPALMS for formative assessment tasks, model lessons, and lesson study resources, along with a user rating system that allows for the

removal of consistently low rated or unused resources while highlighting those deemed effective

## B. Baseline Analysis

To meet the Department's needs to expand and enhance the Instructional Tool for Teachers, the Department selected as part of the Department's Race to The Top (RTTT) initiative, the Florida Center for Research in Science, Technology, Engineering, and Mathematics (FCR-STEM) at the Florida State University, to conduct enhancements to Collaborate, Plan, Align, Learn, Motivate, and Share (CPALMS) around Florida's standards. CPALMS is through Florida's Teacher Standards Instructional Tool. The enhancements to CPALMS are designed to provide Florida teachers and other educational stakeholders with a standards-based, sustainable, high-quality, expandable, and integrated platform. This platform:

- Integrates all standards (FS and NGSSS) and related information
- Integrates tools to manage the Course Code Directory and Course Descriptions
- Enhances collaboration and professional development functions
- Expands and enhances the existing Resource Information Systems
- Provides new capacities to involve districts and all education stakeholders for sustainable outcome
- Provides tools to create learning progression maps and integrated access to standards, access points, courses, and resources
- Was used as the basis for purchasing hardware and software
- Creates the capacity and infrastructure for integrating other applications and sustaining CPALMS

### 1. Current Business Process(es)

CPALMS is designed to meet the needs of Florida's education stakeholders by integrating educational tools and information across Florida's education initiatives into a single platform specifically designed to offer access to Florida's teachers (24 x 365) for efficient, user-friendly educational tools. This single open platform can make products easy for the teacher to find, ensures equal access, facilitates communication, and provides for a much-needed support for teacher collaboration.

### 2. Assumptions and Constraints

Meeting the new standards requires a culture change in the way teachers plan, teach, and respond to student learning needs and in the way parents, other significant adults, and students are engaged in the child's learning. CPALMS is envisioned as one means to support and sustain that change.

## C. Proposed Business Process Requirements

To establish a basis for understanding what business process requirements the proposed solution must meet in order to select an appropriate solution for the project.

### 1. Proposed Business Process Requirements

The CPALMS is in sustainment, thus there are no proposed business process requirements.

### 2. Business Solution Alternatives

The CPALMS is in sustainment, thus there are no business solution alternatives.

### 3. Rationale for Selection

The CPALMS is in sustainment, thus there is no rationale for selection.

### 4. Recommended Business Solution

The CPALMS is in sustainment, thus there is no proposed recommended business solution.

## D. Functional and Technical Requirements

While CPALMS is in sustainment, any ongoing programming services will be performed by Sciberus Innovative



## SCHEDULE IV-B FOR FLORIDA'S TEACHER STANDARDS INSTRUCTIONAL TOOL (CPALMS)

Software Solutions. The code for CPALMS is owned by the Department and would any future programming code. In addition to CPALMS, the following technologies are integrated into the tool:

- iCPALMS: An integrating modular application with a user profile similar to adding an “APP” to a smart phone
- Collaborative Course Descriptions Tool: Assists the Department in organizing virtual teams for annotating, sharing recommendations, providing feedback, submitting material for course review, and publishing
- User Reporting System: CPALMS utilizes Google Analytics to track generic user analytics
- Single Sign-On: In addition to utilizing a local sign-on with role-base access to tools, CPALMS is integrated into the Department’s Single Sign-On solution to enable LEA user integration

### III. Success Criteria

*Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.*

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	Standardizing the application programming interface (API) and application development for integrating new tools	CPALMS API provides for ease of integration with yet to be developed tools	State of Florida teachers whose portfolio of curriculum tools is able to expand within the CPALMS platform	6/15
2	New tools are able to be created that enhance standards-based content and resources	New content and resource tools are able to be incorporated into the CPALMS platform	State of Florida teachers whose portfolio of curriculum tools is able to expand within the CPALMS platform	6/15

## IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

### A. Benefits Realization Table

*Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.*

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	Open Communications Architecture	Florida teachers	Teachers are able to interact with the CPALMS tools using different communication forms (text, email, desktop applications, and smart phone apps)	CPALMS self-registered and SSO users access tools 24 x 365 using both public and private electronic media	6/15
2	Interactive Lesson Study Toolkits	Florida teachers	Teachers have access to lesson study guidelines and tools to assist them in building high-quality lessons	CPALMS self-registered and SSO users access tools 24 x 365 are able to access lesson guidelines and associated tools to create standards based lessons for Florida's students	6/15

## B. Cost Benefit Analysis (CBA)

*Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.*

### 1. The Cost-Benefit Analysis Forms

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	<p>Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the</p>

Cost Benefit Analysis	
Form	Description of Data Captured
	year the benefits will be realized.
CBA Form 2 - Project Cost Analysis	Baseline Project Budget: Estimated project costs. Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants. Characterization of Project Cost Estimate.
CBA Form 3 - Project Investment Summary	Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates: <ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Payback Period</li> <li>• Breakeven Fiscal Year</li> <li>• Net Present Value</li> <li>• Internal Rate of Return</li> </ul>

See Appendix A (attached).



FINAL CPALMS Cost Benefit for IVB.xlsx

## V. Schedule IV-B Major Project Risk Assessment

*Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.*

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency's Schedule IV-B.

### A. Risk Assessment Summary

Appendix B on the Florida Fiscal Portal includes the Risk Assessment Summary. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

See Appendix B (attached).



FINAL CPALMS Risk Assessment for IVB.xls

## VI. Schedule IV-B Technology Planning

The CPALMS platform (production, test, and development) resides within the Department's Enterprise Computing Solution (ECS) environment housed at the Northwest Regional Data Center. As such the Department is able to provide effective management and oversight of the CPALMS platform; ensuring the system provides Florida's

teachers with a robust, scalable, secure, and reliable resource for standards based educational planning.

## A. Current Information Technology Environment

### 1. Current System

#### a. Description of current system

CPALMS is a collaborative platform for Florida’s educators that serves as the official source for the education standards and course information, and provides the tools and services for building and sharing instructional and educational resources. The CPALMS architectural diagram is depicted below:

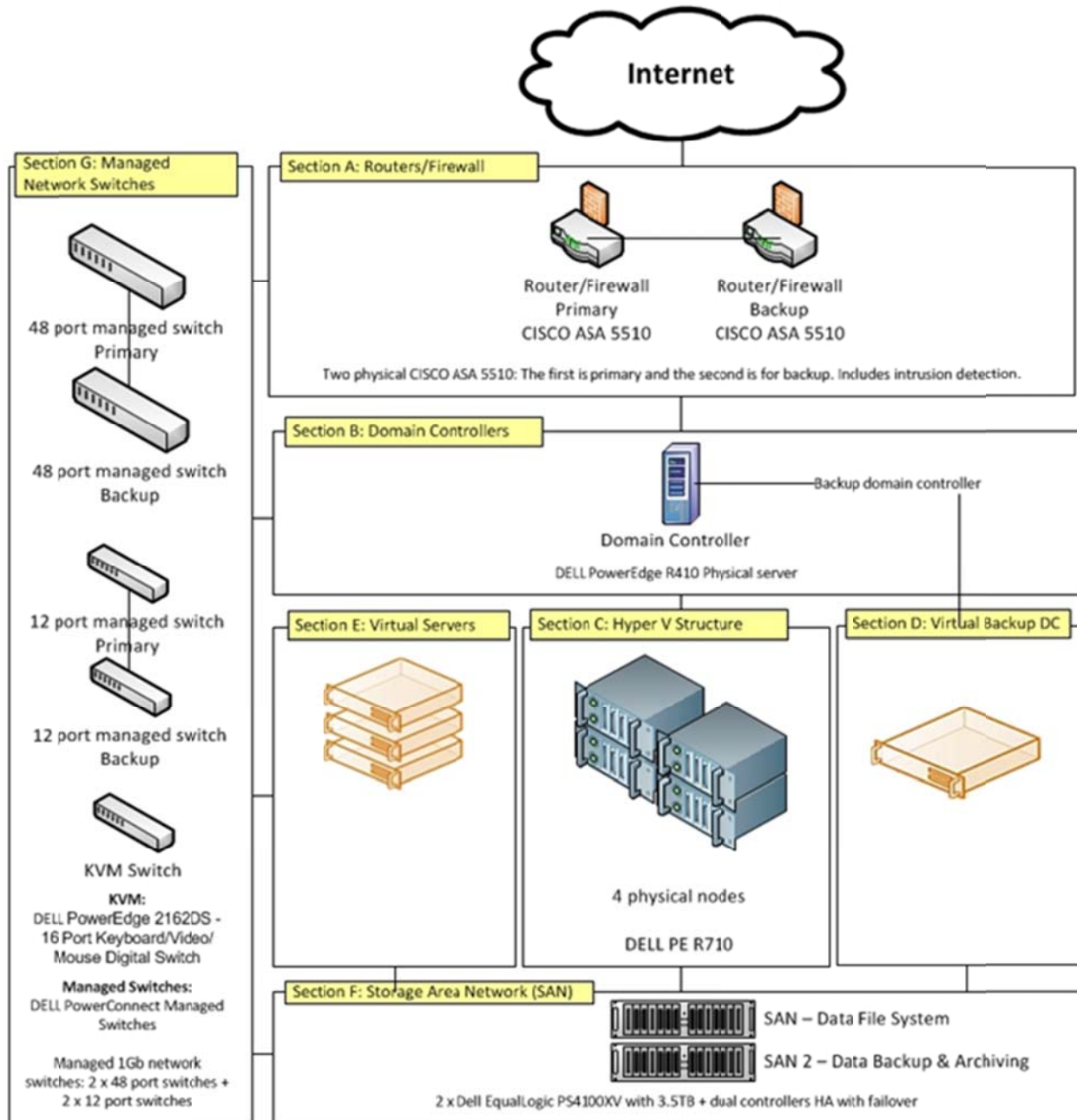


Figure 1. CPALMS Architectural Diagram

**b. Current system resource requirements**

The current production CPALMS platform is comprised of the following resources:

- 1) Routers/Firewalls: 2
- 2) Domain Controller: 1
- 3) Hyper V Virtual Environment System: 4
- 4) Virtual Backup Domain Controller: 1
- 5) Virtual Servers:
  - a) 5 Microsoft Windows 2008 – Enterprise edition
    - i. Three clustered and load balanced web servers
    - ii. Two clustered Microsoft SQL Server 2008 servers
  - b) 6 Microsoft Windows 2008 – Enterprise Edition
    - i. Virtual backup domain controller
    - ii. Virtual Caching server
    - iii. Virtual media compression and streaming server
    - iv. Virtual Communication server
    - v. Virtual Developer portal server
    - vi. Virtual Backup Server Controller
  - c) 2 Microsoft SQL Server 2008
    - i. Two SQL server licenses
- 6) Storage Area Network (SAN): 2
- 7) Managed Switches and KVM: 5
- 8) UPS: 2

**c. Current system performance**

CPALMS currently serves more than 15,000 users per day.

**2. Information Technology Standards**

These standards establish requirements for the use of certain information technology resources:

- Confidentiality – Protect the confidentiality, integrity and availability of teacher and student data
- Security – Maintain a safe and secure information production, test, and development environment based upon department and industry standards, guidelines, and best practices
- Risk Management – Coordinate and communicate on project and operational risk management initiatives
- Sustainability – Identify and provide guidance business continuity planning, audits, and compliance

**B. Current Hardware and/or Software Inventory**

See Appendix C (attached).



FINAL CPALMS  
Inventory for IVB.xlsx

**C. Proposed Solution Description**

**1. Summary description of proposed system**

The CPALMS is in sustainment thus this topic is not applicable.

**2. Resource and summary level funding requirements for proposed solution (if known)**

The CPALMS is in sustainment thus this topic is not applicable.

#### **D. Capacity Planning**

The system is designed to support all of Florida's LEA teachers, with the platform typically experiencing 15,000 users per day. Also, the platform is one of six RTTT applications supported by the Department's Single Sign-On solution. The CPALMS system is housed within the Northwest Regional Data Center and has been architected to expand both in users and applications supported.

### **VII. Schedule IV-B Project Management Planning**

*Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.*

This is a sustainment initiative for the Department's CPALMS, and as such does not require project management planning.

## VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

- I. Appendix A – Cost Benefit Analysis (File Attached)
- II. Appendix B – Risk Assessment Summary (File Attached)
- III. Appendix C – Inventory (File Attached)
- IV. Appendix D – Project Timeline Drawing (File Attached)
- V. Appendix E - Project Schedule (File Attached)

CBAForm 1 - Net Tangible Benefits

Agency	Education	Project	1er Standards Instructional Tc
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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 (Operations Only -- No Project Costs)	FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18			FY 2018-19		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other <span style="font-weight: normal;">Specify</span>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. External Service Provider -- Costs	\$0	\$1,949,681	\$1,949,681	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Consultant Services	\$0	\$1,621,061	\$1,621,061	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$0	\$13,850	\$13,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <span style="font-weight: normal;">Northwest Regional Data Center</span>	\$0	\$314,770	\$314,770	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility -- Costs (including PDC services)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$0	\$13,318	\$13,318	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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 <span style="font-weight: normal;">Specify</span>	\$0	\$13,318	\$13,318	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total of Operational Costs ( Rows A through E)</b>	<b>\$0</b>	<b>\$1,962,999</b>	<b>\$1,962,999</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>F. Additional Tangible Benefits:</b>		<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>	
F-1. <span style="font-weight: normal;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-2. <span style="font-weight: normal;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-3. <span style="font-weight: normal;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
<b>Total Net Tangible Benefits:</b>		<b>(\$1,962,999)</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>			<b>\$0</b>	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
	Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	<input checked="" type="checkbox"/>	Confidence Level	95%
Order of Magnitude	<input type="checkbox"/>	Confidence Level	
Placeholder	<input type="checkbox"/>	Confidence Level	



A	B		C	D	E	F		G	H	I	J	K		L	M		N	O	P	Q	R	S	T
1	Education	Florida's Teacher Standards Instructional Tool (CPALMS)																					
2																							
3																							
4	Item Description (remove guidelines and annotate entries here)	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	FY2014-15	FY2015-16		FY2016-17		FY2017-18		FY2018-19		TOTAL									
5	Costs for all state employees working on the project.	FTE	S&B	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
6	Costs for all OPS employees working on the project.	OPS	OPS	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
7	Staffing costs for personnel using Time & Expense.	Staff Augmentation	G/A Strategic Education Initiatives	\$ 8,214,740	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 8,214,740
8	Cost Recovery for Project Management Office staff.	Department staff providing application development services.	G/A Strategic Education Initiatives	\$ 16	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 16
9	Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
10	Project oversight (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
11	Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
12	Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Hardware purchases not included in Primary Data Center services.	Hardware	OCO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Hardware purchases not included in Primary Data Center services.	Hardware	G/A Strategic Education Initiatives	\$ 910,588	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 910,588
15	Maintenance agreements for equipment.	Hardware Maintenance	G/A Strategic Education Initiatives	\$ 766,347	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 766,347
16	Commercial software purchases and licensing costs.	Commercial Software	G/A Strategic Education Initiatives	\$ 95,328	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 95,328
17	Maintenance agreements for software.	Commercial Software	G/A Strategic Education Initiatives	\$ 16,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,611
18	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	All first-time training costs associated with the project.	Training	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Include the quote received from the PDC for project equipment and services. Only include one-time project costs in this row. Recurring, project-related PDC costs are included in CBA Form 1A.	Data Center Services - One Time Costs	PDC Category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	Primary Data Center Managed Services	Data Center Services	G/A Strategic Education Initiatives	\$ 914,161	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 914,161
22	Other services not included in other categories.	Other Services	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23	Include costs for non-PDC equipment required by the project and the proposed solution (detail)	Equipment	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25	Other project expenses not included in other categories.	Other Expenses	G/A Strategic Education Initiatives	\$ 33,987	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,987
26	Advances and Expenditures	Districts	G/A Strategic Education Initiatives	\$ 6,243,434	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,243,434
27	Advances and Expenditures	Florida Colleges	G/A Strategic Education Initiatives	\$ 342,009	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 342,009
28	Advances and Expenditures	Universities	G/A Strategic Education Initiatives	\$ 4,691,694	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,691,694
29				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	NOTE:			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
31	Current & Previous Years Project Related Costs in Column D are reported for fiscal years 2012-13 and 2013-14.			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
32	Existing program costs for the functionally accomplished by this project are zero, as the Department does not have the functionality.			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
33				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
34				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
35	Total			\$ 22,228,915	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 22,228,915

CBAForm 2 - Project Cost Analysis

Agency <u>                    Education                    </u>	Project <u>                    Teacher Standards Instructional Tool (C                    </u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	\$0	\$0	\$0	\$0	\$0	\$22,228,915
CUMULATIVE PROJECT COSTS <small>(Includes Current &amp; Previous Years' Project-Related Costs)</small>	\$22,228,915	\$22,228,915	\$22,228,915	\$22,228,915	\$22,228,915	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> Specify	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE INVESTMENT	\$0	\$0	\$0	\$0	\$0	\$0

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	Confidence Level		
Order of Magnitude	Confidence Level		
Placeholder	Confidence Level		

Cost Benefit Analysis  
CBA Form 3 - Project Investment Summary

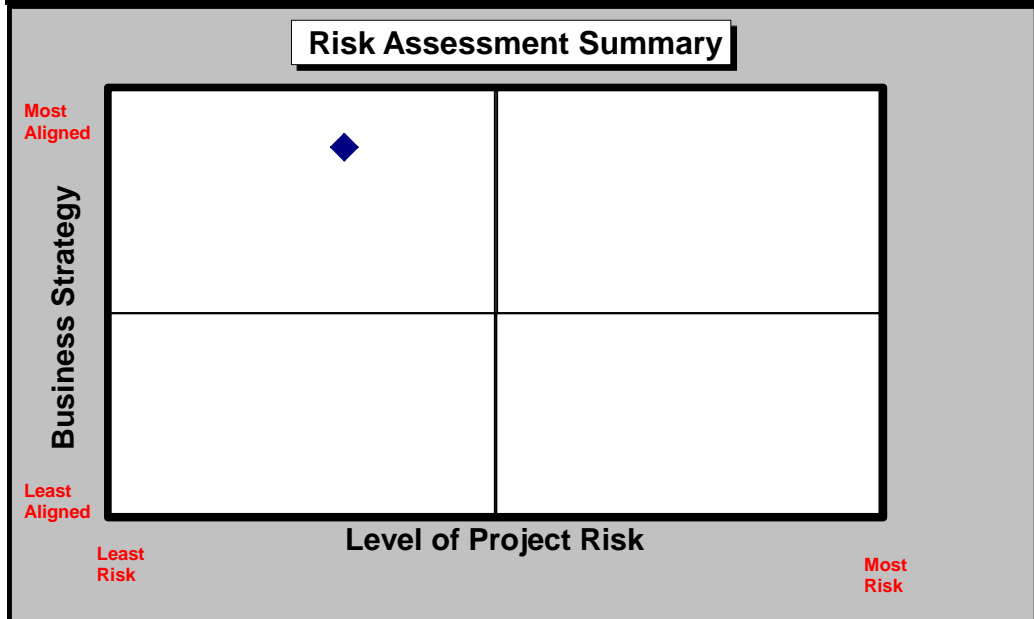
Agency	Education	Project	er Standards Instructional T
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COST BENEFIT ANALYSIS -- CBA Form 3A						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	TOTAL FOR ALL YEARS
Project Cost	\$0	\$0	\$0	\$0	\$0	\$22,228,915
Net Tangible Benefits	(\$1,962,999)	\$0	\$0	\$0	\$0	(\$1,962,999)
Return on Investment	(\$24,191,914)	\$0	\$0	\$0	\$0	(\$24,191,914)
Year to Year Change in Program Staffing	0	0	0	0	0	

RETURN ON INVESTMENT ANALYSIS -- CBA Form 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)	(\$23,731,522)	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 -- CBA Form 3C					
Fiscal Year	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

<b>Project</b>	<i>Florida's Teacher Standards Instructional Tool (CPALMS)</i>	
<b>Agency</b>	<i>Department of Education</i>	
<b>FY 2014-15 LBR Issue Code:</b>	<b>FY 2014-15 LBR Issue Title:</b>	
<i>3007250</i>	<i>State Standard Tools-Continuation of</i>	
<b>Risk Assessment Contact Info (Name, Phone #, and E-mail Address):</b>		
<i>Paul Munyon ----- (850) 570-4371 ----- paul.munyon@fldoe.org</i>		
<b>Executive Sponsor</b>	<i>Mary Jane Tappen</i>	
<b>Project Manager</b>	<i>Wayne Crawford</i>	
<b>Prepared By</b>	<i>Paul Munyon</i>	<i>9/30/2013</i>



<b>Project Risk Area Breakdown</b>	
<b>Risk Assessment Areas</b>	<b>Risk Exposure</b>
Strategic Assessment	<b>MEDIUM</b>
Technology Exposure Assessment	LOW
Organizational Change Management Assessment	LOW
Communication Assessment	LOW
Fiscal Assessment	LOW
Project Organization Assessment	<b>MEDIUM</b>
Project Management Assessment	LOW
Project Complexity Assessment	<b>HIGH</b>
<b>Overall Project Risk</b>	<b>MEDIUM</b>

Agency: Department of Education

Project: Florida's Teacher Standards Instructional Tool (CPALMS)

Section 1 -- Strategic Area			
#	Criteria	Values	Answer
1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
		41% to 80% -- Some objectives aligned	
		81% to 100% -- All or nearly all objectives aligned	
1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
		Informal agreement by stakeholders	
		Documented with sign-off by stakeholders	
1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings
		Most regularly attend executive steering committee meetings	
		Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is completely documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
		Changes unknown	
		Changes are identified in concept only	
		Changes are identified and documented	
		Legislation or proposed rule change is drafted	
1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Some
		Some	
		All or nearly all	
1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Extensive external use or visibility
		Moderate external use or visibility	
		Extensive external use or visibility	
1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Multiple agency or state enterprise visibility
		Single agency-wide use or visibility	
		Use or visibility at division and/or bureau level only	
1.10	Is this a multi-year project?	Greater than 5 years	Between 1 and 3 years
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: Department of Education

Project: Florida's Teacher Standards Instructional Tool (CPALMS)

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technology in a production environment?	Read about only or attended conference and/or vendor presentation	Supported production system 6 months to 12 months
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
		Installed and supported production system more than 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	Internal resources have sufficient knowledge for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	All or nearly all alternatives documented and considered
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
		Moderate infrastructure change required	
		Extensive infrastructure change required	
		Complete infrastructure replacement	
2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
		Capacity requirements are defined only at a conceptual level	
		Capacity requirements are based on historical data and new system design specifications and performance requirements	

Agency: Department of Education

Project: Florida's Teacher Standards Instructional Tool (CPALMS)

Section 3 -- Organizational Change Management Area			
#	Criteria	Values	Answer
3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
		Moderate changes to organization structure, staff or business processes	
		Minimal changes to organization structure, staff or business processes structure	
3.02	Will this project impact essential business processes?	Yes	No
		No	
3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	81% to 100% -- All or nearly all processes defined and documented
		41% to 80% -- Some process changes defined and documented	
		81% to 100% -- All or nearly all processes defined and documented	
3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
		No	
3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
		1% to 10% FTE count change	
		Less than 1% FTE count change	
3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
		1 to 10% contractor count change	
		Less than 1% contractor count change	
3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with similar change requirements
		Recently completed project with fewer change requirements	
		Recently completed project with similar change requirements	
		Recently completed project with greater change requirements	

Agency: Agency Name

Project: Project Name

Section 4 -- Communication Area			
#	Criteria	Value Options	Answer
4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
		No	
4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
		Routine feedback in Plan	
		Proactive use of feedback in Plan	
4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	All or nearly all messages are documented
		Some key messages have been developed	
		All or nearly all messages are documented	
4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	All or nearly all messages have success measures
		Success measures have been developed for some messages	
		All or nearly all messages have success measures	
4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
		No	



Agency: Department of Education Project: Florida's Teacher Standards Instructional Tool (CPALMS)

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$500K and \$1,999,999
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	No
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Not applicable
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	All or nearly all project benefits have been identified and validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have reviewed and approved the proposed procurement strategy
		Stakeholders have not been consulted re: procurement strategy	
		Stakeholders have reviewed and approved the proposed procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	
5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
		Just-in-time purchasing of hardware and software is documented in the project schedule	
5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager assigned is not the procurement manager or the project manager
		Contract manager is the procurement manager	
		Contract manager is the project manager	
		Contract manager assigned is not the procurement manager or the project manager	
5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
		Some selection criteria and outcomes have been defined and documented	
		All or nearly all selection criteria and expected outcomes have been defined and documented	
5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
		Multi-stage evaluation not planned/used for procurement	
		Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
		No, bid response did/will not require proof of concept or prototype	
		Yes, bid response did/will include proof of concept or prototype	
		Not applicable	

Agency: Department of Education

Project: Florida's Teacher Standards Instructional Tool (CPALMS)

Section 6 -- Project Organization Area			
#	Criteria	Values	Answer
6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
		No	
6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
		Some have been defined and documented	
		All or nearly all have been defined and documented	
6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	System Integrator (contractor)
		Agency	
		System Integrator (contractor)	
6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	3 or more
		2	
		1	
6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
		Some or most staff roles and responsibilities and needed skills have been identified	
		Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
		No, project manager is assigned 50% or less to project	
		No, project manager assigned more than half-time, but less than full-time to project	
		Yes, experienced project manager dedicated full-time, 100% to project	
6.07	Are qualified project management team members dedicated full-time to the project	None	No, business, functional or technical experts dedicated more than half-time but less than full-time to project
		No, business, functional or technical experts dedicated 50% or less to project	
		No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
		Yes, business, functional or technical experts dedicated full-time, 100% to project	
6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Few or no staff from in-house resources
		Half of staff from in-house resources	
		Mostly staffed from in-house resources	
		Completely staffed from in-house resources	
6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Minimal or no impact
		Moderate impact	
		Extensive impact	
6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
		No	
6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
		No, only IT staff are on change review and control board	
		No, all stakeholders are not represented on the board	
		Yes, all stakeholders are represented by functional manager	

Agency: Department of Education Project: Florida's Teacher Standards Instructional Tool (CPALMS)

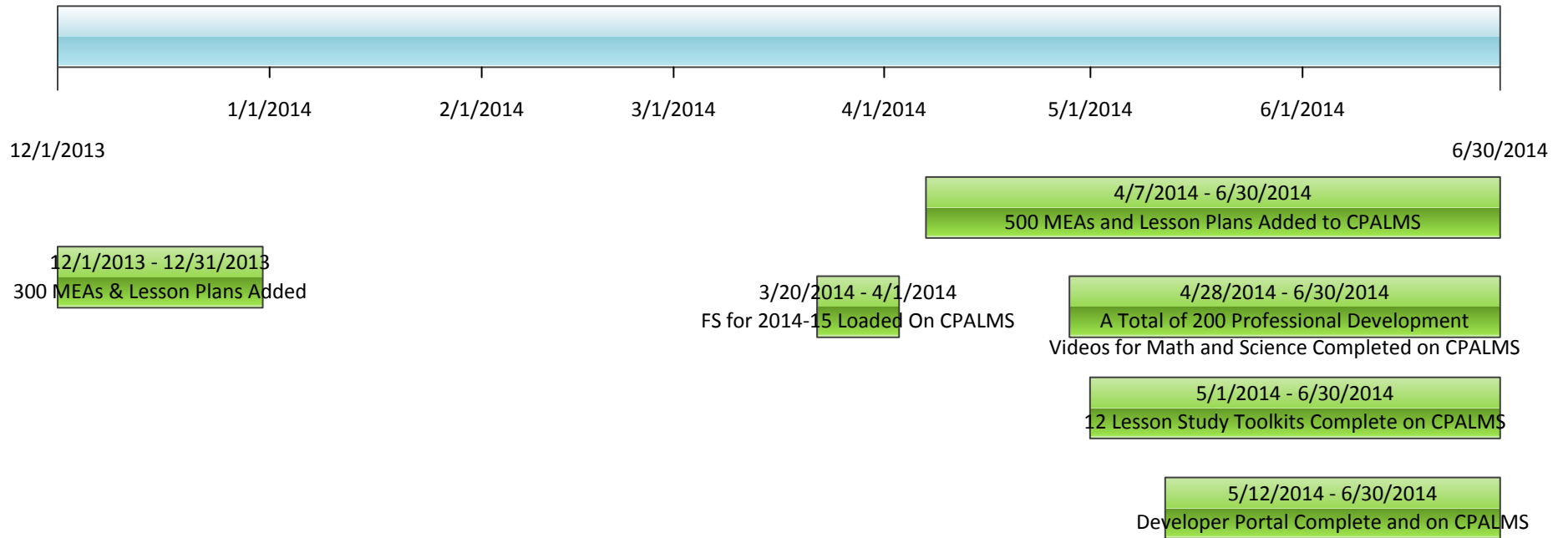
Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
		Project Management team will use the methodology selected by the systems integrator	
		Yes	
7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
		1-3	
		More than 3	
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
		Some	
		All or nearly all	
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	All or nearly all deliverables and acceptance criteria have been defined and documented
		Some deliverables and acceptance criteria have been defined and documented	
		All or nearly all deliverables and acceptance criteria have been defined and documented	
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	81% to 100% -- All or nearly all have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
		No	
7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
		No	
7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
		Project team uses formal processes	
		Project team and executive steering committee use formal status reporting processes	
7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
		Some templates are available	
		All planning and reporting templates are available	
7.14	Has a documented Risk Management Plan been approved for this project?	Yes	Yes
		No	
7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	All known risks and mitigation strategies have been defined
		Some have been defined and documented	
		All known risks and mitigation strategies have been defined	
7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
		No	

Agency: Department of Education

Project: Florida's Teacher Standards Instructional Tool (CPALMS)

Section 8 -- Project Complexity Area			
#	Criteria	Values	Answer
8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
		More complex	
		Similar complexity	
		Less complex	
8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	3 sites or fewer
		3 sites or fewer	
		More than 3 sites	
8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
		1 to 3 external organizations	
		More than 3 external organizations	
8.05	What is the expected project team size?	Greater than 15	5 to 8
		9 to 15	
		5 to 8	
		Less than 5	
8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
		2 to 4	
		1	
		None	
8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Statewide or multiple agency business process change
		Agency-wide business process change	
		Statewide or multiple agency business process change	
8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	No
		No	
8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
		Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
		Business Process Reengineering	
		Combination of the above	
8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	
8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Similar size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	

# SCHEDULE IV-B FOR SS INSTRUCTIONAL TOOL FOR TEACHERS (CPALMS) 2014



Appendix C Inventory  
FS Instructional Tool for Teachers

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive name
ECS-PING174	Microsoft Windows Server 2008 R2 Standard x64	6.1.7601	Service Pack 1	C:\Windows	ECS-PING174	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096	51MB	Drive C: (Physical Disk) FileSystem: NTFS Used: 16.87GB Total: 50.00GB
ECS-PCPLMSQL03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge M710HD	CPU Chip Count: 2 CPU Core Count: 12 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores)	196608	133MB	Drive Q: (Physical Disk) FileSystem: NTFS Used: 44.43MB Total: 1021.00MB, Drive T: (Physical Disk) FileSystem: NTFS Used: 37.42MB Total: 1.10GB, Drive L: (Physical Disk) FileSystem: NTFS Used: 43.15GB Total: 250.00GB, Drive M: (Physical Disk) FileSystem: NTFS Used: 810.88MB Total: 75.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 244.96GB Total: 278.78GB, Drive S: (Physical Disk) FileSystem: NTFS Used: 230.68GB Total: 500.00GB
ECS-TCPLMSQL03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65587	127MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 304.95GB Total: 512.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 98.31GB Total: 149.90GB
ECS-PCPLMSQL04	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge M710HD	CPU Chip Count: 2 CPU Core Count: 12 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores)	196608	85MB	Drive C: (Physical Disk) FileSystem: NTFS Used: 225.03GB Total: 278.78GB
ECS-PCPLMCACH01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65587	97MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 97.57MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 79.25GB Total: 149.90GB
ECS-PCPLMWEB02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65587	99MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 74.24GB Total: 1024.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 127.94GB Total: 149.90GB
ECS-TCPLMWEB01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65587	183MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 266.59GB Total: 1024.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 138.03GB Total: 149.90GB

Appendix C Inventory  
FS Instructional Tool for Teachers

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive name
ECS-PCPLMWEB01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65587	128MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 3.97GB Total: 1023.87GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 94.52GB Total: 149.90GB
ECS-TCPLMCACH01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows		VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768	50MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 97.57MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 47.13GB Total: 149.90GB
ECS-PCPLMWEB03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65587	100MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 39.22GB Total: 1024.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 80.14GB Total: 149.90GB
ECS-PING188	Microsoft Windows Server 2008 R2 Standard x64	6.1.7601	Service Pack 1	C:\Windows	ECS-PING188	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096	51MB	Drive C: (Physical Disk) FileSystem: NTFS Used: 18.63GB Total: 50.00GB
ECS-PCPLMMAIL01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	4096	55MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 97.57MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 22.44GB Total: 149.90GB
ECS-PCPLMMED01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	16384	70MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 116.99MB Total: 750.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 33.67GB Total: 149.90GB

Appendix C Inventory  
 FS Instructional Tool for Teachers

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive name
ECS-PCPLMMED02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	16384	51MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 113.20MB Total: 750.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 30.98GB Total: 149.90GB
ECS-TCPLMWEB02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	65587	55MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 118.51GB Total: 1024.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 82.86GB Total: 149.90GB
ECS-TCPLMMED01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	32768	50MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 113.20MB Total: 750.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 47.26GB Total: 149.90GB



## Project Task List

### B.2.1 / B.2.2.a / B.5.2 - Instructional Tool for Teachers

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
1	RTTT Instructional Tool for Teachers	In Progress	58%	2/7/11	6/3/14
2	Draft Project Charter	Completed	100%	2/21/11	3/7/11
3	Present to DOC for approval	Completed	100%	2/21/11	2/21/11
4	Submit to SPDO	Completed	100%	2/21/11	2/21/11
5	Present to PMOC for approval	Completed	100%	3/1/11	3/1/11
6	Budget Officer approve OCA codes for milestones	Completed	100%	3/1/11	3/1/11
7	Comptroller establishes FLAIR title	Completed	100%	3/1/11	3/1/11
8	Project initiated in Daptiv	Completed	100%	3/7/11	3/7/11
9	Explore	Completed	100%	2/7/11	2/28/11
10	Draft Business Case	Completed	100%	2/7/11	2/7/11
11	Submit to SPDO	Completed	100%	2/21/11	2/21/11
12	Present to PMOC for approval	Completed	100%	2/28/11	2/28/11
13	PM Tasks	In Progress	54%	3/1/11	6/3/14
14	Develop RFP	Completed	100%	3/1/11	5/5/11
15	Draft RFP	Completed	100%	3/1/11	3/1/11
16	Approval of RFP	Completed	100%	4/22/11	4/22/11
17	RFP Posted/Released	Completed	100%	5/5/11	5/5/11
18	Review of Proposals	Completed	100%	5/11/11	9/28/11
19	Identify Reviewers	Completed	100%	5/11/11	5/11/11
20	Approval of Review Team	Completed	100%	6/3/11	6/3/11
21	Complete Reviewers Training on Evaluation Process	Completed	100%	6/3/11	6/3/11
22	Begin Evaluation of Proposals	Completed	100%	7/28/11	7/28/11
23	Submit Recommendations for Prioritized Funding	Completed	100%	8/5/11	8/5/11
24	Approval of Project Award Notification	Completed	100%	8/26/11	8/26/11
25	Project Identified for Award (DOE 200 Signed - Grant Issued)	Completed	100%	8/31/11	8/31/11
26	Contract Execution	Completed	100%	9/28/11	9/28/11
27	Identify Project Dependencies	Completed	100%	10/31/11	3/19/12
28	Internal to RTTT	Completed	100%	1/31/12	1/31/12
29	External within DOE	Completed	100%	10/31/11	3/19/12
30	Develop Quality Management Plan	Completed	100%	10/10/11	12/29/11
31	Establish quality metrics to measure outcome success	Completed	100%	10/10/11	12/13/11
32	Establish achievement goals	Completed	100%	12/21/11	12/29/11
33	Develop Quality program to measure performance	Completed	100%	12/12/11	12/16/11
34	Risk Development	Not Started	0%	3/29/13	6/3/14
35	Determine Project Risks	Not Started	0%	3/29/13	5/30/14
36	Validate Risks with Project Sponsor	Not Started	0%	6/2/14	6/2/14
37	Enter Risks in Daptiv	Not Started	0%	6/3/14	6/3/14
38	Develop Communication Plan	Completed	100%	1/23/12	4/1/13
39	Build Communication Plan	Completed	100%	1/23/12	9/25/12
40	Coordinate Plan with Lead, PMO and Director Communication	Completed	100%	3/29/13	4/1/13
41	Year 2 Application and Award	Completed	100%	7/2/12	7/2/12
42	Award for Year 2 Issued (DOE 200 signed)	Completed	100%	7/2/12	7/2/12
43	Define Tasks for Year 2	Completed	100%	5/3/12	7/20/12
44	Draft of Tasks and Milestones Due to FDOE	Completed	100%	5/3/12	7/17/12
45	Annual Meeting FCR-STEM/FDOE to Finalize Tasks and Milestones for Year 2	Completed	100%	7/20/12	7/20/12
46	Project Execution	Completed	100%	10/10/11	6/30/14
47	FSU General Tasks	Completed	100%	10/10/11	1/17/12
48	Issue subcontracts to partners	Completed	100%	10/10/11	1/3/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
49	Sciberus	Completed	100%	10/10/11	1/3/12
50	WestEd	Completed	100%	10/10/11	1/3/12
51	AAAS	Completed	100%	10/10/11	1/3/12
52	Purdue University	Completed	100%	10/10/11	1/3/12
53	Subcontracts Issued	Completed	100%	1/17/12	1/17/12
54	Establish the Advisory Panels	Completed	100%	10/10/11	6/30/14
55	User Advisory Panel	Completed	100%	10/10/11	1/3/12
56	District Representative Panel	Completed	100%	10/10/11	1/3/12
57	Expert Review and Advisory Panel	Completed	100%	10/10/11	1/3/12
58	Advisory Panel Established	Completed	100%	1/17/12	1/17/12
59	Annual meetings with each of the panels - total of three	Not Started	0%	12/31/12	6/30/14
60	2012 Annual Advisory Meeting	Completed	100%	12/31/12	12/31/12
61	2013 Annual Advisory Meeting	Completed	100%	12/30/13	12/30/13
62	2014 Annual Advisory Meeting	Not Started	0%	6/30/14	6/30/14
63	Quarterly Project Reports - Includes information on all * tasks	Not Started	0%	1/13/12	6/30/14
64	December 2011 Report	Completed	100%	1/13/12	1/13/12
65	March 2012 Report	Completed	100%	4/13/12	4/13/12
66	June 2012 Report	Completed	100%	7/13/12	7/13/12
67	September 2012 Report	Completed	100%	10/12/12	10/12/12
68	December 2012 Report	Completed	100%	1/11/13	1/11/13
69	March 2013 Report	Completed	100%	4/12/13	4/12/13
70	June 2013 Report	Completed	100%	7/12/13	7/12/13
71	September 2013 Report	Not Started	0%	10/11/13	10/11/13
72	December 2013 Report	Not Started	0%	1/10/14	1/10/14
73	March 2014 Report	Not Started	0%	4/11/14	4/11/14
74	June 2014 Report	Not Started	0%	6/30/14	6/30/14
75	Resource and Information Development Tasks	In Progress	74%	2/1/11	8/8/14
76	Common Core State Standards - Cognitive Complexity Rating	Completed	100%	10/10/11	7/23/12
77	Develop the CCSS rating workshop plan and timeline	Completed	100%	10/10/11	1/3/12
78	Rating workshops	Completed	100%	1/3/12	7/20/12
79	CCSS Cognitive Complexity Ratings Complete on CPALMS	Completed	100%	7/23/12	7/23/12
80	Develop progression maps for the CCSS	In Progress	73%	10/10/11	6/30/14
81	Develop the workshop plan to create the maps	Completed	100%	10/10/11	5/31/12
82	Science Learning Progression Maps (K-12 maps)	Not Started	0%	1/2/14	6/16/14
83	Science Learning Progression Maps Approved Grades K-12 on CPALMS	Not Started	0%	6/30/14	6/30/14
84	Math Learning Progression Maps (K-12)	Completed	100%	6/1/12	9/17/12
85	Math Learning Progression Maps Approved Grades K-12 on CPALMS	Completed	100%	10/1/12	10/1/12
86	Reading/Language Arts Learning Progression Maps (K-12)	Completed	100%	6/1/12	9/17/12
87	Reading/Language Arts Learning Progression Maps Approved Grades K-12 on CPALMS	Completed	100%	10/1/12	10/1/12
88	Lesson Plan Development*	In Progress	85%	2/1/11	6/30/14
89	Statewide Integrated Lesson Plan Development Program	Completed	100%	2/1/11	12/31/13
90	Development of an operational plan and timeline of local workshops	Completed	100%	1/10/12	4/4/12
91	Integrated Lesson Plan Workshops scheduled	Completed	100%	4/6/12	4/6/12
92	Add 2,200 - 2,500 lesson plans and other instructional and educational resources	Completed	100%	2/1/11	11/26/13
93	Approximately 1,100 lesson plans and other educational resources submitted, vetted, and added to CPALMS during the past 18 months	Completed	100%	12/31/12	12/31/12
94	Approximately 1,100 lesson plans and other educational resources submitted, vetted, and added to CPALMS during the past 18 months	Completed	100%	12/31/13	12/31/13
95	STEM Enriched Model-Eliciting Activities and Lesson Plan Development Program*	In Progress	63%	6/4/12	6/30/14
96	Recruit and select the five regions that will have the CPALMS resident engineering teachers	Completed	100%	6/4/12	1/28/13

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
97	Identify Five Regions with Resident Engineering Teachers for CPALMS	Completed	100%	1/29/13	1/29/13
98	Train the district teachers on the MEA process	Completed	100%	1/29/13	2/28/13
99	Add 500-800 MEAs and lesson plans	In Progress	44%	2/1/13	6/30/14
100	No less than 50 MEAs and lesson plans have been added to CPALMS	Completed	100%	6/28/13	6/28/13
101	Approximately 300 MEAs and lesson plans added to CPALMS	Not Started	0%	12/31/13	12/31/13
102	A total of no less than 500 MEAs and lesson plans have been added to CPALMS	Not Started	0%	6/30/14	6/30/14
103	Lesson Study Toolkit Development*	In Progress	72%	10/10/11	6/30/14
104	Research and define the toolkit template	Completed	100%	10/10/11	1/3/12
105	Toolkit development plan	Completed	100%	10/10/11	1/3/12
106	Lesson Study Toolkit Plan Developed	Completed	100%	1/17/12	1/17/12
107	Developing 12 toolkits	In Progress	60%	1/3/12	6/30/14
108	Draft of first Lesson Study Toolkit developed	Completed	100%	1/3/12	7/3/12
109	First Lesson Study Toolkit Approved by FDOE	Completed	100%	8/30/12	8/30/12
110	No less than 6 Lesson Study Toolkits complete and on CPALMS	Completed	100%	6/28/13	6/28/13
111	12 Lesson Study Toolkits complete on CPALMS	Not Started	0%	6/30/14	6/30/14
112	Resource Reviews and Feedback*	In Progress	68%	10/10/11	8/8/14
113	Recruit and train the peer reviewers throughout the state and throughout the project	In Progress	68%	10/10/11	8/8/14
114	Provide continuous subject matter expert reviews for instructional resources	In Progress	68%	10/10/11	8/8/14
115	Mini video Professional Development resources	In Progress	47%	2/18/13	6/30/14
116	Build mini videos for math and science PD	In Progress	47%	2/18/13	6/30/14
117	Approximately 50 math and science videos for PD (mostly grades 6-12) complete and on CPALMS	Completed	100%	6/28/13	6/28/13
118	A Total of 200 Professional Development Videos for Math and Science (Mostly Grades 6-12) Complete and on CPALMS	Not Started	0%	6/30/14	6/30/14
119	Software, Tool Development, and Network/Hardware Setup Tasks	In Progress	91%	9/15/11	7/9/14
120	Upgrade from .NET 2.0 to 4.0 Framework	Completed	100%	10/10/11	1/3/12
121	Software development and testing	Completed	100%	10/10/11	1/3/12
122	Integrate Common Core State Standards	Completed	100%	10/10/11	8/1/12
123	Establish the structure and numbering system	Completed	100%	10/10/11	10/25/11
124	Develop the system specifications and requirements	Completed	100%	10/10/11	10/31/11
125	Software development and testing	Completed	100%	11/1/11	11/30/11
126	Integration of CCSS on CPALMS Complete	Completed	100%	12/8/11	12/8/11
127	Integrate the Cognitive Complexity rating tool with the CCSS	Completed	100%	2/1/12	8/1/12
128	Revise all standards-related tools to include the CCSS	Completed	100%	12/1/11	3/7/12
129	Resource authoring and recommendation tools	Completed	100%	12/1/11	2/29/12
130	Export and download services	Completed	100%	12/1/11	2/29/12
131	Reporting services	Completed	100%	12/1/11	2/29/12
132	QuickConnect Suite	Completed	100%	12/1/11	2/29/12
133	Web Services	Completed	100%	12/1/11	2/29/12
134	Revisions to standard-related tools on CPALMS to include CCSS complete	Completed	100%	3/7/12	3/7/12
135	Course Directory and Descriptions	Completed	100%	10/10/11	5/1/14
136	Course description - integration of the CCSS	Completed	100%	10/10/11	4/1/14
137	Develop the system specifications and requirements	Completed	100%	10/10/11	11/30/11
138	Software development and testing	Completed	100%	12/1/11	1/3/12
139	Load all the new and approved course descriptions	Completed	100%	1/3/12	6/1/12
140	Approved course descriptions aligned to CCSS for 2012-13 loaded in CPALMS	Completed	100%	6/4/12	6/4/12
141	Approved course descriptions "blended" CCSS/NGSSS for 2013-14 loaded on CPALMS	Completed	100%	4/1/13	4/1/13
142	Approved course descriptions full implementation of CCSS for 2014-15 loaded on CPALMS	Not Started	0%	4/1/14	4/1/14
143	Development of the Course Code Directory	Completed	100%	1/3/12	8/2/12
144	Develop the system specifications and requirements	Completed	100%	1/3/12	4/16/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
145	Software development and testing	Completed	100%	4/17/12	7/20/12
146	Migration of data from current to new system	Completed	100%	7/2/12	8/1/12
147	Course Code Directory Integrated into New System	Completed	100%	8/2/12	8/2/12
148	Integrate course versioning and historical archiving for the CCD	Completed	100%	6/1/12	6/7/13
149	Develop the system specifications and requirements	Completed	100%	6/1/12	1/9/13
150	Software development and testing	Completed	100%	1/2/13	6/6/13
151	Integration /Archiving of CCD with multiple versions complete	Completed	100%	6/7/13	6/7/13
152	Integrate CCD Section 4 ESE Course Descriptions into CPALMS	Completed	100%	8/31/12	8/31/12
153	Integrate CCD Section 5 CTE Course Descriptions into CPALMS	Completed	100%	8/30/13	8/30/13
154	Integrate CCD Section 6 Adult Gen Ed Course Descriptions into CPALMS	Completed	100%	4/1/14	4/1/14
155	Integrate CCD Section 2 Admin., Curr., Serv. Assignments Course Listing into CPALMS	Not Started	0%	2/3/14	2/3/14
156	Integrate CCD Section 1 Narrative into CPALMS	Not Started	0%	5/1/14	5/1/14
157	Upgrade Course Building Tool to Allow for Collaboration Across the State	Completed	100%	4/1/13	4/1/13
158	SmartSpot Mapping Tool Integration	Completed	100%	10/10/11	7/18/12
159	Develop the requirements and settings for the integration of the software	Completed	100%	10/10/11	1/3/12
160	Integrate and test the mapping tool with CPALMS	Completed	100%	1/3/12	4/3/12
161	Release the tool for CPALMS users	Completed	100%	7/2/12	7/17/12
162	Smart Spot Mapping tool Integration Complete on CPALMS	Completed	100%	7/18/12	7/18/12
163	Lesson Study Toolkit authoring and review systems	Completed	100%	10/10/11	7/23/12
164	Develop the system specifications and requirements	Completed	100%	10/10/11	2/29/12
165	Software development and testing	Completed	100%	3/1/12	7/23/12
166	Release the tool for CPALMS users	Completed	100%	7/2/12	7/17/12
167	Lesson Study toolkit Review System Complete on CPALMS	Completed	100%	7/18/12	7/18/12
168	Model Eliciting Activities (MEA) Builder tool and review systems	Completed	100%	1/3/12	7/17/12
169	Develop the system specifications and requirements	Completed	100%	1/3/12	4/30/12
170	Software development and testing	Completed	100%	5/1/12	7/2/12
171	Release the tool for CPALMS users	Completed	100%	7/2/12	7/16/12
172	MEA Builder Tool and Review System Complete and on CPALMS	Completed	100%	7/17/12	7/17/12
173	Mini Video Professional Development System	Completed	100%	7/2/12	2/18/13
174	Develop the system specifications and requirements	Completed	100%	7/2/12	10/3/12
175	Software development and testing	Completed	100%	10/1/12	2/8/13
176	Release the tool for CPALMS users	Completed	100%	2/1/13	2/15/13
177	Professional Development Video System Complete and on CPALMS	Completed	100%	2/18/13	2/18/13
178	User Review and Rating system	Completed	100%	7/2/12	4/16/13
179	Develop the system specifications and requirements	Completed	100%	7/2/12	11/2/12
180	Software development and testing	Completed	100%	11/1/12	4/9/13
181	Release the tool for CPALMS users	Completed	100%	4/1/13	4/15/13
182	User Review and Rating System Complete on CPALMS	Completed	100%	4/16/13	4/16/13
183	Expert Webinar Series	Completed	100%	1/4/13	7/17/13
184	Develop the system specifications and requirements	Completed	100%	1/4/13	4/2/13
185	Software development and testing	Completed	100%	4/2/13	6/28/13
186	Release the tool for CPALMS users	Completed	100%	7/1/13	7/16/13
187	Ask an Expert tool complete on CPALMS	Completed	100%	7/17/13	7/17/13
188	Integration with the iCPALMS platform and APPs	Completed	100%	3/1/12	9/6/12
189	Migrate resource submission and review data to the iCPALMS review system and resource submissions	Completed	100%	3/1/12	9/5/12
190	Migrate the standards management section	Completed	100%	3/1/12	9/5/12
191	Migrate user information to iCPALMS	Completed	100%	3/1/12	9/5/12
192	Migrate course management system	Completed	100%	3/1/12	9/5/12
193	Migrate the standards reports	Completed	100%	3/1/12	9/5/12

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
194	Migrate the data from the review system in CPALMS to the review system in iCPALMS	Completed	100%	3/1/12	9/5/12
195	Migrate the data from the resource submissions on CPALMS to the resource submission system on iCPALMS	Completed	100%	3/1/12	9/5/12
196	Integration of iCPALMS and Standards Instructional Tool complete	Completed	100%	9/6/12	9/6/12
197	Integration with the Single Sign-on System	Completed	100%	7/2/12	7/9/14
198	Integrate with the Single Sign-on System after the technical details are published and provided by the DOE	Completed	100%	7/2/12	7/8/14
199	Integration with Single Sign-on complete	Completed	100%	7/9/14	7/9/14
200	eNewsletter System	Completed	100%	10/10/11	3/14/12
201	Develop the system specifications and requirements	Completed	100%	10/10/11	11/25/11
202	Software development and testing	Completed	100%	11/1/11	2/29/12
203	eNewsletter System established on CPALMS	Completed	100%	3/14/12	3/14/12
204	Developer Portal and API (Web Services)	In Progress	33%	1/2/13	6/30/14
205	Develop the system specifications and requirements	Completed	100%	1/2/13	6/27/13
206	Software development and testing	Not Started	0%	8/1/13	1/31/14
207	Released to developers	Not Started	0%	1/2/14	6/30/14
208	Developer Portal Complete and on CPALMS	Not Started	0%	6/30/14	6/30/14
209	Reporting System	Completed	100%	5/1/12	3/13/13
210	Develop the system specifications and requirements	Completed	100%	5/1/12	9/5/12
211	Software development and testing	Completed	100%	9/4/12	3/12/13
212	Reporting System Complete on CPALMS	Completed	100%	3/13/13	3/13/13
213	Continuous software maintenance and updates*	In Progress	72%	9/15/11	6/30/14
214	software updates to maintain the code base to the newer versions and to conform to new web standards	In Progress	72%	9/15/11	6/30/14
215	Network and Hardware Setup	Completed	100%	10/10/11	4/30/12
216	Create the list of hardware/software requirements and a network design	Completed	100%	10/10/11	11/25/11
217	DOE Approves Network Hardware Setup plan	Completed	100%	11/1/11	11/30/11
218	NWRDC Purchasing and setting up the equipment according to the final plan	Completed	100%	12/1/11	1/31/12
219	Hardware setup at NWRDC complete	Completed	100%	2/7/12	2/7/12
220	Migrating CPALMS to the new system at the NWRDC	Completed	100%	2/1/12	4/27/12
221	Migration of CPALMS to NWRDC System Complete	Completed	100%	4/30/12	4/30/12
222	??? (Not part of original RTTT project) Integrate NEFEC Learning Goals Development Tools into CPALMS	Completed	100%	4/1/13	4/1/13
223	Support, Dissemination and Partnership Tasks	In Progress	69%	10/10/11	8/8/14
224	Partnership programs*	In Progress	66%	7/2/12	6/30/14
225	Pre-Service Teacher Integration	In Progress	79%	7/2/12	6/30/14
226	Higher Education and Research Community Integration	In Progress	61%	7/2/12	6/30/14
227	Practicing Professionals and Organizations Integrations	In Progress	61%	7/2/12	6/30/14
228	District Integration and Partnership	In Progress	62%	7/2/12	6/30/14
229	Professional development modules*	In Progress	82%	10/10/11	6/30/14
230	Develop a professional development module for theSMARTSPOT Mapping Tool for creating the interactive learning progressions	Completed	100%	1/3/12	6/1/12
231	SMARTSPOT Mapping Tool PD on CPALMS	Completed	100%	6/1/12	6/1/12
232	Develop a professional development module for buiding lessons study toolkits	Completed	100%	7/16/12	8/31/12
233	Lesson Study Toolkit Builder PD on CPALMS	Completed	100%	8/31/12	8/31/12
234	Develop PD module on Norman Webb's cognitive complexity ratings, usability and their meaning	Completed	100%	1/3/12	12/31/12
235	Webb's Cognitive Complexity PD on CPALMS	Completed	100%	12/31/12	12/31/12
236	Development of tutorials and training modules on the website	In Progress	71%	10/10/11	6/30/14
237	Tutorials and Training Modules on How to Use CPALMS Tools available on CPALMS	Not Started	0%	6/30/14	6/30/14
238	CPALMS Conference	In Progress	60%	7/2/12	6/30/14

## Project Task List

Number	Indent	Task Status	Percent Complete	Planned Start	Planned Finish
239	Year 1 Conference Planning	Completed	100%	7/2/12	11/5/12
240	2012 CPALMS Conference	Completed	100%	12/31/12	12/31/12
241	Year 2 Conference Planning	In Progress	63%	7/2/13	11/5/13
242	2013 CPALMS Conference	Not Started	0%	12/30/13	12/30/13
243	Year 3 Conference Planning	Not Started	0%	4/1/14	6/30/14
244	2014 CPALMS Conference	Not Started	0%	6/30/14	6/30/14
245	Dissemination conferences and newsletters*	In Progress	64%	10/10/11	8/8/14
246	Participating in related conferences for deveopment input and/or dissemination	In Progress	64%	10/10/11	8/8/14
247	Quarterly eNewsletters - 11 total	In Progress	64%	10/10/11	8/8/14
248	CPALMS summer internship program	In Progress	81%	6/1/12	6/30/14
249	2012 Prep for IP	Completed	100%	6/1/12	8/1/12
250	2012 Summer Internships Complete (4 interns)	Completed	100%	8/2/12	8/2/12
251	2013 Prep for IP	Completed	100%	6/3/13	8/2/13
252	2013 Summer Internships Complete (4 interns)	Completed	100%	8/5/13	8/5/13
253	2014 Prep for IP	Not Started	0%	6/2/14	6/27/14
254	2014 Summer Internships complete (4 interns)	Not Started	0%	6/30/14	6/30/14
255	CPALMS District Liason mini grants program	In Progress	81%	5/1/12	6/27/14
256	2012 - 30 grants	Completed	100%	5/1/12	9/4/12
257	2012 District Liason mini grants awarded	Completed	100%	9/5/12	9/5/12
258	2013 - 30 grants	Completed	100%	5/1/13	9/4/13
259	2013 District Liason mini grants awarded	Completed	100%	9/5/13	9/5/13
260	2014 - 30 grants	Not Started	0%	5/1/14	6/27/14
261	2014 District Liason mini grants awarded	Not Started	0%	6/27/14	6/27/14
262	Close Out Activities	Not Started	0%	5/5/14	6/30/14
263	Transition Activities	Not Started	0%	5/5/14	6/27/14
264	Overall Lessons Learned	Not Started	0%	5/5/14	6/3/14
265	Develop Plan	Not Started	0%	6/4/14	6/17/14
266	Obtain inputs from users	Not Started	0%	6/18/14	6/24/14
267	Brief DOE	Not Started	0%	6/25/14	6/27/14
268	Obtain approval on Transition Plan	Not Started	0%	6/27/14	6/27/14
269	Close Project	Not Started	0%	6/18/14	6/30/14
270	Final documentation reviewed and approved	Not Started	0%	6/18/14	6/24/14
271	Budget reconciled	Not Started	0%	6/25/14	6/26/14
272	Vendor contracts reviewed	Not Started	0%	6/24/14	6/24/14
273	Project Complete	Not Started	0%	6/30/14	6/30/14



# SCHEDULE IV-B FOR FLORIDA INTERIM ASSESSMENT ITEM BANK AND TEST PLATFORM

For Fiscal Year 2014-15



October 15, 2013

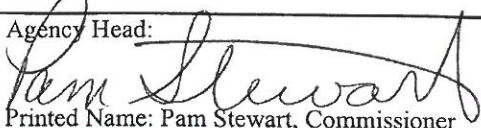
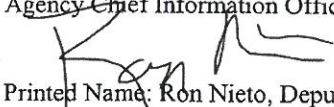
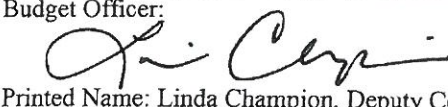


FLORIDA DEPARTMENT OF EDUCATION

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**I. Schedule IV-B Cover Sheet**

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Education	Schedule IV-B Submission Date: October 15, 2013
Project Name: Florida Interim Assessment Item Bank And Test Platform	Is this project included in the Agency's LRPP? _____ Yes <input checked="" type="checkbox"/> No
FY 2014-15 LBR Issue Code: 3007150	FY 2014-15 LBR Issue Title: Continuation of Education Initiatives – Assessments
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): David Stokes, Chief Information Officer, 850-245-9326, david.stokes@fldoe.org	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date: 10/14/13
Agency Chief Information Officer (or equivalent):  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date: 10/15/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date: 10/14/13
Planning Officer:  Printed Name: Holly Edenfield, Race to the Top Coordinator	Date: 10/14/13
Project Sponsor:  Printed Name: Juan Copa, Deputy Commissioner of Accountability, Research, and Measurement	Date: 10/14/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Todd Clark, 850-245-0764, Todd.Clark@fldoe.org
Cost Benefit Analysis:	Todd Clark, 850-245-0764, Todd.Clark@fldoe.org
Risk Analysis:	Todd Clark, 850-245-0764, Todd.Clark@fldoe.org
Technology Planning:	Todd Clark, 850-245-0764, Todd.Clark@fldoe.org
Project Planning:	Todd Clark, 850-245-0764, Todd.Clark@fldoe.org

## General Guidelines

The Schedule IV-B contains more detailed information on information technology (IT) projects than is included in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.

## Documentation Requirements

The type and complexity of an IT project determines the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Solution Description
- Project Management Planning

Compliance with s. 216.023(4)(a)10, F.S. is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed prior to the submission of the document.

Sections of the Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

The revised Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of the Schedule IV-B, agencies should submit their own planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at [IT@LASPBS.STATE.FL.US](mailto:IT@LASPBS.STATE.FL.US). Reference the D-3A issue code and title in the subject line.

## II. Schedule IV-B Business Case – Strategic Needs Assessment

### A. Background and Strategic Needs Assessment

The following two outcomes were part of the Race to the Top Grant (RTTT):

By 2013-2014, interim and formative assessment resources will be available in all Florida schools to support instruction of, and measure student progress in, Florida standards in language arts and mathematics and Next Generation Sunshine State Standards (NGSSS) in other subject areas. (The interim assessment item banks will be available by 2013-2014, and the technology platform is also planned for the 2013-2014 school year.)

By 2013-2014, participating Local Education Agencies (LEA) will administer assessments that measure comparable student performance in core courses in grades 1-3, middle school science and social studies, biology, and two high-incidence high school social studies courses. The Florida Interim Assessment Item Bank and Test Platform provides high-quality, standards-driven interim assessment items and assessments in a technology-based platform. This item bank and test platform will be available at multiple levels to allow for state, district, classroom, and public use.

#### 1. Business Need

The Florida Interim Assessment Item Bank and Test Platform operational integrated system is scheduled to be turned over to the Florida Department of Education (Department) by June 30, 2014. As of July 1, 2014, the Item Bank and Test Platform (IBTP) will be system sustainment. This document provides a sustainability plan to enable the Department to continue to support and maintain the IBTP along with the content developed or licensed for this system beyond the funding period. The plan acknowledges and supports continued access by Florida public school teachers and school districts; continued management of the IBTP; and continued maintenance of the hardware and supporting software. To enable a smooth transition and provide for the IBTP sustainability the Department will need to support:

- IBTP Operational Roles and Responsibilities
- Software and Hardware Licensing Considerations
- Transition Design
- Content Development Management
- Training Materials Transition
- Projected Costs and Recovery Options

#### 2. Business Objectives

The Department will provide LEAs and schools with over 90,000 high-quality interim assessment items, assessments, and item bank and test platforms. As part of this effort, the Department, working with representative groups of educators and other citizens have designed and developed items and an associated review process. The assessment items and assessments will be for K–8 Mathematics, Algebra I, Geometry, and Algebra II; Grades K–12 English/Language Arts; Grades K–8 Science, Biology, Earth/Space Science, Physics, and Chemistry; Grades K–8 Social Studies, U.S. History, World History, U.S. Government, and Economics; and Spanish. The technology-based system will include item banking and test builder capacity, fixed form and adaptive test delivery, and functionality to deliver both online and paper-based assessments. Assessment items will be available for LEA use in academic year 2014–15. Likewise, the full capabilities of the technology platform, including items and assessments, will be available for LEA use in academic year 2014–15.

*NOTE: For IT projects with total cost in excess of \$10 million, the business objectives described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

### B. Baseline Analysis

The purpose of the IBTP project is to provide for a system that allows for the creation, storage, and delivery of interim assessment items and for the analysis of their use and effectiveness. The IBTP accomplishes this by:

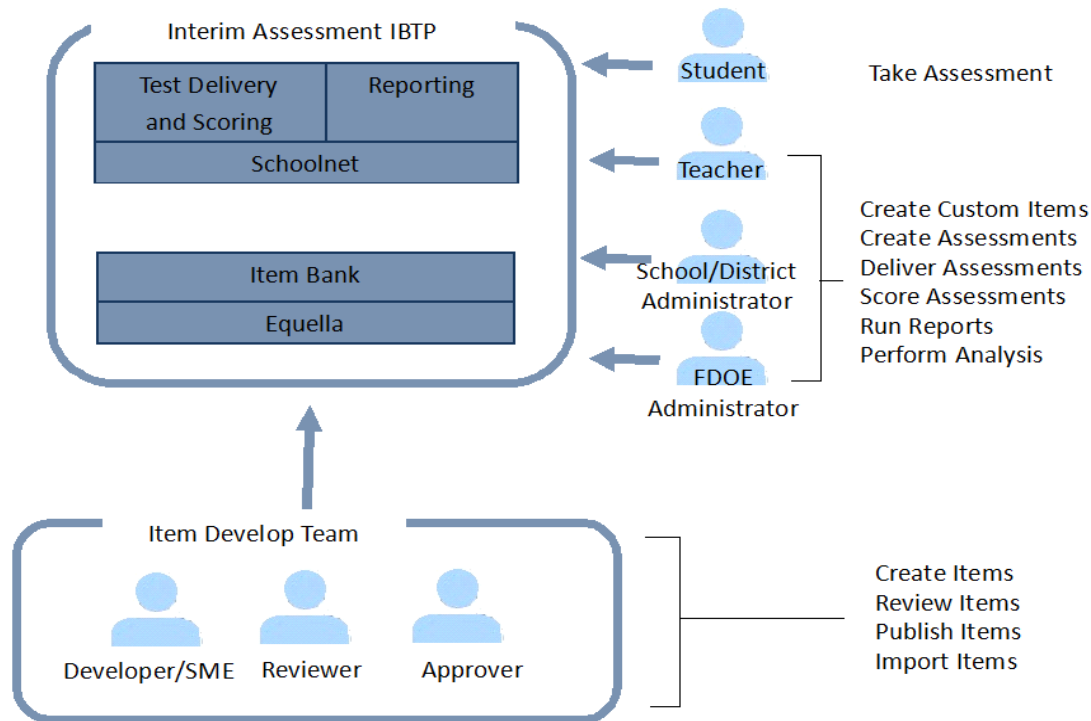
**SCHEDULE IV-B FOR FLORIDA INTERIM ASSESSMENT ITEM BANK AND TEST PLATFORM**

- Allowing Florida LEAs to construct, deliver, and score valid and reliable assessments based on applicable content standards for diagnostic, interim, and summative assessment purposes.
- Allowing for the design, creation, administration, and scoring of LEA-constructed summative assessments that may be used for high-stakes purposes including teacher effectiveness ratings for value-added methodologies.
- Allowing for the design, creation, administration, and scoring of classroom-level assessments, as well as school-level and LEA-level assessments, with appropriate test qualify and security.
- Leveraging LEA design of assessments to allow multiple LEAs to access and use the same assessments in a way that preserves validity and reliability.
- Providing online training materials and training opportunities for Florida educators and Florida LEA curriculum specialists to review proposed assessment items and to write and edit high-quality assessment items.
- Allowing Florida educators to access screening, diagnostics, and progress monitoring measures related to K–12 mathematics instructions.

**1. Current Business Process(es)**

Creation of assessment items using the IBTP offers LEAs a comprehensive, flexible, and scalable solution. The assessment and reporting modules of the IBTP’s Schoolnet Instructional Improvement System component provides the primary test platform. Schoolnet aides educators in the consolidation and organization of student performance data from multiple sources; allows for the creation and administration of assessments; aligns curricula, assessment, and instruction.

The Equella module of the IBTP is integrated with the School’s network to provide a unified experience for item development and review. The figure below outlines the Interim Assessment IBTP process:



**2. Assumptions and Constraints**

The Department makes the following assumptions concerning the IBTP initiative:

- The IBTP infrastructure consisting of 36 servers supporting a production, test, and development environment and currently housed in the North West Regional Data Center will need to be refreshed in out years 3 – 5.

- The network operating system for these servers as well as the associated SQL application will need to be upgraded in out years 3 – 5.
- No upgrades to the existing IBTP are necessary to sustain the existing functionality.
- Approximately 6,000 items will need to be added to the existing Item Bank portfolio in order to maintain a vibrant item inventory as items are retired. Costs associated with maintenance of content development is as follows:
  - Item development: 6,000 items/year x \$20, or \$120,000
  - Item review: 6,000 items/year x \$3, or \$18,000
  - Art creation and passages: \$10,000 per year
- Different people will perform different roles for different subjects and grades.
- The IBTP is role based. More than one person can be in each role by subject.
- Approver should be able to see status and progress of reviewers.
- System should be able to setup a workflow where the review steps have more than one person involved but all review at the same step before going to approver.

The following constraints will impact the IBTP:

- The technologies (hardware/software), infrastructure, and the number and capabilities of support staff utilized by various LEAs may limit the utilization of the IBTP at individual districts.
- The possibility that the IBTP will connect with technology delivery platforms that are subject to inevitable shift in the near term or obsolescence in the long term.

## C. Proposed Business Process Requirements

The Interim Assessment IBTP is designed to provide district administrators, teachers, and students with a tool for creating and storing high quality assessment items, providing those items to students, and then assessing and reporting on those results. The integration of the IBTP and the Department’s Classroom Enrollment Tool (CET), which captures teacher, student, and course data, provides teachers with the capability to provide adaptive assessments, based upon Florida standards to the right students, at the right time.

### 1. Proposed Business Process Requirements

LEAs need the ability to create, store, administer, assess, and report on student interim assessments. The solution must offer a range of authentication methods that can automatically provision users as well as automatically allocating them to specific roles as required. Also, the solution must support authentication against any accessible database, or via web services.

The IBTP solution provides for a solid architectural design with production, test, and development environments that include an integrated system with more than 20 Application Programming Interfaces (APIs) for integration including a Repository API, Authentication API, Enrolment API, and Plagiarism API. Assessment items are stored in a SQL database and made available to LEAs via a secure testing application or web portal.

### 2. Business Solution Alternatives

Prior to the implementation of the Department’s IBTP LEAs were responsible for creating their own assessment items along with acquiring and maintaining a testing platform. The result of this approach meant that some larger districts and consortiums had to procure and maintain their own assessment systems, and either create or purchase assessment items. These LEAs experienced different levels of success with some receiving quality assessment items that supported the question testing interchange (QTI) protocol while others merely received PDF tests. Other mid-sized and small counties could not afford to these tools and were forced to do without.

### 3. Rationale for Selection

The solution selected offered the best approach to addressing the LEA’s need for high quality assessments that could be delivered in a secure method. Specifically, there will be over 60,000 high quality assessment items available to the LEAs in English language arts, STEM, and hard to measure subject areas. LEAs will have the option to add their own items to the existing bank of items or to share them with other school



districts. Thus, this tool offers LEAs the flexibility to use state or district level assessment items.

**4. Recommended Business Solution**

The Department’s IBTP provides for consistently high quality assessment items that can be administered statewide using a platform that is compatible with existing LEA systems and offers the capabilities to grow as state standard evolve.

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

**D. Functional and Technical Requirements**

Pearson’s Florida IBTP solution is Microsoft based and is designed for an enterprise, statewide, high availability deployment. It can be deployed successfully in a variety of ways including, hosted in Northwest Regional Data Center (NWRDC). Our solution is comprised of an application tier and a database tier. A network architecture diagram is included below for your reference.

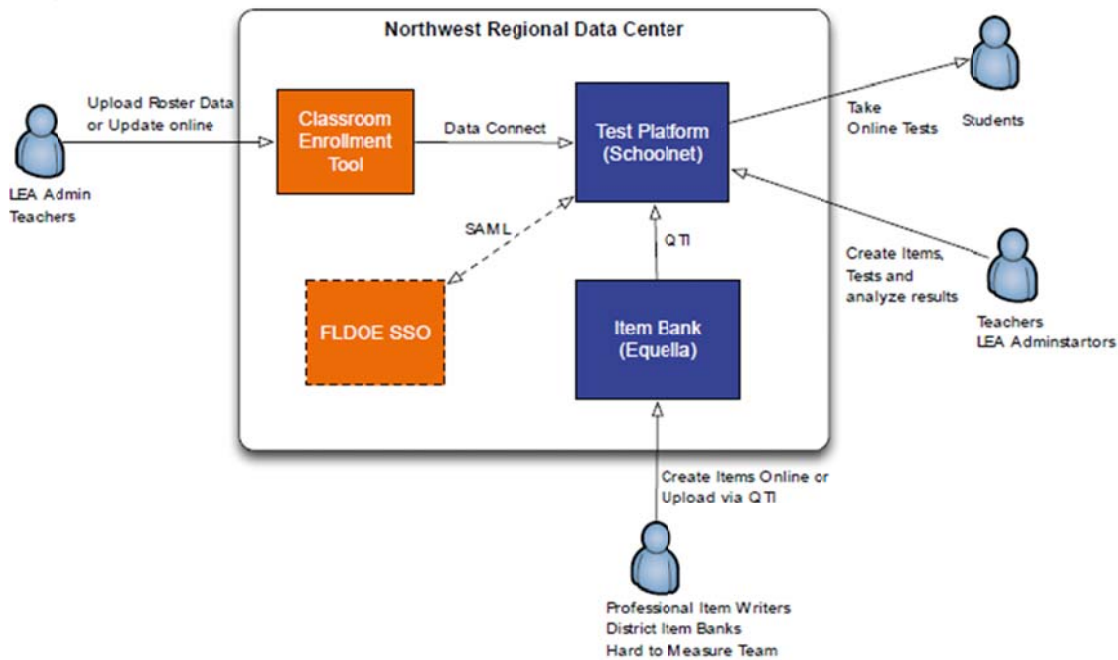


Figure 1. IBTP Integrated System Diagram

Figure 2. Network Architecture Diagram

**Legend**

- Ax—Web/application servers for Interim Assessment IBTP
- Bx—Web/application servers for the item development component of the Interim Assessment IBTP
- Qx—Query servers to support reporting and analytics
- Px—Process servers to support back-end process for the Interim Assessment IBTP
- DBx—Data servers to support the Interim Assessment IBTP and item development components

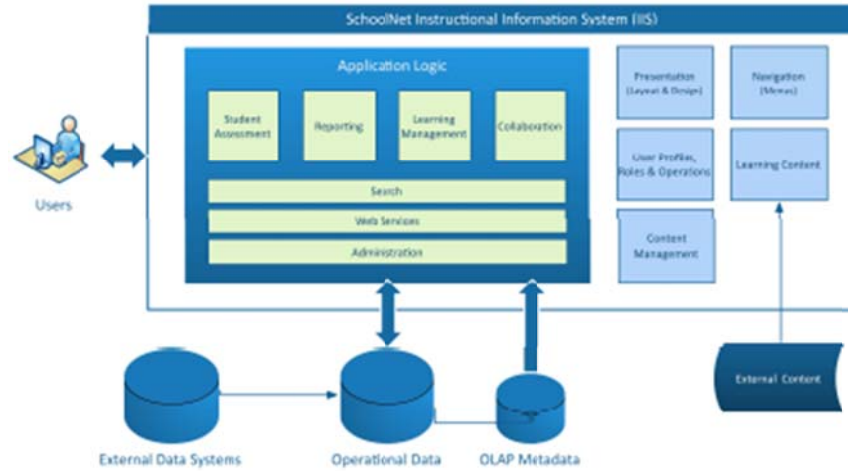


Figure 2. Schoolnet Logical Architecture

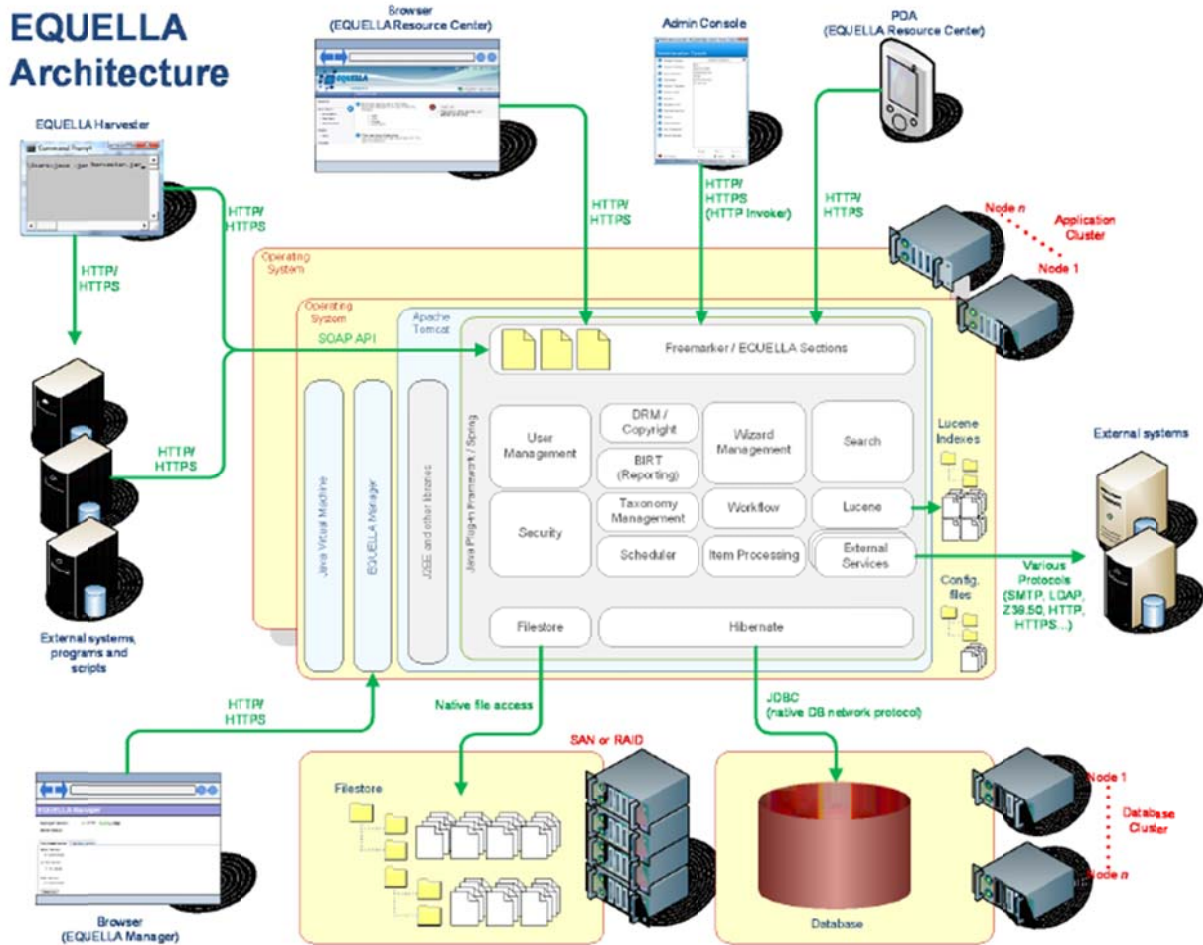


Figure 3. Equella Logical Architecture

Include through file insertion or attachment the functional and technical requirements analyses documentation developed and completed by the agency.

### III. Success Criteria

*Purpose: To identify the critical results, both outputs and outcomes, that must be realized for the project to be considered a success.*

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	Maintain a technology-based assessment and assessment item bank and test platform for use by Florida LEAs	System availability for assessment item developers, reviewers, assessment coordinators, teachers, and students	The State of Florida’s school district administrators, teachers and students	6/14
2	The platform will host assessment items for multiple item types, allow for multiple types of assessment delivery, allow for multiple types of scoring, and allow for multiple types of score reporting and item analysis	System’s ability to accurately store assessment items, deliver those items to Florida’s students in a timely manner, and then score and report on results	The State of Florida’s school district administrators, teachers and students	6/14
3	The ability to administer, score, and collect and report psychometric data from assessment items and assessments developed by Florida LEAs in the content areas of mathematics, English /Language Arts, Science, Social Studies and Spanish, as well as in content areas that are more difficult to objectively measure	System’s ability to accurately store assessment items, deliver those items to Florida’s students in a timely manner, and then score and report on results	The State of Florida’s school district administrators, teachers and students	6/14

### IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

#### A. Benefits Realization Table

*Purpose: To calculate and declare the tangible benefits compared to the total investment of resources needed to support the proposed IT project.*

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.



SCHEDULE IV-B FOR FLORIDA INTERIM ASSESSMENT ITEM BANK AND TEST PLATFORM

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1	An interim assessment item bank and test platform is provided for K-8 mathematics, Algebra I, Geometry, and Algebra II	The State of Florida's school district administrators, teachers and students in K-8 mathematics	Florida Local Education Agencies (LEAs) are able to construct, deliver, and score valid and reliable assessments based on applicable content standards for diagnostic, interim, and summative assessment purposes	By the professional item developer or teacher's ability to create and store items, the teacher's ability to schedule and administer assessment items, and the student's ability to take those assessments presented to them. 99.9% uptime during school hours and 95% uptime during afterhours and weekends	6/14
2	An interim assessment item bank and test platform is provided for Grades K-12 English / Language Arts (ELA)	The State of Florida's school district administrators, teachers and students in K-12 (ELA)	Florida Local Education Agencies (LEAs) are able to construct, deliver, and score valid and reliable assessments based on applicable content standards for diagnostic, interim, and summative assessment purposes	By the professional item developer or teacher's ability to create and store items, the teacher's ability to schedule and administer assessment items, and the student's ability to take those assessments presented to them. 99.9% uptime during school hours and 95% uptime during afterhours and weekends	6/14
3	An interim assessment item bank and test platform is provided for Grades K-8 science, Biology, Earth/Space science,	The State of Florida's school district administrators, teachers and students in K-8 science	Florida Local Education Agencies (LEAs) are able to construct, deliver, and	By the professional item developer or teacher's ability to create and store items, the	6/14

**SCHEDULE IV-B FOR FLORIDA INTERIM ASSESSMENT ITEM BANK AND TEST PLATFORM**

	Physics, and Chemistry		score valid and reliable assessments based on applicable content standards for diagnostic, interim, and summative assessment purposes	teacher's ability to schedule and administer assessment items, and the student's ability to take those assessments presented to them. 99.9% uptime during school hours and 95% uptime during afterhours and weekends	
4	An interim assessment item bank and test platform is provided for Grades K-8 social studies, U.S. History, World History, U.S. Government, Economics and Spanish	The State of Florida's school district administrators, teachers and students in K-8 social studies, U.S. History, World History, U.S. Government, and Economics and Spanish	Florida Local Education Agencies (LEAs) are able to construct, deliver, and score valid and reliable assessments based on applicable content standards for diagnostic, interim, and summative assessment purposes	By the professional item developer or teacher's ability to create and store items, the teacher's ability to schedule and administer assessment items, and the student's ability to take those assessments presented to them. 99.9% uptime during school hours and 95% uptime during afterhours and weekends	6/14

**B. Cost Benefit Analysis (CBA)**

*Purpose: To provide a comprehensive financial prospectus specifying the project's tangible benefits, funding requirements, and proposed source(s) of funding.*

**1. The Cost-Benefit Analysis Forms**

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the program(s) that will be impacted by the proposed project.  Tangible Benefits: Estimates for tangible benefits resulting from

Cost Benefit Analysis	
Form	Description of Data Captured
	implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.
CBA Form 2 - Project Cost Analysis	Baseline Project Budget: Estimated project costs. Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants. Characterization of Project Cost Estimate.
CBA Form 3 - Project Investment Summary	Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates: <ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Payback Period</li> <li>• Breakeven Fiscal Year</li> <li>• Net Present Value</li> <li>• Internal Rate of Return</li> </ul>

See Appendix A (Attached)



FINAL Item Test Bank  
Cost Benefit for IVB.xls

## V. Schedule IV-B Major Project Risk Assessment

*Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight and to improve the likelihood of project success. The risk assessment summary identifies the overall level of risk associated with the project and provides an assessment of the project's alignment with business objectives.*

*NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study.*

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency's Schedule IV-B.

### A. Risk Assessment Summary

Appendix B on the Florida Fiscal Portal includes the Risk Assessment Summary. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

See Appendix B (Attached)



FINAL Item Test Bank  
Risk Assessment for I

## VI. Schedule IV-B Technology Planning

The Department is focused on implementing high quality standards and assessments, including the creation of high-quality, balanced assessments. The IBTP provides the Department and Florida’s LEAs with the technical tools to allow for:

- The development of high-quality interim assessment items and assessments in English/Language Arts, Mathematics, Science, Social Studies, and Spanish stored in an item bank and test platform for districts, schools, and teachers.
- LEAs to create high-quality assessments for hard-to-measure content areas such as health, music, and art.

To meet this objective the Department, utilizing federal Race To The Top (RTTT) funds, contracted with vendors for the creation of high-quality assessment items and the development of an infrastructure and associated tool to develop, store, and administer those assessments. Through these efforts Florida’s public and charter school districts now have an extensive bank of assessment items that are of high-quality, standards-based, and vetted by Florida educators. With the IBTP, Florida public and charter teachers and districts have the ability to search the bank, export items, and generate customized assessments to meet their needs. In addition, there is a public level of practice items available to students and parents that independent schools may access as well.

### A. Current Information Technology Environment

#### 1. Current System

##### a. Description of current system:

The IBTP, using the Department’s Classroom Enrollment Tool (CET) and single sign-on provides the following capabilities statewide for school year 2014-2015:

1. Search for items by content area, benchmark, item type, cognitive complexity, etc.
2. Build and store fixed or adaptive assessments made from the item bank.
3. Deliver assessments in computer-based or paper-based formats.
4. Provide accommodations and track the use of accommodations.
5. Print reports in a variety of formats with a variety of data points.

##### b. Current system resource requirements:

The IBTP is an integrated system that is made up of Pearson’s Equella, a digital repository that provides one system to house LEA’s teaching and learning, research, media and library content, and Schoolnet. The Schoolnet Instructional Management Suite (IMS) enables LEAs to improve student achievement and drive efficiencies by bringing together all LEA's programs and initiatives around assessments, curriculum, instruction, and reporting and analysis into a single user-friendly platform.

The IBTP utilizes the following resources: 44 Windows 2008 Servers of which there are 21 production servers, 15 test servers, and 8 development servers with 11 SQL servers. The system is comprised of various cluster servers via a F5 load balancer appliance. In addition to the SQL servers the IBTP contains web, query, process, and file servers. Figure 4 below provides a graphical depiction of the IBTP architecture.

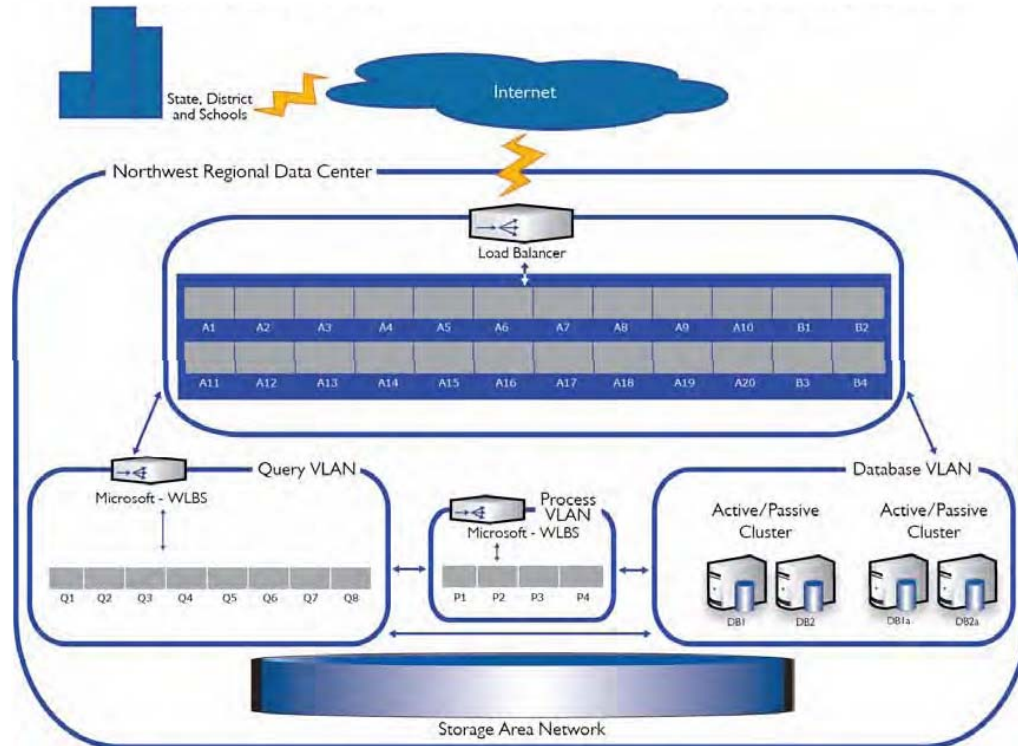


Figure 4. IBTP Architectural Diagram

**c. Current system performance**

The current enterprise system has been load tested to ensure system availability and performance based upon a statewide demand.

**2. Information Technology Standards**

These standards establish requirements for the use of certain information technology resources:

- Confidentiality – Protect the confidentiality, integrity and availability of teacher’s and student’s data
- Security – Maintain a safe and secure information production, test, and development environment based upon department and industry standards, guidelines, and best practices
- Risk Management – Coordinate and communicate on project and operational risk management initiatives
- Sustainability – Identify and provide guidance business continuity planning, audits, and compliance

**B. Current Hardware and/or Software Inventory**

See Appendix C (Attached)



FINAL Item Test Bank  
Inventory for IVB.xlsx

## C. Proposed Solution Description

### 1. Summary description of proposed system –

Not applicable.

### 2. Resource and summary level funding requirements for proposed solution (if known)

Not applicable.

## D. Capacity Planning

The system is designed to begin with an initial 60,000 high-quality assessment items, to which LEAs will contribute approximately 20,000 items. Annually it is estimated that 6,000 new items will be created to backfill obsolete or underperforming assessment items. These assessment items will be available to all Florida students in public and charter schools (approximately 2.7 million).

## VII. Schedule IV-B Project Management Planning

*Purpose: To require the agency to provide evidence of its thorough project planning and provide the tools the agency will use to carry out and manage the proposed project. The level of detail must be appropriate for the project's scope and complexity.*

This is a sustainment initiative for the Department's IBTP, and as such does not require project management planning.

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope, business objectives, and timelines described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

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## VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

I. Appendix A – Cost Benefit Analysis (File Attached)



FINAL Item Test Bank  
Cost Benefit for IVB.xls

II. Appendix B – Risk Assessment Summary (File Attached)



FINAL Item Test Bank  
Risk Assessment for I

III. Appendix C – Inventory (File Attached)



FINAL Item Test Bank  
Inventory for IVB.xlsx

IV. Appendix D – Project Timeline Drawing (File Attached)



FINAL Item Test Bank  
Timeline for IVB.pdf

V. Appendix E – Project Schedule (File Attached)



Final Item Test Bank  
Project Schedule for I

CBAForm 1 - Net Tangible Benefits

Agency	Education	Project	Interim Assessment Item Bank and Platform
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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 <i>(Operations Only -- No Project Costs)</i>	FY 2014-15			FY 2015-16			FY 2016-17			FY 2017-18			FY 2018-19		
	(a)	(b)	(c) = (a)+(b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)	(a)	(b)	(c) = (a) + (b)
	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project	Existing Program Costs	Operational Cost Change	New Program Costs resulting from Proposed Project
A. Personnel -- Total FTE Costs (Salaries & Benefits)	\$0	\$208,332	\$208,332	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total FTE	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-1.a. State FTEs (Salaries & Benefits)	\$0	\$208,332	\$208,332	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-1.b. State FTEs (# FTEs)	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-2.a. OPS FTEs (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS FTEs (# FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A-3.a. Staff Augmentation (Contract Cost)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contract FTEs)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Data Processing -- Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Other <span style="float: right;">Specify</span>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. External Service Provider -- Costs	\$0	\$1,494,994	\$1,494,994	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Consultant Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Maintenance & Support Services	\$0	\$26,243	\$26,243	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Data Communications Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <span style="float: right;">Cost Recovery for NWRDC</span>	\$0	\$1,468,751	\$1,468,751	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility -- Costs (including PDC services)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Others -- Costs	\$0	\$39,886	\$39,886	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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 <span style="float: right;">Cost Recovery for Expenses</span>	\$0	\$39,886	\$39,886	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total of Operational Costs ( Rows A through E)</b>	\$0	\$1,743,212	\$1,743,212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>F. Additional Tangible Benefits:</b>		\$0			\$0			\$0			\$0			\$0	
F-1. <span style="float: right;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-2. <span style="float: right;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
F-3. <span style="float: right;">Specify</span>		\$0			\$0			\$0			\$0			\$0	
<b>Total Net Tangible Benefits:</b>		(\$1,743,212)			\$0			\$0			\$0			\$0	

CHARACTERIZATION OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous <input checked="" type="checkbox"/>	Confidence Level	95%
Order of Magnitude <input type="checkbox"/>	Confidence Level	
Placeholder <input type="checkbox"/>	Confidence Level	



A	B		C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T					
Education				CBAForm 2A Baseline Project Budget																					
Interim Assessment Item Bank and Platform																									
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.				FY2014-15			FY2015-16			FY2016-17			FY2017-18			FY2018-19			TOTAL						
				\$ 30,715,296			\$ -			\$ -			\$ -			\$ -			\$ 30,715,296						
Item Description (remove guidelines and annotate entries here)	Project Cost Element	Appropriation Category	Current & Previous Years Project-Related Cost	YR 1 #		YR 1 Base Budget		YR 2 #		YR 2 Base Budget		YR 3 #		YR 3 Base Budget		YR 4 #		YR 4 Base Budget		YR 5 #		YR 5 Base Budget		TOTAL	
				YR 1 #	YR 1 LBR	YR 1 Base Budget	YR 1 Base Budget	YR 2 #	YR 2 LBR	YR 2 Base Budget	YR 2 Base Budget	YR 3 #	YR 3 LBR	YR 3 Base Budget	YR 3 Base Budget	YR 4 #	YR 4 LBR	YR 4 Base Budget	YR 4 Base Budget	YR 5 #	YR 5 LBR	YR 5 Base Budget	YR 5 Base Budget		
Costs for all state employees working on the project.	FTE	S&B	\$ 127,980	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 127,980
Costs for all OPS employees working on the project.	OPS	OPS	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
Staffing costs for personnel using Time & Expense.	Staff Augmentation	G/A Strategic Education Initiatives	\$ 897,942	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 897,942
Project management personnel and related deliverables.	Project Management	G/A Strategic Education Initiatives	\$ 172,626	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 172,626
Project oversight (IV&V) personnel and related deliverables.	Project Oversight	G/A Strategic Education Initiatives	\$ 40,000	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 40,000
Staffing costs for all professional services not included in other categories.	Consultants/Contractors	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -
Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hardware purchases not included in Primary Data Center services.	Hardware	OCO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Commercial software purchases and licensing costs.	Commercial Software	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	G/A Strategic Education Initiatives	\$ 25,476,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,476,748
All first-time training costs associated with the project.	Training	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Include the quote received from the PDC for project equipment and services. Only include one-time project costs in this row. Recurring, project-related PDC costs are included in CBA Form 1A.	Data Center Services - One Time Costs	G/A Strategic Education Initiatives	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
Other services not included in other categories.	Other Services	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Include costs for non-PDC equipment required by the project and the proposed solution (detail)	Equipment	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other project expenses not included in other categories.	Other Expenses	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Note:			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current project costs are funded from the Race to the Top Grant. Interim Assessment Item Test Bank and Platform will be implemented in FY2013-14 and move to maintenance mode in FY14-15.			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>			\$ 30,715,296	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 30,715,296

CBAForm 2 - Project Cost Analysis

Agency <u>Education</u>	Project <u>Interim Assessment Item Bank and Platform</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
TOTAL PROJECT COSTS (*)	\$0	\$0	\$0	\$0	\$0	\$30,715,296
CUMULATIVE PROJECT COSTS <small>(Includes Current &amp; Previous Years' Project-Related Costs)</small>	\$30,715,296	\$30,715,296	\$30,715,296	\$30,715,296	\$30,715,296	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Grants <input type="checkbox"/>	\$0	\$0	\$0	\$0	\$0	\$0
Other <input type="checkbox"/> <span style="color: blue;">Specify</span>	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL INVESTMENT	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE INVESTMENT	\$0	\$0	\$0	\$0	\$0	\$0

Characterization of Project Cost Estimate - CBAForm 2C			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	Confidence Level		
Order of Magnitude	Confidence Level		
Placeholder	Confidence Level		

Cost Benefit Analysis

CBAForm 3 - Project Investment Summary

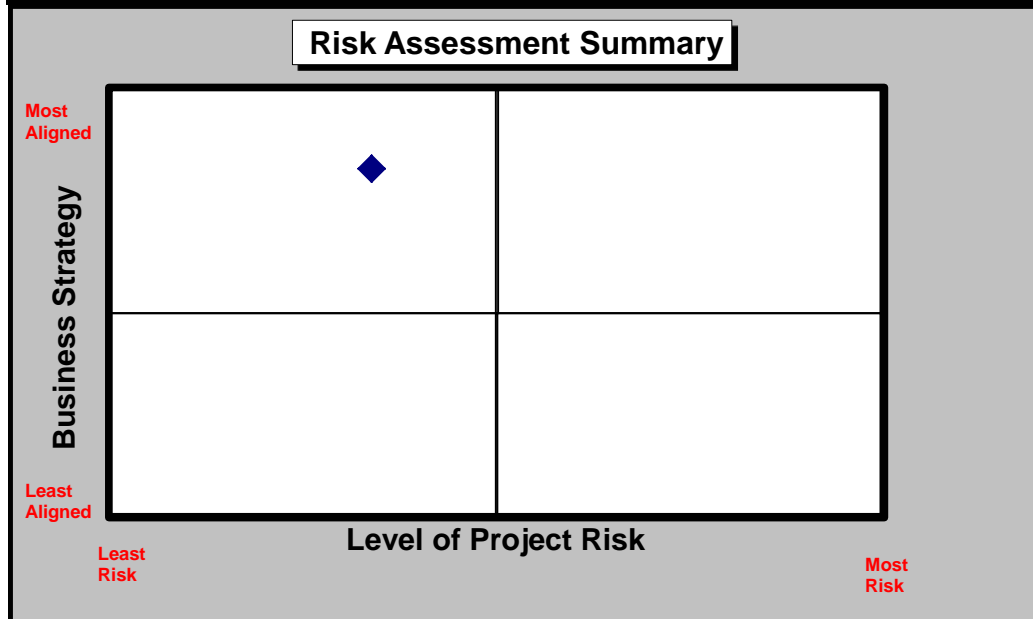
Agency	<u>Education</u>	Project	<u>Interim Assessment Item Bank and Platform</u>
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<i>COST BENEFIT ANALYSIS -- CBAForm 3A</i>						
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	TOTAL FOR ALL YEARS
Project Cost	\$0	\$0	\$0	\$0	\$0	\$30,715,296
Net Tangible Benefits	(\$1,743,212)	\$0	\$0	\$0	\$0	(\$1,743,212)
Return on Investment	(\$32,458,508)	\$0	\$0	\$0	\$0	(\$32,458,508)
Year to Year Change in Program Staffing	2	0	0	0	0	

<i>RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B</i>		
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)	(\$31,840,797)	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.

<i>Investment Interest Earning Yield -- CBAForm 3C</i>					
Fiscal Year	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Cost of Capital	1.94%	2.07%	3.18%	4.32%	4.85%

<b>Project</b>	<i>Interim Assessment Item Bank and Test Platform</i>	
<b>Agency</b>	<i>Department of Education</i>	
<b>FY 2014-15 LBR Issue Code:</b>	<b>FY 2014-15 LBR Issue Title:</b>	
<i>3007150</i>	<i>Continuation of Education Initiatives -</i>	
<b>Risk Assessment Contact Info (Name, Phone #, and E-mail Address):</b>		
<i>Paul Munyon ----- (850) 570-4371 ----- paul.munyon@fldoe.org</i>		
<b>Executive Sponsor</b>	<i>Juan Copa</i>	
<b>Project Manager</b>	<i>Todd Clark</i>	
<b>Prepared By</b>	<i>Paul Munyon</i>	<i>9/30/2013</i>



<b>Project Risk Area Breakdown</b>	
<b>Risk Assessment Areas</b>	<b>Risk Exposure</b>
Strategic Assessment	MEDIUM
Technology Exposure Assessment	MEDIUM
Organizational Change Management Assessment	LOW
Communication Assessment	LOW
Fiscal Assessment	LOW
Project Organization Assessment	MEDIUM
Project Management Assessment	LOW
Project Complexity Assessment	HIGH
<b>Overall Project Risk</b>	
MEDIUM	

Agency: Department of Education

Project: Interim Assessment Item Bank and Test Platform

Section 1 -- Strategic Area			
#	Criteria	Values	Answer
1.01	Are project objectives clearly aligned with the agency's legal mission?	0% to 40% -- Few or no objectives aligned	81% to 100% -- All or nearly all objectives aligned
		41% to 80% -- Some objectives aligned	
		81% to 100% -- All or nearly all objectives aligned	
1.02	Are project objectives clearly documented and understood by all stakeholder groups?	Not documented or agreed to by stakeholders	Documented with sign-off by stakeholders
		Informal agreement by stakeholders	
		Documented with sign-off by stakeholders	
1.03	Are the project sponsor, senior management, and other executive stakeholders actively involved in meetings for the review and success of the project?	Not or rarely involved	Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings
		Most regularly attend executive steering committee meetings	
		Project charter signed by executive sponsor and executive team actively engaged in steering committee meetings	
1.04	Has the agency documented its vision for how changes to the proposed technology will improve its business processes?	Vision is not documented	Vision is completely documented
		Vision is partially documented	
		Vision is completely documented	
1.05	Have all project business/program area requirements, assumptions, constraints, and priorities been defined and documented?	0% to 40% -- Few or none defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
1.06	Are all needed changes in law, rule, or policy identified and documented?	No changes needed	No changes needed
		Changes unknown	
		Changes are identified in concept only	
		Changes are identified and documented	
		Legislation or proposed rule change is drafted	
1.07	Are any project phase or milestone completion dates fixed by outside factors, e.g., state or federal law or funding restrictions?	Few or none	Few or none
		Some	
		All or nearly all	
1.08	What is the external (e.g. public) visibility of the proposed system or project?	Minimal or no external use or visibility	Moderate external use or visibility
		Moderate external use or visibility	
		Extensive external use or visibility	
1.09	What is the internal (e.g. state agency) visibility of the proposed system or project?	Multiple agency or state enterprise visibility	Single agency-wide use or visibility
		Single agency-wide use or visibility	
		Use or visibility at division and/or bureau level only	
1.10	Is this a multi-year project?	Greater than 5 years	Between 3 and 5 years
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: Department of Education

Project: Interim Assessment Item Bank and Test Platform

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technology in a production environment?	Read about only or attended conference and/or vendor presentation	Supported production system 6 months to 12 months
		Supported prototype or production system less than 6 months	
		Supported production system 6 months to 12 months	
		Supported production system 1 year to 3 years	
		Installed and supported production system more than 3 years	
2.02	Does the agency's internal staff have sufficient knowledge of the proposed technology to implement and operate the new system?	External technical resources will be needed for implementation and operations	Internal resources have sufficient knowledge for implementation and operations
		External technical resources will be needed through implementation only	
		Internal resources have sufficient knowledge for implementation and operations	
2.03	Have all relevant technology alternatives/ solution options been researched, documented and considered?	No technology alternatives researched	Some alternatives documented and considered
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technology comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards
		Some relevant standards have been incorporated into the proposed technology	
		Proposed technology solution is fully compliant with all relevant agency, statewide, or industry standards	
2.05	Does the proposed technology require significant change to the agency's existing technology infrastructure?	Minor or no infrastructure change required	Minor or no infrastructure change required
		Moderate infrastructure change required	
		Extensive infrastructure change required	
		Complete infrastructure replacement	
2.06	Are detailed hardware and software capacity requirements defined and documented?	Capacity requirements are not understood or defined	Capacity requirements are based on historical data and new system design specifications and performance requirements
		Capacity requirements are defined only at a conceptual level	
		Capacity requirements are based on historical data and new system design specifications and performance requirements	

Agency: Department of Education

Project: Interim Assessment Item Bank and Test Platform

Section 3 -- Organizational Change Management Area			
#	Criteria	Values	Answer
3.01	What is the expected level of organizational change that will be imposed within the agency if the project is successfully implemented?	Extensive changes to organization structure, staff or business processes	Minimal changes to organization structure, staff or business processes structure
		Moderate changes to organization structure, staff or business processes	
		Minimal changes to organization structure, staff or business processes structure	
3.02	Will this project impact essential business processes?	Yes	Yes
		No	
3.03	Have all business process changes and process interactions been defined and documented?	0% to 40% -- Few or no process changes defined and documented	81% to 100% -- All or nearly all processes defined and documented
		41% to 80% -- Some process changes defined and documented	
		81% to 100% -- All or nearly all processes defined and documented	
3.04	Has an Organizational Change Management Plan been approved for this project?	Yes	Yes
		No	
3.05	Will the agency's anticipated FTE count change as a result of implementing the project?	Over 10% FTE count change	Less than 1% FTE count change
		1% to 10% FTE count change	
		Less than 1% FTE count change	
3.06	Will the number of contractors change as a result of implementing the project?	Over 10% contractor count change	Less than 1% contractor count change
		1 to 10% contractor count change	
		Less than 1% contractor count change	
3.07	What is the expected level of change impact on the citizens of the State of Florida if the project is successfully implemented?	Extensive change or new way of providing/receiving services or information)	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.08	What is the expected change impact on other state or local government agencies as a result of implementing the project?	Extensive change or new way of providing/receiving services or information	Minor or no changes
		Moderate changes	
		Minor or no changes	
3.09	Has the agency successfully completed a project with similar organizational change requirements?	No experience/Not recently (>5 Years)	Recently completed project with similar change requirements
		Recently completed project with fewer change requirements	
		Recently completed project with similar change requirements	
		Recently completed project with greater change requirements	

Agency: Agency Name

Project: Project Name

Section 4 -- Communication Area			
#	Criteria	Value Options	Answer
4.01	Has a documented Communication Plan been approved for this project?	Yes	Yes
		No	
4.02	Does the project Communication Plan promote the collection and use of feedback from management, project team, and business stakeholders (including end users)?	Negligible or no feedback in Plan	Proactive use of feedback in Plan
		Routine feedback in Plan	
		Proactive use of feedback in Plan	
4.03	Have all required communication channels been identified and documented in the Communication Plan?	Yes	Yes
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	Yes
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	All or nearly all messages are documented
		Some key messages have been developed	
		All or nearly all messages are documented	
4.06	Have desired message outcomes and success measures been identified in the Communication Plan?	Plan does not include desired messages outcomes and success measures	All or nearly all messages have success measures
		Success measures have been developed for some messages	
		All or nearly all messages have success measures	
4.07	Does the project Communication Plan identify and assign needed staff and resources?	Yes	Yes
		No	



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Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
5.01	Has a documented Spending Plan been approved for the entire project lifecycle?	Yes	Yes
		No	
5.02	Have all project expenditures been identified in the Spending Plan?	0% to 40% -- None or few defined and documented	81% to 100% -- All or nearly all defined and documented
		41% to 80% -- Some defined and documented	
		81% to 100% -- All or nearly all defined and documented	
5.03	What is the estimated total cost of this project over its entire lifecycle?	Unknown	Between \$500K and \$1,999,999
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
5.04	Is the cost estimate for this project based on quantitative analysis using a standards-based estimation model?	Yes	Yes
		No	
5.05	What is the character of the cost estimates for this project?	Detailed and rigorous (accurate within ±10%)	Detailed and rigorous (accurate within ±10%)
		Order of magnitude – estimate could vary between 10-100%	
		Placeholder – actual cost may exceed estimate by more than 100%	
5.06	Are funds available within existing agency resources to complete this project?	Yes	No
		No	
5.07	Will/should multiple state or local agencies help fund this project or system?	Funding from single agency	Funding from single agency
		Funding from local government agencies	
		Funding from other state agencies	
5.08	If federal financial participation is anticipated as a source of funding, has federal approval been requested and received?	Neither requested nor received	Not applicable
		Requested but not received	
		Requested and received	
		Not applicable	
5.09	Have all tangible and intangible benefits been identified and validated as reliable and achievable?	Project benefits have not been identified or validated	All or nearly all project benefits have been identified and validated
		Some project benefits have been identified but not validated	
		Most project benefits have been identified but not validated	
		All or nearly all project benefits have been identified and validated	
5.10	What is the benefit payback period that is defined and documented?	Within 1 year	No payback
		Within 3 years	
		Within 5 years	
		More than 5 years	
		No payback	
5.11	Has the project procurement strategy been clearly determined and agreed to by affected stakeholders?	Procurement strategy has not been identified and documented	Stakeholders have reviewed and approved the proposed procurement strategy
		Stakeholders have not been consulted re: procurement strategy	
		Stakeholders have reviewed and approved the proposed procurement strategy	
5.12	What is the planned approach for acquiring necessary products and solution services to successfully complete the project?	Time and Expense (T&E)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	
5.13	What is the planned approach for procuring hardware and software for the project?	Timing of major hardware and software purchases has not yet been determined	Just-in-time purchasing of hardware and software is documented in the project schedule
		Purchase all hardware and software at start of project to take advantage of one-time discounts	
		Just-in-time purchasing of hardware and software is documented in the project schedule	
5.14	Has a contract manager been assigned to this project?	No contract manager assigned	Contract manager assigned is not the procurement manager or the project manager
		Contract manager is the procurement manager	
		Contract manager is the project manager	
		Contract manager assigned is not the procurement manager or the project manager	
5.15	Has equipment leasing been considered for the project's large-scale computing purchases?	Yes	Yes
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	All or nearly all selection criteria and expected outcomes have been defined and documented
		Some selection criteria and outcomes have been defined and documented	
		All or nearly all selection criteria and expected outcomes have been defined and documented	
5.17	Does the procurement strategy use a multi-stage evaluation process to progressively narrow the field of prospective vendors to the single, best qualified candidate?	Procurement strategy has not been developed	Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor
		Multi-stage evaluation not planned/used for procurement	
		Multi-stage evaluation and proof of concept or prototype planned/used to select best qualified vendor	
5.18	For projects with total cost exceeding \$10 million, did/will the procurement strategy require a proof of concept or prototype as part of the bid response?	Procurement strategy has not been developed	Not applicable
		No, bid response did/will not require proof of concept or prototype	
		Yes, bid response did/will include proof of concept or prototype	
		Not applicable	

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Section 6 -- Project Organization Area			
#	Criteria	Values	Answer
6.01	Is the project organization and governance structure clearly defined and documented within an approved project plan?	Yes	Yes
		No	
6.02	Have all roles and responsibilities for the executive steering committee been clearly identified?	None or few have been defined and documented	All or nearly all have been defined and documented
		Some have been defined and documented	
		All or nearly all have been defined and documented	
6.03	Who is responsible for integrating project deliverables into the final solution?	Not yet determined	Agency
		Agency	
		System Integrator (contractor)	
6.04	How many project managers and project directors will be responsible for managing the project?	3 or more	3 or more
		2	
		1	
6.05	Has a project staffing plan specifying the number of required resources (including project team, program staff, and contractors) and their corresponding roles, responsibilities and needed skill levels been developed?	Needed staff and skills have not been identified	Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented
		Some or most staff roles and responsibilities and needed skills have been identified	
		Staffing plan identifying all staff roles, responsibilities, and skill levels have been documented	
6.06	Is an experienced project manager dedicated fulltime to the project?	No experienced project manager assigned	Yes, experienced project manager dedicated full-time, 100% to project
		No, project manager is assigned 50% or less to project	
		No, project manager assigned more than half-time, but less than full-time to project	
		Yes, experienced project manager dedicated full-time, 100% to project	
6.07	Are qualified project management team members dedicated full-time to the project	None	Yes, business, functional or technical experts dedicated full-time, 100% to project
		No, business, functional or technical experts dedicated 50% or less to project	
		No, business, functional or technical experts dedicated more than half-time but less than full-time to project	
		Yes, business, functional or technical experts dedicated full-time, 100% to project	
6.08	Does the agency have the necessary knowledge, skills, and abilities to staff the project team with in-house resources?	Few or no staff from in-house resources	Few or no staff from in-house resources
		Half of staff from in-house resources	
		Mostly staffed from in-house resources	
		Completely staffed from in-house resources	
6.09	Is agency IT personnel turnover expected to significantly impact this project?	Minimal or no impact	Extensive impact
		Moderate impact	
		Extensive impact	
6.10	Does the project governance structure establish a formal change review and control board to address proposed changes in project scope, schedule, or cost?	Yes	Yes
		No	
6.11	Are all affected stakeholders represented by functional manager on the change review and control board?	No board has been established	Yes, all stakeholders are represented by functional manager
		No, only IT staff are on change review and control board	
		No, all stakeholders are not represented on the board	
		Yes, all stakeholders are represented by functional manager	

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Section 7 -- Project Management Area			
#	Criteria	Values	Answer
7.01	Does the project management team use a standard commercially available project management methodology to plan, implement, and control the project?	No	Yes
		Project Management team will use the methodology selected by the systems integrator	
		Yes	
7.02	For how many projects has the agency successfully used the selected project management methodology?	None	More than 3
		1-3	
		More than 3	
7.03	How many members of the project team are proficient in the use of the selected project management methodology?	None	All or nearly all
		Some	
		All or nearly all	
7.04	Have all requirements specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.05	Have all design specifications been unambiguously defined and documented?	0% to 40% -- None or few have been defined and documented	81% to 100% -- All or nearly all have been defined and documented
		41 to 80% -- Some have been defined and documented	
		81% to 100% -- All or nearly all have been defined and documented	
7.06	Are all requirements and design specifications traceable to specific business rules?	0% to 40% -- None or few are traceable	81% to 100% -- All or nearly all requirements and specifications are traceable
		41 to 80% -- Some are traceable	
		81% to 100% -- All or nearly all requirements and specifications are traceable	
7.07	Have all project deliverables/services and acceptance criteria been clearly defined and documented?	None or few have been defined and documented	All or nearly all deliverables and acceptance criteria have been defined and documented
		Some deliverables and acceptance criteria have been defined and documented	
		All or nearly all deliverables and acceptance criteria have been defined and documented	
7.08	Is written approval required from executive sponsor, business stakeholders, and project manager for review and sign-off of major project deliverables?	No sign-off required	Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables
		Only project manager signs-off	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
		Review and sign-off from the executive sponsor, business stakeholder, and project manager are required on all major project deliverables	
7.09	Has the Work Breakdown Structure (WBS) been defined to the work package level for all project activities?	0% to 40% -- None or few have been defined to the work package level	81% to 100% -- All or nearly all have been defined to the work package level
		41 to 80% -- Some have been defined to the work package level	
		81% to 100% -- All or nearly all have been defined to the work package level	
7.10	Has a documented project schedule been approved for the entire project lifecycle?	Yes	Yes
		No	
7.11	Does the project schedule specify all project tasks, go/no-go decision points (checkpoints), critical milestones, and resources?	Yes	Yes
		No	
7.12	Are formal project status reporting processes documented and in place to manage and control this project?	No or informal processes are used for status reporting	Project team and executive steering committee use formal status reporting processes
		Project team uses formal processes	
		Project team and executive steering committee use formal status reporting processes	
7.13	Are all necessary planning and reporting templates, e.g., work plans, status reports, issues and risk management, available?	No templates are available	All planning and reporting templates are available
		Some templates are available	
		All planning and reporting templates are available	
7.14	Has a documented Risk Management Plan been approved for this project?	Yes	Yes
		No	
7.15	Have all known project risks and corresponding mitigation strategies been identified?	None or few have been defined and documented	All known risks and mitigation strategies have been defined
		Some have been defined and documented	
		All known risks and mitigation strategies have been defined	
7.16	Are standard change request, review and approval processes documented and in place for this project?	Yes	Yes
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
		No	

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Section 8 -- Project Complexity Area			
#	Criteria	Values	Answer
8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
		More complex	
		Similar complexity	
		Less complex	
8.02	Are the business users or end users dispersed across multiple cities, counties, districts, or regions?	Single location	More than 3 sites
		3 sites or fewer	
		More than 3 sites	
8.03	Are the project team members dispersed across multiple cities, counties, districts, or regions?	Single location	3 sites or fewer
		3 sites or fewer	
		More than 3 sites	
8.04	How many external contracting or consulting organizations will this project require?	No external organizations	1 to 3 external organizations
		1 to 3 external organizations	
		More than 3 external organizations	
8.05	What is the expected project team size?	Greater than 15	5 to 8
		9 to 15	
		5 to 8	
		Less than 5	
8.06	How many external entities (e.g., other agencies, community service providers, or local government entities) will be impacted by this project or system?	More than 4	More than 4
		2 to 4	
		1	
		None	
8.07	What is the impact of the project on state operations?	Business process change in single division or bureau	Statewide or multiple agency business process change
		Agency-wide business process change	
		Statewide or multiple agency business process change	
8.08	Has the agency successfully completed a similarly-sized project when acting as Systems Integrator?	Yes	No
		No	
8.09	What type of project is this?	Infrastructure upgrade	Combination of the above
		Implementation requiring software development or purchasing commercial off the shelf (COTS) software	
		Business Process Reengineering	
		Combination of the above	
8.10	Has the project manager successfully managed similar projects to completion?	No recent experience	Similar size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	
8.11	Does the agency management have experience governing projects of equal or similar size and complexity to successful completion?	No recent experience	Similar size and complexity
		Lesser size and complexity	
		Similar size and complexity	
		Greater size and complexity	

Appendix C Inventory  
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Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive Name
ECS-PAIBEQSQL01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge M910	CPU Chip Count: 4 CPU Core Count: 24 CPU0: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU2: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU3: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores)	196608	91MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 1.85GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 223.18GB Total: 278.77GB
ECS-PAIBEQSQL02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge M910	CPU Chip Count: 4 CPU Core Count: 24 CPU0: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU2: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU3: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores)	196608	86MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 1.85GB Total: 250.00GB, Drive L: (Physical Disk) FileSystem: NTFS Used: 22.91GB Total: 1024.00GB, Drive Q: (Physical Disk) FileSystem: NTFS Used: 89.11MB Total: 1021.00MB, Drive T: (Physical Disk) FileSystem: NTFS Used: 453.65MB Total: 50.00GB, Drive H: (Physical Disk) FileSystem: NTFS Used: 34.15GB Total: 1024.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 216.86GB Total: 278.78GB
ECS-TAIBEQSQL01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge M710HD	CPU Chip Count: 2 CPU Core Count: 12 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores)	196608	126MB	Drive W: (Physical Disk) FileSystem: NTFS Used: 1.85GB Total: 250.00GB, Drive T: (Physical Disk) FileSystem: NTFS Used: 99.31MB Total: 50.00GB, Drive Q: (Physical Disk) FileSystem: NTFS Used: 47.66MB Total: 1021.00MB, Drive L: (Physical Disk) FileSystem: NTFS Used: 35.55GB Total: 1024.00GB, Drive H: (Physical Disk) FileSystem: NTFS Used: 64.46GB Total: 1024.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 220.02GB Total: 278.78GB
ECS-TAIBEQSQL02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge M710HD	CPU Chip Count: 2 CPU Core Count: 12 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores)	196608	81MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 1.85GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 215.32GB Total: 278.78GB
ECS-TAIBSNFILE0	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096	106MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 5.42GB Total: 250.00GB, Drive F: (Physical Disk) FileSystem: NTFS Used: 2.05GB Total: 1.94TB, Drive C: (Physical Disk) FileSystem: NTFS Used: 21.02GB Total: 99.90GB, Drive O: (Physical Disk) FileSystem: NTFS Used: 15.23GB Total: 1.94TB
ECS-TAIBSNQRY01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096	77MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 11.36GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 24.94GB Total: 99.90GB
ECS-TAIBSNPRC01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 1 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	4096	128MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 31.25GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 33.40GB Total: 99.90GB

Appendix C Inventory  
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Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive Name
ECS-TAIBSNSQL01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge M710HD	CPU Chip Count: 2 CPU Core Count: 12 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores)	196608	128MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 8.19GB Total: 250.00GB, Drive Q: (Physical Disk) FileSystem: NTFS Used: 44.47MB Total: 1021.00MB, Drive T: (Physical Disk) FileSystem: NTFS Used: 95.33MB Total: 50.00GB, Drive H: (Physical Disk) FileSystem: NTFS Used: 24.90GB Total: 2.20TB, Drive L: (Physical Disk) FileSystem: NTFS Used: 673.38MB Total: 750.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 213.25GB Total: 278.78GB, Drive J: (Physical Disk) FileSystem: NTFS Used: 7.73GB Total: 500.00GB
ECS-TAIBSNSQL02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge M710HD	CPU Chip Count: 2 CPU Core Count: 12 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores)	196608	83MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 7.63GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 214.86GB Total: 278.78GB
ECS-PAIBSNSQL01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge M910	CPU Chip Count: 4 CPU Core Count: 24 CPU0: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU2: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU3: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores)	196608	75MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 7.92GB Total: 250.00GB, Drive T: (Physical Disk) FileSystem: NTFS Used: 95.32MB Total: 50.00GB, Drive Q: (Physical Disk) FileSystem: NTFS Used: 44.43MB Total: 1021.00MB, Drive L: (Physical Disk) FileSystem: NTFS Used: 216.77MB Total: 750.00GB, Drive H: (Physical Disk) FileSystem: NTFS Used: 13.08GB Total: 2.20TB, Drive J: (Physical Disk) FileSystem: NTFS Used: 761.14MB Total: 500.00GB, Drive C:
ECS-PAIBSNSQL02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge M910	CPU Chip Count: 4 CPU Core Count: 24 CPU0: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU2: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores) CPU3: Intel(R) Xeon(R) CPU E7540 @ 2.00GHz (6 cores)	196608	73MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 852.78MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 207.49GB Total: 278.78GB
ECS-PAIBSNQRY01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	71MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 2.66GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 73.51GB Total: 136.03GB
ECS-PAIBSNQRY02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	71MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 932.54MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 71.55GB Total: 136.03GB
ECS-PAIBSNQRY03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	71MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 932.53MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 70.34GB Total: 136.03GB

Appendix C Inventory  
Item Test Bank and Platform

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive Name
ECS-PAIBSNQRY04	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	118MB	Drive C: (Physical Disk) FileSystem: NTFS Used: 71.85GB Total: 136.03GB, Drive H: (Physical Disk) FileSystem: NTFS Used: 932.22MB Total: 250.00GB
ECS-PAIBSNQRY06	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	71MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 932.22MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 71.63GB Total: 136.03GB
ECS-PAIBSNQRY05	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	71MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 932.24MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 70.35GB Total: 136.03GB
ECS-PAIBSNPRC01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	117MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 6.60GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 74.01GB Total: 136.03GB
ECS-PAIBSNQRY07	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	71MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 932.16MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 71.55GB Total: 136.03GB
ECS-PAIBSNPRC02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	50MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 67.68GB Total: 136.03GB
ECS-PAIBSNPRC03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	50MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 67.74GB Total: 136.03GB
ECS-PAIBSNQRY08	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge R710	CPU Chip Count: 1 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU E5620 @ 2.40GHz (4 cores)	73728	70MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 932.16MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 71.46GB Total: 136.03GB
ECS-PAIBSNPRC04	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	Dell Inc.	PowerEdge M710HD	CPU Chip Count: 2 CPU Core Count: 12 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (6 cores)	196608	124MB	Drive H: (Physical Disk) FileSystem: NTFS Used: 43.55GB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 215.07GB Total: 278.78GB
ECS-PAIBEQFS01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	INT-FLDOE	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	4096	52MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 92.88MB Total: 100.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 17.91GB Total: 49.90GB
ECS-PAIBSNFILE1	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	112MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 500.27MB Total: 250.00GB, Drive F: (Physical Disk) FileSystem: NTFS Used: 3.23GB Total: 1.88TB, Drive C: (Physical Disk) FileSystem: NTFS Used: 26.64GB Total: 99.90GB, Drive O: (Physical Disk) FileSystem: NTFS Used: 2.45GB Total: 1.88TB

Appendix C Inventory  
Item Test Bank and Platform

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive Name
ECS-PAIBEQWEB02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 8 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU4: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU5: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU6: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU7: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	99MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 23.58GB Total: 100.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 33.04GB Total: 99.90GB
ECS-PAIBEQWEB04	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 8 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU4: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU5: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU6: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU7: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	99MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 3.89GB Total: 100.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 31.98GB Total: 99.90GB
ECS-PAIBEQWEB01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 8 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU4: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU5: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU6: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU7: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	100MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 42.96GB Total: 700.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 40.30GB Total: 99.90GB
ECS-PAIBEQWEB03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 8 CPU Core Count: 8 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU4: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU5: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU6: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU7: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	54MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 22.82GB Total: 100.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 30.39GB Total: 99.90GB



Appendix C Inventory  
Item Test Bank and Platform

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive Name
ECS-TAIBSNWEB01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	16384	104MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 452.37MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 34.54GB Total: 99.90GB
ECS-TAIBSNWEB02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	16384	108MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 434.41MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 34.11GB Total: 99.90GB
ECS-PAIBSNWEB01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	104MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 217.11MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 31.45GB Total: 99.90GB
ECS-PAIBSNWEB13	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	102MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 28.87GB Total: 99.90GB
ECS-PAIBSNWEB14	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	101MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.22GB Total: 99.90GB
ECS-PAIBSNWEB15	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	58MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.28GB Total: 99.90GB
ECS-PAIBSNWEB16	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	103MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.20GB Total: 99.90GB
ECS-PAIBSNWEB18	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	103MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.86MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.70GB Total: 99.90GB
ECS-PAIBSNWEB19	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	103MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.38GB Total: 99.90GB
ECS-PAIBSNWEB17	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	57MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.86MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.82GB Total: 99.90GB
ECS-PAIBSNWEB07	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	111MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 28.72GB Total: 99.90GB

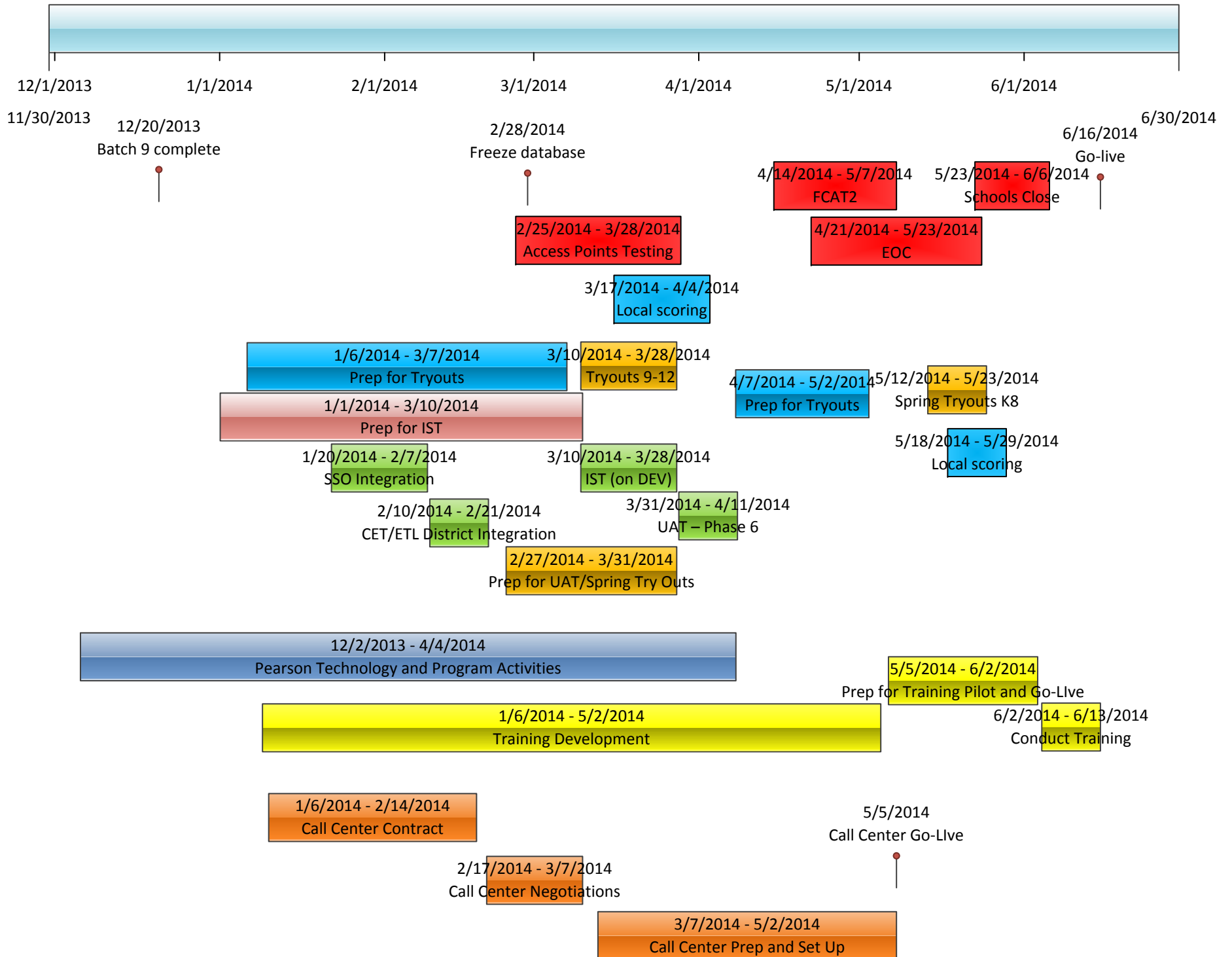
Appendix C Inventory  
Item Test Bank and Platform

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive Name
ECS-PAIBSNWEB05	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	102MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 30.65GB Total: 99.90GB
ECS-PAIBSNWEB04	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	101MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 28.36GB Total: 99.90GB
ECS-PAIBSNWEB08	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	113MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.59GB Total: 99.90GB
ECS-PAIBSNWEB06	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	102MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.81GB Total: 99.90GB
ECS-PAIBSNWEB10	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	102MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 28.63GB Total: 99.90GB
ECS-PAIBSNWEB20	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	103MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.52GB Total: 99.90GB
ECS-PAIBSNWEB03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	102MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 120.99MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.38GB Total: 99.90GB
ECS-PAIBSNWEB12	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	102MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.36GB Total: 99.90GB
ECS-PAIBSNWEB09	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	104MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.07GB Total: 99.90GB
ECS-PAIBSNWEB02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	113MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 97.84MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 29.67GB Total: 99.90GB
ECS-PAIBSNWEB11	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	EUS	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 1 CPU Core Count: 2 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (2 cores)	12288	102MB	Drive E: (Physical Disk) FileSystem: NTFS Used: 310.92MB Total: 250.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 28.72GB Total: 99.90GB
ECS-TAIBEQWEB01	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	109MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 15.11GB Total: 700.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 40.03GB Total: 99.90GB

Appendix C Inventory  
Item Test Bank and Platform

Name	Operating System	OS Version	Service Pack	System Directory	Domain User	Manuf.	Model	Processor(s)	Total RAM	Registry Size	Drive Name
ECS-TAIBEQWEB02	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	55MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 10.50GB Total: 100.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 33.18GB Total: 99.90GB
ECS-TAIBEQWEB03	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	55MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 24.62GB Total: 100.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 30.73GB Total: 99.90GB
ECS-TAIBEQWEB04	Microsoft Windows Server 2008 R2 Enterprise x64	6.1.7601	Service Pack 1	C:\Windows	DMZ	VMware, Inc.	VMware Virtual Platform	CPU Chip Count: 4 CPU Core Count: 4 CPU0: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU1: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU2: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core) CPU3: Intel(R) Xeon(R) CPU X5650 @ 2.67GHz (1 core)	12288	55MB	Drive D: (Physical Disk) FileSystem: NTFS Used: 4.80GB Total: 100.00GB, Drive C: (Physical Disk) FileSystem: NTFS Used: 32.16GB Total: 99.90GB

# INTERIM ASSESSMENT ITEM BANK AND TEST PLATFORM 2014



# Project Tasks

Michelle Worrell

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
<b>B.3.1 - Interim Assessment Item Bank and Platform</b>						
1	1	Interim Assessment Item Bank and Platform	In Progress	11/30/10	4/14/15	59%
2	1.1	PM Activities	In Progress	11/30/10	1/10/14	92%
3	1.1.1	Project Start	In Progress	11/30/10	1/10/14	92%
4	1.1.1.1	Advisory Committee Formed (Formative and Interim Assessment Design Implementation Committee)	Completed	11/30/10	11/30/10	100%
5	1.1.1.2	Scope	Completed	3/11/11	4/8/11	100%
6	1.1.1.2.1	Draft Project Charter	Completed	3/11/11	3/28/11	100%
7	1.1.1.2.2	Present to DOC for approval	Completed	3/17/11	3/24/11	100%
8	1.1.1.2.3	Draft Charter Reviewed SPDO	Completed	3/21/11	4/8/11	100%
9	1.1.1.2.4	Charter Reviewed PMOC	Completed	3/28/11	3/30/11	100%
10	1.1.1.2.5	Charter Approved and Project Initiated	Completed	3/29/11	3/29/11	100%
11	1.1.1.3	Procurement Planning	In Progress	1/9/12	12/13/13	93%
12	1.1.1.3.1	RFP Development	Completed	1/9/12	5/10/12	100%
13	1.1.1.3.1.1	ITN Draft Written	Completed	1/9/12	3/15/12	100%
14	1.1.1.3.1.2	Draft Procurement Complete	Completed	1/31/12	1/31/12	100%
15	1.1.1.3.1.3	Procurement Office Review	Completed	3/16/12	3/28/12	100%
16	1.1.1.3.1.4	IT Office Review	Completed	3/29/12	4/10/12	100%
17	1.1.1.3.1.5	General Counsel Review	Completed	4/11/12	4/18/12	100%
18	1.1.1.3.1.6	Admin Services Review	Completed	4/19/12	5/1/12	100%
19	1.1.1.3.1.7	CFO Review	Completed	5/2/12	5/9/12	100%
20	1.1.1.3.1.8	Internal Approvals Complete, Procurement Posted	Completed	5/10/12	5/10/12	100%
21	1.1.1.3.2	Vendor Bid and Selection	Completed	3/28/12	7/3/12	100%
22	1.1.1.3.2.1	Bid Due Date	Completed	5/10/12	5/14/12	100%
23	1.1.1.3.2.2	Bid Evaluations	Completed	5/15/12	6/18/12	100%
24	1.1.1.3.2.3	Vendor Selection Completion/Notice of Intent to Award Posted	Completed	3/28/12	4/30/12	100%
25	1.1.1.3.2.4	Contract Finalized	Completed	6/29/12	7/3/12	100%
26	1.1.1.3.3	Call Center Procurement	In Progress	8/12/13	12/13/13	17%
27	1.1.1.3.3.1	RFI Complete	Completed	8/12/13	8/13/13	100%
28	1.1.1.3.3.2	Draft Procurement for Call Center	Not Started	12/2/13	12/13/13	0%
29	1.1.1.4	Warranty Support Procurement	Not Started	1/6/14	1/10/14	0%
30	1.2	Project Initiation	In Progress	5/7/12	12/23/13	94%
31	1.2.1	Execution of Contract Complete	Completed	5/7/12	10/10/12	100%
32	1.2.1.1	Contract Negotiations Completed and Contract signed	Completed	5/29/12	9/19/12	100%
33	1.2.1.2	Establish Project Management Office (PMO)	Completed	9/20/12	10/10/12	100%
34	1.2.1.3	Conduct the Proposal to Implementation Transition Meeting	Completed	5/7/12	5/7/12	100%
35	1.2.2	Joint Pearson/FDOE Kick Off Meeting	Completed	9/13/12	9/26/12	100%
36	1.2.2.1	Team provides Meeting agenda items and Break out sessions agenda	Completed	9/13/12	9/13/12	100%
37	1.2.2.2	Send agenda to FDOE for review and approval of dates	Completed	9/14/12	9/14/12	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
38	1.2.2.3	FDOE schedules personnel and meeting location	Completed	9/17/12	9/17/12	100%
39	1.2.2.4	Internal Pearson Prep Meeting	Completed	9/20/12	9/20/12	100%
40	1.2.2.5	Conduct Meeting	Completed	9/21/12	9/21/12	100%
41	1.2.2.6	Internal Pearson Debrief Meeting	Completed	9/24/12	9/26/12	100%
42	1.2.3	Joint Planning Documents	In Progress	6/25/12	12/23/13	94%
43	1.2.3.1	Quality Plan	Not Started	10/1/13	12/23/13	0%
44	1.2.3.1.1	Develop Success Metrics	Not Started	10/1/13	12/23/13	0%
45	1.2.3.2	Risk Plan	Completed	8/17/12	8/20/12	100%
46	1.2.3.2.1	Develop Risk Register	Completed	8/17/12	8/17/12	100%
47	1.2.3.2.2	Enter Risks in Daptiv	Completed	8/20/12	8/20/12	100%
48	1.2.3.3	Project Plans	In Progress	6/25/12	10/22/13	99%
49	1.2.3.3.1	Deliverable Activity 1a - A detailed project plan setting forth the project goals, objectives, deliverables, and timelines.	Completed	6/25/12	10/10/12	100%
50	1.2.3.3.1.1	Develop Plan	Completed	6/25/12	7/12/12	100%
51	1.2.3.3.1.2	Submitted to FDOE for Review	Completed	9/20/12	9/20/12	100%
52	1.2.3.3.1.3	FDOE Reviews and provided input	Completed	9/21/12	9/27/12	100%
53	1.2.3.3.1.4	Revise Plan per FDOE's Input and submit for approval	Completed	9/28/12	10/2/12	100%
54	1.2.3.3.1.5	FDOE Reviews	Completed	10/3/12	10/9/12	100%
55	1.2.3.3.1.6	FLDOE approves project plan	Completed	10/10/12	10/10/12	100%
56	1.2.3.3.2	Deliverable Activity 1b - Interim Assessment System for K-12 Math Plan	Completed	6/25/12	8/7/12	100%
57	1.2.3.3.2.1	Develop Plan	Completed	6/25/12	7/11/12	100%
58	1.2.3.3.2.2	Internal review and revisions	Completed	7/12/12	7/12/12	100%
59	1.2.3.3.2.3	Submitted to FDOE for Review	Completed	7/13/12	7/13/12	100%
60	1.2.3.3.2.4	FDOE Reviews and provided input	Completed	7/16/12	7/20/12	100%
61	1.2.3.3.2.5	Pearson Revises Plan per FDOE's Input	Completed	7/23/12	7/24/12	100%
62	1.2.3.3.2.6	Submit plan for review and approval	Completed	7/31/12	7/31/12	100%
63	1.2.3.3.2.7	FDOE Reviews	Completed	8/1/12	8/7/12	100%
64	1.2.3.3.2.8	FLDOE approves interim assessment system for K-12 Math	Completed	8/3/12	8/3/12	100%
65	1.2.3.3.3	Deliverable Activity 2a - A plan for developing the test and item bank technology platform.	Completed	6/25/12	10/24/12	100%
66	1.2.3.3.3.1	Develop Plan	Completed	6/25/12	7/9/12	100%
67	1.2.3.3.3.2	Internal Review and Revisions	Completed	7/10/12	7/11/12	100%
68	1.2.3.3.3.3	Internal Final Review	Completed	7/12/12	7/12/12	100%
69	1.2.3.3.3.4	Submitted to FDOE for Review	Completed	9/20/12	9/20/12	100%
70	1.2.3.3.3.5	Conduct meeting to review and edit plan for Del 2 - Test and Item bank Tech Platform Plan (During Proj Initiatin Mtg)	Completed	9/21/12	9/21/12	100%
71	1.2.3.3.3.6	FDOE reviews and provides input	Completed	9/21/12	9/27/12	100%
72	1.2.3.3.3.7	Pearson revises per FDOE Input	Completed	9/28/12	10/1/12	100%
73	1.2.3.3.3.8	Pearson submits plan to FDOE's review and approval	Completed	10/2/12	10/2/12	100%
74	1.2.3.3.3.9	FDOE Reviews	Completed	10/3/12	10/23/12	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
75	1.2.3.3.3.10	FLDOE approves plan for developing test and item bank technology platform	Completed	10/24/12	10/24/12	100%
76	1.2.3.3.4	Deliverable Activity 2b - LEA Needs Assessment	Completed	10/31/12	11/2/12	100%
77	1.2.3.3.5	Deliverable Activity 3a - A plan for the inclusion of emerging technology and standards for assessment item portability.	Completed	6/25/12	10/15/12	100%
78	1.2.3.3.5.1	Develop Plan	Completed	6/25/12	6/29/12	100%
79	1.2.3.3.5.2	Internal Review and Revisions	Completed	7/9/12	7/10/12	100%
80	1.2.3.3.5.3	Internal Final Review	Completed	7/11/12	7/12/12	100%
81	1.2.3.3.5.4	Submitted to FDOE for Review	Completed	9/20/12	9/20/12	100%
82	1.2.3.3.5.5	FDOE Reviews and provides input	Completed	9/21/12	9/27/12	100%
83	1.2.3.3.5.6	Pearson revises plan per FDOE's Input	Completed	9/28/12	10/4/12	100%
84	1.2.3.3.5.7	Pearson submits plan to FDOE's review and approval	Completed	10/5/12	10/5/12	100%
85	1.2.3.3.5.8	FDOE Reviews	Completed	10/8/12	10/12/12	100%
86	1.2.3.3.5.9	FLDOE approves Emerging Technology and Standards Plan (3a)	Completed	10/15/12	10/15/12	100%
87	1.2.3.3.6	Deliverable Activity 4a - A plan for the inclusion of emerging standards for common intellectual property policies for materials used for educational purposes.	Completed	6/25/12	10/15/12	100%
88	1.2.3.3.6.1	Develop Plan	Completed	6/25/12	7/5/12	100%
89	1.2.3.3.6.2	Internal Review #1 and Revisions	Completed	7/6/12	7/10/12	100%
90	1.2.3.3.6.3	Internal Review #2 and Revisions	Completed	7/11/12	7/11/12	100%
91	1.2.3.3.6.4	Internal Final Review	Completed	7/12/12	7/12/12	100%
92	1.2.3.3.6.5	Submitted to FDOE for Review	Completed	9/20/12	9/20/12	100%
93	1.2.3.3.6.6	FDOE Reviews and provides input	Completed	9/21/12	9/27/12	100%
94	1.2.3.3.6.7	Pearson revises plan per FDOE's Input	Completed	9/28/12	10/4/12	100%
95	1.2.3.3.6.8	Pearson submits plan to FDOE's review and approval	Completed	10/5/12	10/5/12	100%
96	1.2.3.3.6.9	FDOE Reviews	Completed	10/8/12	10/12/12	100%
97	1.2.3.3.6.10	FLDOE approves common IP Policies	Completed	10/15/12	10/15/12	100%
98	1.2.3.3.7	Deliverable Activity 5a - A test item development plan for Year 1 and Year 2 that includes a blueprint of the content standards.	Completed	6/25/12	10/15/12	100%
99	1.2.3.3.7.1	Develop Plan	Completed	6/25/12	7/5/12	100%
100	1.2.3.3.7.2	Internal Review #1 and Revisions	Completed	7/6/12	7/10/12	100%
101	1.2.3.3.7.3	Internal Review #2 and Revisions	Completed	7/11/12	7/11/12	100%
102	1.2.3.3.7.4	Internal Final Review	Completed	7/12/12	7/12/12	100%
103	1.2.3.3.7.5	Submitted to FDOE for Review	Completed	9/20/12	9/20/12	100%
104	1.2.3.3.7.6	FDOE reviews and provides input	Completed	9/21/12	9/27/12	100%
105	1.2.3.3.7.7	Pearson revises plan per FDOE Input (rolling)	Completed	9/28/12	10/4/12	100%
106	1.2.3.3.7.8	Pearson submits plan	Completed	10/5/12	10/5/12	100%
107	1.2.3.3.7.9	FDOE reviews	Completed	10/8/12	10/12/12	100%
108	1.2.3.3.7.10	FLDOE approves test item development plan for Year 1	Completed	10/15/12	10/15/12	100%
109	1.2.3.3.7.11	FLDOE approves test item development plan for Year 2	Completed	9/7/12	9/7/12	100%
110	1.2.3.3.8	Deliverable Activity 26a - Approved item development plan for year 2.	Completed	4/4/13	5/10/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
111	1.2.3.3.8.1	Revise Yr 2 Plan with FLDOE based on Yr 1 results	Completed	4/4/13	4/24/13	100%
112	1.2.3.3.8.2	Submitted to FLDOE	Completed	4/11/13	4/11/13	100%
113	1.2.3.3.8.3	FDOE reviews and provides input	Completed	4/12/13	4/29/13	100%
114	1.2.3.3.8.4	Pearson revises plan per FLDOE input	Completed	4/18/13	5/3/13	100%
115	1.2.3.3.8.5	Pearson submits plan for FLDOE review and approval	Completed	4/24/13	4/24/13	100%
116	1.2.3.3.8.6	FLDOE Reviews	Completed	4/25/13	5/10/13	100%
117	1.2.3.3.8.7	FLDOE approves item development plan Year 2	Completed	4/30/13	4/30/13	100%
118	1.2.3.3.9	Deliverable Activity 5b - Present Method for Identifying teachers in content development, item writing, and item review (Pearson Note - Recruitment Plan)	Completed	6/25/12	8/6/12	100%
119	1.2.3.3.9.1	Develop Plan	Completed	6/25/12	7/5/12	100%
120	1.2.3.3.9.2	Internal Review #1 and Revisions	Completed	7/6/12	7/10/12	100%
121	1.2.3.3.9.3	Internal Review #2 and Revisions	Completed	7/11/12	7/11/12	100%
122	1.2.3.3.9.4	Internal Final Review	Completed	7/12/12	7/12/12	100%
123	1.2.3.3.9.5	Submitted to FDOE for Review	Completed	7/13/12	7/13/12	100%
124	1.2.3.3.9.6	FDOE reviews and provides input	Completed	7/16/12	7/20/12	100%
125	1.2.3.3.9.7	Pearson revises plan per FDOE Input	Completed	7/23/12	7/27/12	100%
126	1.2.3.3.9.8	Pearson submits plan	Completed	7/30/12	7/30/12	100%
127	1.2.3.3.9.9	FDOE reviews	Completed	7/31/12	8/6/12	100%
128	1.2.3.3.9.10	FLDOE approves method for identifying teachers	Completed	8/2/12	8/2/12	100%
129	1.2.3.3.10	Deliverable Activity 5c - Present Method for training teachers in content development, item writing, and item review (Pearson Note - Training Plan)	Completed	6/25/12	8/7/12	100%
130	1.2.3.3.10.1	Develop Plan	Completed	6/25/12	7/5/12	100%
131	1.2.3.3.10.2	Internal Review #1 and Revisions	Completed	7/6/12	7/10/12	100%
132	1.2.3.3.10.3	Internal Review #2 and Revisions	Completed	7/11/12	7/11/12	100%
133	1.2.3.3.10.4	Internal Final Review	Completed	7/12/12	7/12/12	100%
134	1.2.3.3.10.5	Submitted to FDOE for Review	Completed	7/13/12	7/13/12	100%
135	1.2.3.3.10.6	FDOE reviews and provides input	Completed	7/16/12	7/20/12	100%
136	1.2.3.3.10.7	Pearson revises plan per FDOE Input	Completed	7/23/12	7/27/12	100%
137	1.2.3.3.10.8	Pearson submits plan	Completed	7/30/12	7/30/12	100%
138	1.2.3.3.10.9	FDOE reviews	Completed	7/31/12	8/6/12	100%
139	1.2.3.3.10.10	FLDOE approves method for teaching teachers in content development	Completed	8/7/12	8/7/12	100%
140	1.2.3.3.11	Deliverable Activity 6 - A plan for the item review process for Year 1 and Year 2 submitted and approved	Completed	7/23/12	1/23/13	100%
141	1.2.3.3.11.1	Create Plan	Completed	7/23/12	11/13/12	100%
142	1.2.3.3.11.2	Internal Review #1 and Revisions	Completed	11/14/12	12/3/12	100%
143	1.2.3.3.11.3	Internal Review #2 and Revisions	Completed	12/4/12	12/19/12	100%
144	1.2.3.3.11.4	Internal Final Review	Completed	12/20/12	1/8/13	100%
145	1.2.3.3.11.5	Submitted to FDOE for review and input	Completed	1/9/13	1/15/13	100%
146	1.2.3.3.11.6	FDOE Reviews plan	Completed	1/16/13	1/16/13	100%
147	1.2.3.3.11.7	Pearson revises plan per FDOE input	Completed	1/16/13	1/16/13	100%
148	1.2.3.3.11.8	Pearson submits plan for FDOE's review and approval	Completed	1/16/13	1/16/13	100%



## **Project Tasks**

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
149	1.2.3.3.11.9	FDOE Reviews plan	Completed	1/16/13	1/23/13	100%
150	1.2.3.3.11.10	FLDOE approves Year 1 item review plan	Completed	9/5/12	9/5/12	100%
151	1.2.3.3.12	Deliverable Activity 19a - Develop Sustainability Plan for System Past the Grant Funding Period	In Progress	10/3/12	10/22/13	95%
152	1.2.3.3.12.1	Create Sustainability Plan	Completed	10/16/12	11/14/12	100%
153	1.2.3.3.12.1.1	Technology Inputs to Plan	Completed	10/16/12	10/24/12	100%
154	1.2.3.3.12.1.2	Training Inputs to Plan	Completed	10/25/12	11/5/12	100%
155	1.2.3.3.12.1.3	Content Inputs to Plan	Completed	11/6/12	11/14/12	100%
156	1.2.3.3.12.1.4	Program Team Inputs to Plan	Completed	11/13/12	11/13/12	100%
157	1.2.3.3.12.2	Internal Review #1 and Revisions	Completed	10/3/12	10/4/12	100%
158	1.2.3.3.12.3	Internal Final Review	Completed	10/5/12	11/19/12	100%
159	1.2.3.3.12.4	Submitted to FDOE (Submission 1)	Completed	11/20/12	11/20/12	100%
160	1.2.3.3.12.5	FDOE reviews and provides input	Completed	11/21/12	12/17/12	100%
161	1.2.3.3.12.6	Pearson revises plan per FDOE input	Completed	12/18/12	12/24/12	100%
162	1.2.3.3.12.7	Submitted to FDOE (Submission 2)	Completed	12/26/12	1/22/13	100%
163	1.2.3.3.12.8	FDOE Reviews and provides input	Completed	1/23/13	1/29/13	100%
164	1.2.3.3.12.9	Pearson revises plan per FDOE input	Completed	1/30/13	3/19/13	100%
165	1.2.3.3.12.10	Submitted to FDOE for review and input (Submission 3)	Completed	3/20/13	3/20/13	100%
166	1.2.3.3.12.11	FDOE Reviews and provides input	Completed	3/21/13	4/26/13	100%
167	1.2.3.3.12.12	Pearson revises plan per FDOE input	Completed	4/29/13	6/28/13	100%
168	1.2.3.3.12.13	Submitted to FDOE for review and input (Submission 4)	Completed	7/1/13	7/1/13	100%
169	1.2.3.3.12.14	FDOE Reviews and provides input	Completed	7/2/13	7/9/13	100%
170	1.2.3.3.12.15	Pearson revises plan per FDOE input	Completed	7/10/13	7/30/13	100%
171	1.2.3.3.12.16	Submitted to FDOE for review and input (Submission 5)	Completed	7/31/13	7/31/13	100%
172	1.2.3.3.12.17	FDOE Reviews and provides input	Completed	8/1/13	8/15/13	100%
173	1.2.3.3.12.18	Pearson revises plan per FDOE input	Completed	8/16/13	9/5/13	100%
174	1.2.3.3.12.19	Submitted to FDOE for review and input (Submission 6)	Completed	9/6/13	9/6/13	100%
175	1.2.3.3.12.20	FDOE Reviews and provides input	Completed	9/9/13	9/24/13	100%
176	1.2.3.3.12.21	Pearson revises plan per FDOE input	Completed	9/25/13	9/26/13	100%
177	1.2.3.3.12.22	Submitted to FDOE for review and input (Submission 7)	Completed	9/27/13	9/27/13	100%
178	1.2.3.3.12.23	FDOE Reviews and Provides Feedback for Sustainability Plan Sub 7	Completed	9/30/13	9/30/13	100%
179	1.2.3.3.12.24	Pearson revises Sustainability Plan Sub 8 per FDOE input	Not Started	10/1/13	10/11/13	0%
180	1.2.3.3.12.25	Sustainability Plan submitted to FDOE for review and input (Submission 8)	Not Started	10/14/13	10/14/13	0%
181	1.2.3.3.12.26	FDOE Reviews Sustainability Plan Sub 8	Not Started	10/15/13	10/21/13	0%
182	1.2.3.3.12.27	FLDOE approves Del 19a Sustainability Plan	Not Started	10/22/13	10/22/13	0%
183	1.2.3.3.13	Deliverable Activity 22 - A plan for communication, technical support, and LEA professional development modules.	Completed	11/2/12	10/21/13	100%
184	1.2.3.3.13.1	Communications Plan - Del 22a	Completed	11/2/12	2/18/13	100%
185	1.2.3.3.13.1.1	Create Plan	Completed	11/2/12	12/13/12	100%
186	1.2.3.3.13.1.2	Internal Review #1 and Revisions	Completed	12/14/12	12/28/12	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
187	1.2.3.3.13.1.3	Internal Review #2 and Revisions	Completed	12/31/12	1/14/13	100%
188	1.2.3.3.13.1.4	Internal Final Review	Completed	1/15/13	1/22/13	100%
189	1.2.3.3.13.1.5	Submitted to FDOE	Completed	1/23/13	1/23/13	100%
190	1.2.3.3.13.1.6	Conduct meeting with the FDOE to review communication plan	Completed	1/24/13	1/24/13	100%
191	1.2.3.3.13.1.7	FDOE reviews and provides input	Completed	1/25/13	1/31/13	100%
192	1.2.3.3.13.1.8	Pearson revises plan per FDOE input	Completed	2/1/13	2/7/13	100%
193	1.2.3.3.13.1.9	Pearson submits plan for FDOE's review and approval	Completed	2/8/13	2/8/13	100%
194	1.2.3.3.13.1.10	FDOE Reviews	Completed	2/11/13	2/15/13	100%
195	1.2.3.3.13.1.11	FLDOE approves Vendor Communication Plan	Completed	2/18/13	2/18/13	100%
196	1.2.3.3.13.2	Technical Support Plan - Del 22b	Completed	11/13/12	8/28/13	100%
197	1.2.3.3.13.2.1	Create Plan	Completed	11/13/12	3/27/13	100%
198	1.2.3.3.13.2.2	Internal Review #1 and Revisions	Completed	3/28/13	4/9/13	100%
199	1.2.3.3.13.2.3	Internal Review #2 and Revisions	Completed	4/10/13	5/2/13	100%
200	1.2.3.3.13.2.4	Submitted to FDOE (Submission 1)	Completed	5/3/13	5/3/13	100%
201	1.2.3.3.13.2.5	Conduct meeting with the FDOE to review Tech Spt plan	Completed	5/6/13	5/6/13	100%
202	1.2.3.3.13.2.6	FDOE reviews and provides input	Completed	5/7/13	5/9/13	100%
203	1.2.3.3.13.2.7	Pearson revises plan per FDOE input	Completed	5/10/13	5/31/13	100%
204	1.2.3.3.13.2.8	Submit plan for FDOE's review and input (Submission 2)	Completed	6/3/13	6/3/13	100%
205	1.2.3.3.13.2.9	FDOE Reviews plan for Technical Support	Completed	6/4/13	6/24/13	100%
206	1.2.3.3.13.2.10	FLDOE approves Del 22b Technology Support Plan Sub 5	Completed	8/28/13	8/28/13	100%
207	1.2.3.3.13.3	LEA Professional Dev Modules Plan - Del 22c	Completed	11/29/12	10/21/13	100%
208	1.2.3.3.13.3.1	Create Plan	Completed	11/29/12	1/29/13	100%
209	1.2.3.3.13.3.2	Submitted to FDOE (Submission 1)	Completed	1/25/13	1/25/13	100%
210	1.2.3.3.13.3.3	Conduct meeting with the FDOE to review LEA Prof Dev Modules plan	Completed	1/28/13	1/28/13	100%
211	1.2.3.3.13.3.4	FDOE reviews and provides input	Completed	1/29/13	2/5/13	100%
212	1.2.3.3.13.3.5	Pearson revises plan per FDOE input	Completed	2/6/13	2/19/13	100%
213	1.2.3.3.13.3.6	Pearson submits plan for FDOE's review (Submission 2)	Completed	2/20/13	2/20/13	100%
214	1.2.3.3.13.3.7	FDOE reviews and provides input	Completed	2/21/13	2/26/13	100%
215	1.2.3.3.13.3.8	Pearson revises plan per FDOE input	Completed	2/27/13	3/15/13	100%
216	1.2.3.3.13.3.9	Pearson submits plan for FDOE's review (Submission 3)	Completed	3/18/13	3/18/13	100%
217	1.2.3.3.13.3.10	FDOE reviews and provides input	Completed	3/19/13	4/12/13	100%
218	1.2.3.3.13.3.11	Pearson revises plan per FDOE input	Completed	4/15/13	5/7/13	100%
219	1.2.3.3.13.3.12	Pearson submits plan for FDOE's review (Submission 4)	Completed	5/8/13	5/8/13	100%
220	1.2.3.3.13.3.13	FDOE reviews and provides input	Completed	5/9/13	7/10/13	100%
221	1.2.3.3.13.3.14	Pearson revises plan per FDOE input	Completed	7/11/13	7/23/13	100%
222	1.2.3.3.13.3.15	Pearson submits plan for FDOE's review (Submission 5)	Completed	7/24/13	7/24/13	100%
223	1.2.3.3.13.3.16	FDOE reviews and provides input	Completed	7/25/13	8/2/13	100%
224	1.2.3.3.13.3.17	Pearson revises plan per FDOE input	Completed	8/5/13	8/13/13	100%
225	1.2.3.3.13.3.18	Pearson submits plan for FDOE's review (Submission 6)	Completed	8/14/13	8/14/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
226	1.2.3.3.13.3.19	FDOE reviews and provides input	Completed	8/15/13	8/20/13	100%
227	1.2.3.3.13.3.20	Pearson revises plan per FDOE input	Completed	8/21/13	9/3/13	100%
228	1.2.3.3.13.3.21	Pearson submits plan for FDOE's review (Submission 7)	Completed	9/4/13	9/4/13	100%
229	1.2.3.3.13.3.22	FDOE Reviews Del 22c Training Plan Sub 7	Completed	9/5/13	10/18/13	100%
230	1.2.3.3.13.3.23	FLDOE approves Del 22c LEA professional develop module plan	Not Started	10/21/13	10/21/13	0%
231	1.2.3.3.14	Deliverable Activity 32a - A plan for communication to students, parents, and other public stakeholders regarding the capabilities of the item bank and test platform.	Completed	4/29/13	6/12/13	100%
232	1.2.3.3.14.1	Create plan	Completed	4/29/13	5/17/13	100%
233	1.2.3.3.14.2	Review plan internally	Completed	5/6/13	5/23/13	100%
234	1.2.3.3.14.3	Submit plan for FDOE review	Completed	5/13/13	5/13/13	100%
235	1.2.3.3.14.4	FDOE reviews plan	Completed	5/14/13	5/20/13	100%
236	1.2.3.3.14.5	FDOE provided feedback on plan	Completed	5/16/13	5/16/13	100%
237	1.2.3.3.14.6	Revise plan per FDOE's input	Completed	5/17/13	5/31/13	100%
238	1.2.3.3.14.7	Review Plan for Comm to students, parents, and other public stakeholders - Del 32b	Completed	6/3/13	6/3/13	100%
239	1.2.3.3.14.8	Submit plan to FDOE for review and approval	Completed	6/4/13	6/4/13	100%
240	1.2.3.3.14.9	FDOE reviews	Completed	6/5/13	6/11/13	100%
241	1.2.3.3.14.10	FLDOE approves Communication Plan for Stakeholders	Completed	6/12/13	6/12/13	100%
242	1.2.4	Review Year 2 Project schedule and refine per Year 1 experience - Project Plans Year 2	In Progress	8/19/13	10/28/13	75%
243	1.3	Project Execution	In Progress	5/11/12	4/14/15	59%
244	1.3.1	Content Development (batches 1-5 and Item Specs)	In Progress	6/1/12	5/23/14	86%
245	1.3.1.1	Deliverable Activity 7 - Test Item Specifications submitted and approved	In Progress	6/8/12	5/8/14	76%
246	1.3.1.1.1	CTB Item Specs (Science and Social Studies)	Completed	6/8/12	9/30/13	100%
247	1.3.1.1.1.1	FCAT Science (5, 8, and biology)	Completed	7/6/12	7/10/12	100%
248	1.3.1.1.1.2	FCAT - Social Studies for grades 4 & 7 (US History)	Completed	6/8/12	9/30/13	100%
249	1.3.1.1.1.2.1	Develop FCAT grades	Completed	6/22/12	7/31/12	100%
250	1.3.1.1.1.2.2	Review and provide feedback	Completed	8/1/12	8/21/12	100%
251	1.3.1.1.1.2.3	CTB revises and resubmits to Pearson	Completed	8/22/12	9/4/12	100%
252	1.3.1.1.1.2.4	Pearson conducts final review	Completed	9/5/12	9/12/12	100%
253	1.3.1.1.1.2.5	Submit to FL for review and feedback	Completed	9/13/12	9/20/12	100%
254	1.3.1.1.1.2.6	FDOE provides feedback	Completed	8/21/12	8/27/12	100%
255	1.3.1.1.1.2.7	CTB revises and resubmits to Pearson	Completed	9/4/12	9/24/12	100%
256	1.3.1.1.1.2.8	Pearson reviews and resubmits to subs for edits	Completed	9/11/12	9/21/12	100%
257	1.3.1.1.1.2.9	CTB revise and resubmit to Pearson	Completed	9/14/12	9/18/12	100%
258	1.3.1.1.1.2.10	FLDOE reviews	Completed	9/24/12	10/12/12	100%
259	1.3.1.1.1.2.11	FLDOE approves Social Studies for grades 4 & 7	Completed	9/28/12	9/28/12	100%
260	1.3.1.1.1.2.12	CTB Item Specs - Access Points	Completed	6/8/12	9/30/13	100%
261	1.3.1.1.1.2.12.1	Develop Access Points	Completed	6/8/12	12/4/12	100%
262	1.3.1.1.1.2.12.2	Pearson Review and provide feedback to CTB	Completed	12/5/12	1/14/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
263	1.3.1.1.1.2.12.3	CTB revises and re-submits to Pearson	Completed	1/15/13	2/5/13	100%
264	1.3.1.1.1.2.12.4	Pearson conducts final review	Completed	8/27/12	9/4/12	100%
265	1.3.1.1.1.2.12.5	Pearson submits to FDOE for Review	Completed	9/5/12	9/5/12	100%
266	1.3.1.1.1.2.12.6	FDOE Provides Feedback	Completed	9/6/12	9/26/12	100%
267	1.3.1.1.1.2.12.7	CTB revise and resubmit to Pearson	Completed	9/13/12	9/17/12	100%
268	1.3.1.1.1.2.12.8	Pearson reviews and resubmits to FDOE for final approval	Completed	9/18/12	9/20/12	100%
269	1.3.1.1.1.2.12.9	FDOE reviews	Completed	9/21/12	10/11/12	100%
270	1.3.1.1.1.2.12.10	FDOE approves Access Point (Sci & SS)	Overdue	9/30/13	9/30/13	0%
271	1.3.1.1.1.3	Non FCAT grades - Science and SS	Completed	6/8/12	12/4/12	100%
272	1.3.1.1.1.3.1	Develop non- FCAT grades	Completed	6/8/12	10/18/12	100%
273	1.3.1.1.1.3.2	Pearson Review and provide feedback to CTB	Completed	10/19/12	12/4/12	100%
274	1.3.1.1.1.3.3	CTB revises and re- submits to Pearson	Completed	8/24/12	9/14/12	100%
275	1.3.1.1.1.3.4	Pearson conducts final review	Completed	8/31/12	9/13/12	100%
276	1.3.1.1.1.3.5	Pearson submits to FDOE for Review	Completed	9/5/12	9/5/12	100%
277	1.3.1.1.1.3.6	FDOE provides feedback	Completed	9/6/12	9/26/12	100%
278	1.3.1.1.1.3.7	CTB revises and resubmits to Pearson	Completed	9/13/12	10/3/12	100%
279	1.3.1.1.1.3.8	Pearson reviews and resubmits to FDOE for final approval	Completed	9/19/12	10/1/12	100%
280	1.3.1.1.1.3.9	FDOE reviews	Completed	9/24/12	10/12/12	100%
281	1.3.1.1.1.3.10	FDOE approves non-FCAT grades Science and Social Studies	Completed	10/1/12	10/1/12	100%
282	1.3.1.1.2	HMH Specs - ELA, Math, & Spanish	Completed	7/10/12	10/12/12	100%
283	1.3.1.1.2.1	Develop Item Specs (Rolling)	Completed	7/10/12	7/12/12	100%
284	1.3.1.1.2.2	Review and provide feedback	Completed	7/11/12	7/31/12	100%
285	1.3.1.1.2.3	HMH revises and re- submits to pearson	Completed	7/18/12	7/25/12	100%
286	1.3.1.1.2.4	Pearson conducts final review	Completed	8/31/12	9/10/12	100%
287	1.3.1.1.2.5	Submit to FDOE for review	Completed	9/5/12	9/7/12	100%
288	1.3.1.1.2.6	FDOE provides feedback	Completed	9/6/12	9/26/12	100%
289	1.3.1.1.2.7	HMH revises and resubmits to Pearson	Completed	9/13/12	9/28/12	100%
290	1.3.1.1.2.8	Pearson reviews and resubmits to FDOE for final approval	Completed	9/19/12	10/1/12	100%
291	1.3.1.1.2.9	FDOE reviews	Completed	9/24/12	10/12/12	100%
292	1.3.1.1.2.10	FLDOE approves Houghton Mifflin Harcourt Specs-ELA, Math, and Spanish	Completed	10/1/12	10/1/12	100%
293	1.3.1.1.3	Final Review Schedule of ALL Item Specs - Deliverable 7a	In Progress	7/23/12	5/8/14	71%
294	1.3.1.1.3.1	Pearson sends All books back to CTB/HMH	Completed	10/23/12	10/25/12	100%
295	1.3.1.1.3.2	CTB/HMH sends All books back to Pearson	Completed	10/24/12	11/12/13	100%
296	1.3.1.1.3.3	Pearson works with HMH/CTB to finalize all specs books	Completed	11/13/13	12/13/13	100%
297	1.3.1.1.3.4	Pearson sends All books to FDOE for Final Review	Not Started	12/16/13	5/5/14	0%
298	1.3.1.1.3.5	Final Meeting w/FDOE staff to review proposed specifications for ALL Content Areas	Completed	5/6/14	5/8/14	100%
299	1.3.1.1.3.5.1	Social Studies	Completed	5/6/14	5/8/14	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
300	1.3.1.1.3.5.2	Science	Completed	5/6/14	5/8/14	100%
301	1.3.1.1.3.5.3	Math	Completed	5/6/14	5/8/14	100%
302	1.3.1.1.3.5.4	ELA	Completed	5/6/14	5/8/14	100%
303	1.3.1.1.3.5.5	Spanish	Completed	5/6/14	5/8/14	100%
304	1.3.1.1.3.5.6	FDOE Approves All Item Specs	Not Started	5/6/14	5/6/14	0%
305	1.3.1.1.3.6	Passage Review (ELA and Spanish)	Completed	7/23/12	8/21/12	100%
306	1.3.1.1.3.6.1	Submit to FDOE for Review (rolling)	Completed	7/23/12	8/14/12	100%
307	1.3.1.1.3.6.2	FDOE reviews and provides feedback	Completed	7/30/12	8/21/12	100%
308	1.3.1.1.3.7	Pearson sends All books back to CTB/HMH	In Progress	6/26/13	11/7/13	70%
309	1.3.1.1.3.7.1	FL IBTP Item Specification Books	In Progress	6/26/13	11/7/13	70%
310	1.3.1.1.3.7.1.1	Math	In Progress	7/12/13	11/5/13	45%
311	1.3.1.1.3.7.1.1.1	K-2	In Progress	7/12/13	11/5/13	44%
312	1.3.1.1.3.7.1.1.1.1	Review Rounds	Completed	7/12/13	8/28/13	100%
313	1.3.1.1.3.7.1.1.1.1.1	FDOE feedback received by Pearson	Completed	7/12/13	7/12/13	100%
314	1.3.1.1.3.7.1.1.1.1.2	Content review of edits / post to CE	Completed	7/15/13	7/22/13	100%
315	1.3.1.1.3.7.1.1.1.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
316	1.3.1.1.3.7.1.1.1.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/5/13	100%
317	1.3.1.1.3.7.1.1.1.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
318	1.3.1.1.3.7.1.1.1.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
319	1.3.1.1.3.7.1.1.1.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
320	1.3.1.1.3.7.1.1.1.1.8	CE/CS review of file / post to FDOE	Completed	8/19/13	8/21/13	100%
321	1.3.1.1.3.7.1.1.1.1.9	FDOE reviews and approves	Completed	8/22/13	8/28/13	100%
322	1.3.1.1.3.7.1.1.1.2	508 Accessibility Web Tagging	In Progress	8/29/13	11/5/13	14%
323	1.3.1.1.3.7.1.1.1.2.1	Descriptions and Directives created by CS/CE	Completed	8/29/13	9/3/13	100%
324	1.3.1.1.3.7.1.1.1.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/4/13	9/10/13	100%
325	1.3.1.1.3.7.1.1.1.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/11/13	9/11/13	100%
326	1.3.1.1.3.7.1.1.1.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/12/13	10/30/13	0%
327	1.3.1.1.3.7.1.1.1.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/31/13	11/1/13	0%
328	1.3.1.1.3.7.1.1.1.2.6	Gilson applies edits to File / post to Pearson	Not Started	11/4/13	11/4/13	0%
329	1.3.1.1.3.7.1.1.1.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/14/13	10/31/13	0%
330	1.3.1.1.3.7.1.1.1.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/5/13	0%
331	1.3.1.1.3.7.1.1.2	3-5	In Progress	7/12/13	11/5/13	44%
332	1.3.1.1.3.7.1.1.2.1	Review Rounds	Completed	7/12/13	8/28/13	100%
333	1.3.1.1.3.7.1.1.2.1.1	FDOE feedback received by Pearson	Completed	7/12/13	7/12/13	100%
334	1.3.1.1.3.7.1.1.2.1.2	Content review of edits / post to CE	Completed	7/15/13	7/22/13	100%
335	1.3.1.1.3.7.1.1.2.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
336	1.3.1.1.3.7.1.1.2.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/5/13	100%
337	1.3.1.1.3.7.1.1.2.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
338	1.3.1.1.3.7.1.1.2.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
339	1.3.1.1.3.7.1.1.2.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
340	1.3.1.1.3.7.1.1.2.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/21/13	100%
341	1.3.1.1.3.7.1.1.2.1.9	FDOE reviews / approves	Completed	8/22/13	8/28/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
342	1.3.1.1.3.7.1.1.2.2	508 Accessibility Web Tagging	In Progress	8/29/13	11/5/13	14%
343	1.3.1.1.3.7.1.1.2.2.1	Descriptions and Directives created by CS/CE	Completed	8/29/13	9/3/13	100%
344	1.3.1.1.3.7.1.1.2.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/4/13	9/10/13	100%
345	1.3.1.1.3.7.1.1.2.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/11/13	9/11/13	100%
346	1.3.1.1.3.7.1.1.2.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/12/13	10/30/13	0%
347	1.3.1.1.3.7.1.1.2.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/31/13	11/1/13	0%
348	1.3.1.1.3.7.1.1.2.2.6	Gilson applies edits to File / post to Pearson	Not Started	11/4/13	11/4/13	0%
349	1.3.1.1.3.7.1.1.2.2.7	CE reiew of Tagged File / approved by Pearson	Not Started	10/14/13	10/31/13	0%
350	1.3.1.1.3.7.1.1.2.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/5/13	0%
351	1.3.1.1.3.7.1.1.3	6-8	In Progress	7/12/13	11/5/13	44%
352	1.3.1.1.3.7.1.1.3.1	Review Rounds	Completed	7/12/13	8/28/13	100%
353	1.3.1.1.3.7.1.1.3.1.1	FDOE feedback received by Pearson	Completed	7/12/13	7/12/13	100%
354	1.3.1.1.3.7.1.1.3.1.2	Content review of edits / post to CE	Completed	7/15/13	7/22/13	100%
355	1.3.1.1.3.7.1.1.3.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
356	1.3.1.1.3.7.1.1.3.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/5/13	100%
357	1.3.1.1.3.7.1.1.3.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
358	1.3.1.1.3.7.1.1.3.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
359	1.3.1.1.3.7.1.1.3.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
360	1.3.1.1.3.7.1.1.3.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/21/13	100%
361	1.3.1.1.3.7.1.1.3.1.9	FDOE reviews / approves	Completed	8/22/13	8/28/13	100%
362	1.3.1.1.3.7.1.1.3.2	508 Accessibility Web Tagging	In Progress	8/29/13	11/5/13	14%
363	1.3.1.1.3.7.1.1.3.2.1	Descriptions and Directives created by CS/CE	Completed	8/29/13	9/3/13	100%
364	1.3.1.1.3.7.1.1.3.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/4/13	9/10/13	100%
365	1.3.1.1.3.7.1.1.3.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/11/13	9/11/13	100%
366	1.3.1.1.3.7.1.1.3.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/12/13	10/30/13	0%
367	1.3.1.1.3.7.1.1.3.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/31/13	11/1/13	0%
368	1.3.1.1.3.7.1.1.3.2.6	Gilson applies edits to File / post to Pearson	Not Started	11/4/13	11/4/13	0%
369	1.3.1.1.3.7.1.1.3.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/14/13	10/31/13	0%
370	1.3.1.1.3.7.1.1.3.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/5/13	0%
371	1.3.1.1.3.7.1.1.4	Algebra I	In Progress	7/12/13	11/5/13	44%
372	1.3.1.1.3.7.1.1.4.1	Review Rounds	Completed	7/12/13	8/28/13	100%
373	1.3.1.1.3.7.1.1.4.1.1	FDOE feedback received by Pearson	Completed	7/12/13	7/12/13	100%
374	1.3.1.1.3.7.1.1.4.1.2	Content review of edits / post to CE	Completed	7/15/13	7/22/13	100%
375	1.3.1.1.3.7.1.1.4.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
376	1.3.1.1.3.7.1.1.4.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/5/13	100%
377	1.3.1.1.3.7.1.1.4.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
378	1.3.1.1.3.7.1.1.4.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
379	1.3.1.1.3.7.1.1.4.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
380	1.3.1.1.3.7.1.1.4.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/21/13	100%
381	1.3.1.1.3.7.1.1.4.1.9	FDOE reviews / approves	Completed	8/22/13	8/28/13	100%
382	1.3.1.1.3.7.1.1.4.2	508 Accessibility Web Tagging	In Progress	8/29/13	11/5/13	14%
383	1.3.1.1.3.7.1.1.4.2.1	Descriptions and Directives created by CS/CE	Completed	8/29/13	9/3/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
384	1.3.1.1.3.7.1.1.4.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/4/13	9/10/13	100%
385	1.3.1.1.3.7.1.1.4.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/11/13	9/11/13	100%
386	1.3.1.1.3.7.1.1.4.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/12/13	10/30/13	0%
387	1.3.1.1.3.7.1.1.4.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/31/13	11/1/13	0%
388	1.3.1.1.3.7.1.1.4.2.6	Gilson applies edits to File / post to Pearson	Not Started	11/4/13	11/4/13	0%
389	1.3.1.1.3.7.1.1.4.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/14/13	10/31/13	0%
390	1.3.1.1.3.7.1.1.4.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/5/13	0%
391	1.3.1.1.3.7.1.1.5	Algebra II	In Progress	7/12/13	11/5/13	44%
392	1.3.1.1.3.7.1.1.5.1	Review Rounds	Completed	7/12/13	8/28/13	100%
393	1.3.1.1.3.7.1.1.5.1.1	FDOE feedback received by Pearson	Completed	7/12/13	7/12/13	100%
394	1.3.1.1.3.7.1.1.5.1.2	Content review of edits / post to CE	Completed	7/15/13	7/22/13	100%
395	1.3.1.1.3.7.1.1.5.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
396	1.3.1.1.3.7.1.1.5.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/5/13	100%
397	1.3.1.1.3.7.1.1.5.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
398	1.3.1.1.3.7.1.1.5.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
399	1.3.1.1.3.7.1.1.5.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
400	1.3.1.1.3.7.1.1.5.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/21/13	100%
401	1.3.1.1.3.7.1.1.5.1.9	FDOE reviews / approves	Completed	8/22/13	8/28/13	100%
402	1.3.1.1.3.7.1.1.5.2	508 Accessibility Web Tagging	In Progress	8/29/13	11/5/13	14%
403	1.3.1.1.3.7.1.1.5.2.1	Descriptions and Directives created by CS/CE	Completed	8/29/13	9/3/13	100%
404	1.3.1.1.3.7.1.1.5.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/4/13	9/10/13	100%
405	1.3.1.1.3.7.1.1.5.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/11/13	9/11/13	100%
406	1.3.1.1.3.7.1.1.5.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/12/13	10/30/13	0%
407	1.3.1.1.3.7.1.1.5.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/31/13	11/1/13	0%
408	1.3.1.1.3.7.1.1.5.2.6	Gilson applies edits to File / post to Pearson	Not Started	11/4/13	11/4/13	0%
409	1.3.1.1.3.7.1.1.5.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/14/13	10/31/13	0%
410	1.3.1.1.3.7.1.1.5.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/5/13	0%
411	1.3.1.1.3.7.1.1.6	Geometry	In Progress	7/12/13	11/5/13	48%
412	1.3.1.1.3.7.1.1.6.1	Review Rounds	Completed	7/12/13	8/29/13	100%
413	1.3.1.1.3.7.1.1.6.1.1	FDOE feedback received by Pearson	Completed	7/12/13	7/12/13	100%
414	1.3.1.1.3.7.1.1.6.1.2	Content review of edits / post to CE	Completed	7/15/13	7/22/13	100%
415	1.3.1.1.3.7.1.1.6.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
416	1.3.1.1.3.7.1.1.6.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/5/13	100%
417	1.3.1.1.3.7.1.1.6.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/9/13	100%
418	1.3.1.1.3.7.1.1.6.1.6	CE review/ mark up / post to Design	Completed	8/12/13	8/14/13	100%
419	1.3.1.1.3.7.1.1.6.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/15/13	8/19/13	100%
420	1.3.1.1.3.7.1.1.6.1.8	CS review of file / post to FDOE	Completed	8/20/13	8/22/13	100%
421	1.3.1.1.3.7.1.1.6.1.9	FDOE reviews / approves	Completed	8/23/13	8/29/13	100%
422	1.3.1.1.3.7.1.1.6.2	508 Accessibility Web Tagging	In Progress	8/30/13	11/5/13	19%
423	1.3.1.1.3.7.1.1.6.2.1	Descriptions and Directives created by CS/CE	Completed	8/30/13	9/9/13	100%
424	1.3.1.1.3.7.1.1.6.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/10/13	9/16/13	100%
425	1.3.1.1.3.7.1.1.6.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/17/13	9/17/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
426	1.3.1.1.3.7.1.1.6.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/18/13	10/30/13	0%
427	1.3.1.1.3.7.1.1.6.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/31/13	11/1/13	0%
428	1.3.1.1.3.7.1.1.6.2.6	Gilson applies edits to File / post to Pearson	Not Started	11/4/13	11/4/13	0%
429	1.3.1.1.3.7.1.1.6.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/14/13	10/31/13	0%
430	1.3.1.1.3.7.1.1.6.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/5/13	0%
431	1.3.1.1.3.7.1.2	ELA	In Progress	8/2/13	11/1/13	64%
432	1.3.1.1.3.7.1.2.1	K-2	In Progress	8/2/13	11/1/13	55%
433	1.3.1.1.3.7.1.2.1.1	Review Rounds	Completed	8/2/13	9/12/13	100%
434	1.3.1.1.3.7.1.2.1.1.1	FDOE feedback received by Pearson	Completed	8/2/13	8/2/13	100%
435	1.3.1.1.3.7.1.2.1.1.2	Content review of edits / post to CE	Completed	8/5/13	8/5/13	100%
436	1.3.1.1.3.7.1.2.1.1.3	CE review/ mark up / post to Design	Completed	8/6/13	8/9/13	100%
437	1.3.1.1.3.7.1.2.1.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/12/13	8/20/13	100%
438	1.3.1.1.3.7.1.2.1.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/21/13	8/23/13	100%
439	1.3.1.1.3.7.1.2.1.1.6	CE review/ mark up / post to Design	Completed	8/26/13	8/28/13	100%
440	1.3.1.1.3.7.1.2.1.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/29/13	9/3/13	100%
441	1.3.1.1.3.7.1.2.1.1.8	CS review of file / post to FDOE	Completed	9/4/13	9/11/13	100%
442	1.3.1.1.3.7.1.2.1.1.9	FDOE reviews / approves	Completed	9/12/13	9/12/13	100%
443	1.3.1.1.3.7.1.2.1.2	508 Accessibility Web Tagging	In Progress	9/13/13	11/1/13	19%
444	1.3.1.1.3.7.1.2.1.2.1	Descriptions and Directives created by CS/CE	Completed	9/13/13	9/17/13	100%
445	1.3.1.1.3.7.1.2.1.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/18/13	9/20/13	100%
446	1.3.1.1.3.7.1.2.1.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/23/13	9/23/13	100%
447	1.3.1.1.3.7.1.2.1.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/24/13	10/16/13	0%
448	1.3.1.1.3.7.1.2.1.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/17/13	10/23/13	0%
449	1.3.1.1.3.7.1.2.1.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/24/13	10/28/13	0%
450	1.3.1.1.3.7.1.2.1.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/29/13	10/31/13	0%
451	1.3.1.1.3.7.1.2.1.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/1/13	0%
452	1.3.1.1.3.7.1.2.2	3-5	In Progress	8/2/13	11/1/13	62%
453	1.3.1.1.3.7.1.2.2.1	Review Rounds	Completed	8/2/13	9/18/13	100%
454	1.3.1.1.3.7.1.2.2.1.1	FDOE feedback received by Pearson	Completed	8/2/13	8/2/13	100%
455	1.3.1.1.3.7.1.2.2.1.2	Content review of edits / post to CE	Completed	8/5/13	8/5/13	100%
456	1.3.1.1.3.7.1.2.2.1.3	CE review/ mark up / post to Design	Completed	8/6/13	8/9/13	100%
457	1.3.1.1.3.7.1.2.2.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/12/13	8/20/13	100%
458	1.3.1.1.3.7.1.2.2.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/21/13	8/23/13	100%
459	1.3.1.1.3.7.1.2.2.1.6	CE review/ mark up / post to Design	Completed	8/26/13	8/28/13	100%
460	1.3.1.1.3.7.1.2.2.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/29/13	9/3/13	100%
461	1.3.1.1.3.7.1.2.2.1.8	CS review of file / post to FDOE	Completed	9/4/13	9/11/13	100%
462	1.3.1.1.3.7.1.2.2.1.9	FDOE reviews / approves	Completed	9/12/13	9/18/13	100%
463	1.3.1.1.3.7.1.2.2.2	508 Accessibility Web Tagging	In Progress	9/19/13	11/1/13	22%
464	1.3.1.1.3.7.1.2.2.2.1	Descriptions and Directives created by CS/CE	Completed	9/19/13	9/23/13	100%
465	1.3.1.1.3.7.1.2.2.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/24/13	9/26/13	100%
466	1.3.1.1.3.7.1.2.2.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/27/13	9/27/13	100%
467	1.3.1.1.3.7.1.2.2.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/30/13	10/16/13	0%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
468	1.3.1.1.3.7.1.2.2.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/17/13	10/23/13	0%
469	1.3.1.1.3.7.1.2.2.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/24/13	10/28/13	0%
470	1.3.1.1.3.7.1.2.2.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/29/13	10/31/13	0%
471	1.3.1.1.3.7.1.2.2.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/1/13	0%
472	1.3.1.1.3.7.1.2.3	6-8	In Progress	8/2/13	11/1/13	65%
473	1.3.1.1.3.7.1.2.3.1	Review Rounds	Completed	8/2/13	9/18/13	100%
474	1.3.1.1.3.7.1.2.3.1.1	FDOE feedback received by Pearson	Completed	8/2/13	8/2/13	100%
475	1.3.1.1.3.7.1.2.3.1.2	Content review of edits / post to CE	Completed	8/5/13	8/5/13	100%
476	1.3.1.1.3.7.1.2.3.1.3	CE review/ mark up / post to Design	Completed	8/6/13	8/9/13	100%
477	1.3.1.1.3.7.1.2.3.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/12/13	8/20/13	100%
478	1.3.1.1.3.7.1.2.3.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/21/13	8/23/13	100%
479	1.3.1.1.3.7.1.2.3.1.6	CE review/ mark up / post to Design	Completed	8/26/13	8/28/13	100%
480	1.3.1.1.3.7.1.2.3.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/29/13	9/3/13	100%
481	1.3.1.1.3.7.1.2.3.1.8	CS review of file / post to FDOE	Completed	9/4/13	9/11/13	100%
482	1.3.1.1.3.7.1.2.3.1.9	FDOE reviews / approves	Completed	9/12/13	9/18/13	100%
483	1.3.1.1.3.7.1.2.3.2	508 Accessibility Web Tagging	In Progress	9/19/13	11/1/13	28%
484	1.3.1.1.3.7.1.2.3.2.1	Descriptions and Directives created by CS/CE	Completed	9/19/13	9/23/13	100%
485	1.3.1.1.3.7.1.2.3.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/24/13	9/30/13	100%
486	1.3.1.1.3.7.1.2.3.2.3	Descriptions and Directives & PDF File to Gilson	Completed	10/1/13	10/1/13	100%
487	1.3.1.1.3.7.1.2.3.2.4	Gilson Tags Files / Post to Pearson	Not Started	10/2/13	10/16/13	0%
488	1.3.1.1.3.7.1.2.3.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/17/13	10/23/13	0%
489	1.3.1.1.3.7.1.2.3.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/24/13	10/28/13	0%
490	1.3.1.1.3.7.1.2.3.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/29/13	10/31/13	0%
491	1.3.1.1.3.7.1.2.3.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/1/13	0%
492	1.3.1.1.3.7.1.2.4	9-10	In Progress	8/2/13	11/1/13	69%
493	1.3.1.1.3.7.1.2.4.1	Review Rounds	Completed	8/2/13	9/18/13	100%
494	1.3.1.1.3.7.1.2.4.1.1	FDOE feedback received by Pearson	Completed	8/2/13	8/2/13	100%
495	1.3.1.1.3.7.1.2.4.1.2	Content review of edits / post to CE	Completed	8/5/13	8/5/13	100%
496	1.3.1.1.3.7.1.2.4.1.3	CE review/ mark up / post to Design	Completed	8/6/13	8/9/13	100%
497	1.3.1.1.3.7.1.2.4.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/12/13	8/20/13	100%
498	1.3.1.1.3.7.1.2.4.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/21/13	8/23/13	100%
499	1.3.1.1.3.7.1.2.4.1.6	CE review/ mark up / post to Design	Completed	8/26/13	8/28/13	100%
500	1.3.1.1.3.7.1.2.4.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/29/13	9/3/13	100%
501	1.3.1.1.3.7.1.2.4.1.8	CS review of file / post to FDOE	Completed	9/4/13	9/11/13	100%
502	1.3.1.1.3.7.1.2.4.1.9	FDOE reviews / approves	Completed	9/12/13	9/18/13	100%
503	1.3.1.1.3.7.1.2.4.2	508 Accessibility Web Tagging	In Progress	9/19/13	11/1/13	38%
504	1.3.1.1.3.7.1.2.4.2.1	Descriptions and Directives created by CS/CE	Completed	9/19/13	9/26/13	100%
505	1.3.1.1.3.7.1.2.4.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/27/13	10/3/13	100%
506	1.3.1.1.3.7.1.2.4.2.3	Descriptions and Directives & PDF File to Gilson	Completed	10/4/13	10/4/13	100%
507	1.3.1.1.3.7.1.2.4.2.4	Gilson Tags Files / Post to Pearson	Not Started	10/7/13	10/16/13	0%
508	1.3.1.1.3.7.1.2.4.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/17/13	10/23/13	0%
509	1.3.1.1.3.7.1.2.4.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/24/13	10/28/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
510	1.3.1.1.3.7.1.2.4.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/29/13	10/31/13	0%
511	1.3.1.1.3.7.1.2.4.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/1/13	0%
512	1.3.1.1.3.7.1.2.5	11-12	In Progress	8/2/13	11/1/13	69%
513	1.3.1.1.3.7.1.2.5.1	Review Rounds	Completed	8/2/13	9/18/13	100%
514	1.3.1.1.3.7.1.2.5.1.1	FDOE feedback received by Pearson	Completed	8/2/13	8/2/13	100%
515	1.3.1.1.3.7.1.2.5.1.2	Content review of edits / post to CE	Completed	8/5/13	8/5/13	100%
516	1.3.1.1.3.7.1.2.5.1.3	CE review/ mark up / post to Design	Completed	8/6/13	8/9/13	100%
517	1.3.1.1.3.7.1.2.5.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/12/13	8/20/13	100%
518	1.3.1.1.3.7.1.2.5.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/21/13	8/23/13	100%
519	1.3.1.1.3.7.1.2.5.1.6	CE review/ mark up / post to Design	Completed	8/26/13	8/28/13	100%
520	1.3.1.1.3.7.1.2.5.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/29/13	9/3/13	100%
521	1.3.1.1.3.7.1.2.5.1.8	CS review of file / post to FDOE	Completed	9/4/13	9/11/13	100%
522	1.3.1.1.3.7.1.2.5.1.9	FDOE reviews / approves	Completed	9/12/13	9/18/13	100%
523	1.3.1.1.3.7.1.2.5.2	508 Accessibility Web Tagging	In Progress	9/19/13	11/1/13	38%
524	1.3.1.1.3.7.1.2.5.2.1	Descriptions and Directives created by CS/CE	Completed	9/19/13	9/26/13	100%
525	1.3.1.1.3.7.1.2.5.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/27/13	10/3/13	100%
526	1.3.1.1.3.7.1.2.5.2.3	Descriptions and Directives & PDF File to Gilson	Completed	10/4/13	10/4/13	100%
527	1.3.1.1.3.7.1.2.5.2.4	Gilson Tags Files / Post to Pearson	Not Started	10/7/13	10/16/13	0%
528	1.3.1.1.3.7.1.2.5.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/17/13	10/23/13	0%
529	1.3.1.1.3.7.1.2.5.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/24/13	10/28/13	0%
530	1.3.1.1.3.7.1.2.5.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/29/13	10/31/13	0%
531	1.3.1.1.3.7.1.2.5.2.8	Tagged File posted to FDOE	Not Started	11/1/13	11/1/13	0%
532	1.3.1.1.3.7.1.3	Science	In Progress	6/26/13	10/28/13	87%
533	1.3.1.1.3.7.1.3.1	K-2	In Progress	6/26/13	10/16/13	94%
534	1.3.1.1.3.7.1.3.1.1	Review Rounds	Completed	6/26/13	9/3/13	100%
535	1.3.1.1.3.7.1.3.1.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
536	1.3.1.1.3.7.1.3.1.1.2	Content review of edits / post to CE	Completed	6/27/13	7/23/13	100%
537	1.3.1.1.3.7.1.3.1.1.3	CE review/ mark up / post to Design	Completed	7/24/13	8/1/13	100%
538	1.3.1.1.3.7.1.3.1.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/5/13	100%
539	1.3.1.1.3.7.1.3.1.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
540	1.3.1.1.3.7.1.3.1.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
541	1.3.1.1.3.7.1.3.1.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
542	1.3.1.1.3.7.1.3.1.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/26/13	100%
543	1.3.1.1.3.7.1.3.1.1.9	FDOE reviews / approves	Completed	8/27/13	9/3/13	100%
544	1.3.1.1.3.7.1.3.1.2	508 Accessibility Web Tagging	In Progress	9/4/13	10/16/13	84%
545	1.3.1.1.3.7.1.3.1.2.1	Descriptions and Directives created by CS/CE	Completed	9/4/13	9/11/13	100%
546	1.3.1.1.3.7.1.3.1.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/12/13	9/18/13	100%
547	1.3.1.1.3.7.1.3.1.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/19/13	9/19/13	100%
548	1.3.1.1.3.7.1.3.1.2.4	Gilson Tags Files / Post to Pearson	Completed	9/20/13	9/30/13	100%
549	1.3.1.1.3.7.1.3.1.2.5	CE reviews Tagged File / post to Gilson	Completed	10/1/13	10/4/13	100%
550	1.3.1.1.3.7.1.3.1.2.6	Gilson applies edits to File / post to Pearson	Completed	10/7/13	10/9/13	100%
551	1.3.1.1.3.7.1.3.1.2.7	CE review of Tagged File / approved by Pearson -	Not Started	10/10/13	10/15/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		Science K-2				
552	1.3.1.1.3.7.1.3.1.2.8	Tagged File posted to FDOE	Not Started	10/16/13	10/16/13	0%
553	1.3.1.1.3.7.1.3.2	3-5	In Progress	6/26/13	10/16/13	95%
554	1.3.1.1.3.7.1.3.2.1	Review Rounds	Completed	6/26/13	9/3/13	100%
555	1.3.1.1.3.7.1.3.2.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
556	1.3.1.1.3.7.1.3.2.1.2	Content review of edits / post to CE	Completed	6/27/13	7/23/13	100%
557	1.3.1.1.3.7.1.3.2.1.3	CE review/ mark up / post to Design	Completed	7/24/13	8/1/13	100%
558	1.3.1.1.3.7.1.3.2.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/5/13	100%
559	1.3.1.1.3.7.1.3.2.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
560	1.3.1.1.3.7.1.3.2.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
561	1.3.1.1.3.7.1.3.2.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
562	1.3.1.1.3.7.1.3.2.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/26/13	100%
563	1.3.1.1.3.7.1.3.2.1.9	FDOE reviews / approves	Completed	8/27/13	9/3/13	100%
564	1.3.1.1.3.7.1.3.2.2	508 Accessibility Web Tagging	In Progress	9/4/13	10/16/13	87%
565	1.3.1.1.3.7.1.3.2.2.1	Descriptions and Directives created by CS/CE	Completed	9/4/13	9/11/13	100%
566	1.3.1.1.3.7.1.3.2.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/12/13	9/18/13	100%
567	1.3.1.1.3.7.1.3.2.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/19/13	9/19/13	100%
568	1.3.1.1.3.7.1.3.2.2.4	Gilson Tags Files / Post to Pearson	Completed	9/20/13	9/30/13	100%
569	1.3.1.1.3.7.1.3.2.2.5	CE reviews Tagged File / post to Gilson	Completed	10/1/13	10/7/13	100%
570	1.3.1.1.3.7.1.3.2.2.6	Gilson applies edits to File / post to Pearson	Completed	10/8/13	10/10/13	100%
571	1.3.1.1.3.7.1.3.2.2.7	CE review of Tagged File / approved by Pearson - Science 3-5	Not Started	10/11/13	10/15/13	0%
572	1.3.1.1.3.7.1.3.2.2.8	Tagged File posted to FDOE - Science 3-5 Item Specs	Not Started	10/16/13	10/16/13	0%
573	1.3.1.1.3.7.1.3.3	6-8	In Progress	6/26/13	10/16/13	95%
574	1.3.1.1.3.7.1.3.3.1	Review Rounds	Completed	6/26/13	9/3/13	100%
575	1.3.1.1.3.7.1.3.3.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
576	1.3.1.1.3.7.1.3.3.1.2	Content review of edits / post to CE	Completed	6/27/13	7/23/13	100%
577	1.3.1.1.3.7.1.3.3.1.3	CE review/ mark up / post to Design	Completed	7/24/13	8/1/13	100%
578	1.3.1.1.3.7.1.3.3.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/5/13	100%
579	1.3.1.1.3.7.1.3.3.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
580	1.3.1.1.3.7.1.3.3.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
581	1.3.1.1.3.7.1.3.3.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
582	1.3.1.1.3.7.1.3.3.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/26/13	100%
583	1.3.1.1.3.7.1.3.3.1.9	FDOE reviews / approves	Completed	8/27/13	9/3/13	100%
584	1.3.1.1.3.7.1.3.3.2	508 Accessibility Web Tagging	In Progress	9/4/13	10/16/13	87%
585	1.3.1.1.3.7.1.3.3.2.1	Descriptions and Directives created by CS/CE	Completed	9/4/13	9/11/13	100%
586	1.3.1.1.3.7.1.3.3.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/12/13	9/18/13	100%
587	1.3.1.1.3.7.1.3.3.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/19/13	9/19/13	100%
588	1.3.1.1.3.7.1.3.3.2.4	Gilson Tags Files / Post to Pearson	Completed	9/20/13	9/30/13	100%
589	1.3.1.1.3.7.1.3.3.2.5	CE reviews Tagged File / post to Gilson	Completed	10/1/13	10/7/13	100%
590	1.3.1.1.3.7.1.3.3.2.6	Gilson applies edits to File / post to Pearson	Completed	10/8/13	10/10/13	100%
591	1.3.1.1.3.7.1.3.3.2.7	CE review of Tagged File / approved by Pearson -	Not Started	10/11/13	10/15/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		Science 6-8 Item Specs				
592	1.3.1.1.3.7.1.3.3.2.8	Tagged File posted to FDOE - Science 6-8 Item Specs	Not Started	10/16/13	10/16/13	0%
593	1.3.1.1.3.7.1.3.4	Biology	In Progress	6/26/13	10/28/13	86%
594	1.3.1.1.3.7.1.3.4.1	Review Rounds	Completed	6/26/13	9/3/13	100%
595	1.3.1.1.3.7.1.3.4.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
596	1.3.1.1.3.7.1.3.4.1.2	Content review of edits / post to CE	Completed	6/27/13	7/23/13	100%
597	1.3.1.1.3.7.1.3.4.1.3	CE review/ mark up / post to Design	Completed	7/24/13	8/1/13	100%
598	1.3.1.1.3.7.1.3.4.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/5/13	100%
599	1.3.1.1.3.7.1.3.4.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
600	1.3.1.1.3.7.1.3.4.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
601	1.3.1.1.3.7.1.3.4.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
602	1.3.1.1.3.7.1.3.4.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/26/13	100%
603	1.3.1.1.3.7.1.3.4.1.9	FDOE reviews / approves	Completed	8/27/13	9/3/13	100%
604	1.3.1.1.3.7.1.3.4.2	508 Accessibility Web Tagging	In Progress	9/4/13	10/28/13	69%
605	1.3.1.1.3.7.1.3.4.2.1	Descriptions and Directives created by CS/CE	Completed	9/4/13	9/11/13	100%
606	1.3.1.1.3.7.1.3.4.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/12/13	9/18/13	100%
607	1.3.1.1.3.7.1.3.4.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/19/13	9/19/13	100%
608	1.3.1.1.3.7.1.3.4.2.4	Gilson Tags Files / Post to Pearson	Completed	9/20/13	10/10/13	100%
609	1.3.1.1.3.7.1.3.4.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/11/13	10/17/13	0%
610	1.3.1.1.3.7.1.3.4.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/18/13	10/22/13	0%
611	1.3.1.1.3.7.1.3.4.2.7	CE review of Tagged File / approved by Pearson - Biology Item Specs	Not Started	10/23/13	10/25/13	0%
612	1.3.1.1.3.7.1.3.4.2.8	Tagged File posted to FDOE - Biology Item Specs	Not Started	10/28/13	10/28/13	0%
613	1.3.1.1.3.7.1.3.5	Chemistry	In Progress	6/26/13	10/28/13	69%
614	1.3.1.1.3.7.1.3.5.1	Review Rounds	Completed	6/26/13	9/3/13	100%
615	1.3.1.1.3.7.1.3.5.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
616	1.3.1.1.3.7.1.3.5.1.2	Content review of edits / post to CE	Completed	6/27/13	7/23/13	100%
617	1.3.1.1.3.7.1.3.5.1.3	CE review/ mark up / post to Design	Completed	7/24/13	8/1/13	100%
618	1.3.1.1.3.7.1.3.5.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/5/13	100%
619	1.3.1.1.3.7.1.3.5.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
620	1.3.1.1.3.7.1.3.5.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
621	1.3.1.1.3.7.1.3.5.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
622	1.3.1.1.3.7.1.3.5.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/26/13	100%
623	1.3.1.1.3.7.1.3.5.1.9	FDOE reviews / approves	Completed	8/27/13	9/3/13	100%
624	1.3.1.1.3.7.1.3.5.2	508 Accessibility Web Tagging	In Progress	9/4/13	10/28/13	31%
625	1.3.1.1.3.7.1.3.5.2.1	Descriptions and Directives created by CS/CE	Completed	9/4/13	9/11/13	100%
626	1.3.1.1.3.7.1.3.5.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/12/13	9/18/13	100%
627	1.3.1.1.3.7.1.3.5.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/19/13	9/19/13	100%
628	1.3.1.1.3.7.1.3.5.2.4	Gilson Tags Files / Post to Pearson	Overdue	9/20/13	10/10/13	0%
629	1.3.1.1.3.7.1.3.5.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/11/13	10/17/13	0%
630	1.3.1.1.3.7.1.3.5.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/18/13	10/22/13	0%
631	1.3.1.1.3.7.1.3.5.2.7	CE reiev of Tagged File / approved by Pearson	Not Started	10/23/13	10/25/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
632	1.3.1.1.3.7.1.3.5.2.8	Tagged File posted to FDOE	Not Started	10/28/13	10/28/13	0%
633	1.3.1.1.3.7.1.3.6	Earth and Space	In Progress	6/26/13	10/28/13	86%
634	1.3.1.1.3.7.1.3.6.1	Review Rounds	Completed	6/26/13	9/3/13	100%
635	1.3.1.1.3.7.1.3.6.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
636	1.3.1.1.3.7.1.3.6.1.2	Content review of edits / post to CE	Completed	6/27/13	7/23/13	100%
637	1.3.1.1.3.7.1.3.6.1.3	CE review/ mark up / post to Design	Completed	7/24/13	8/1/13	100%
638	1.3.1.1.3.7.1.3.6.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/5/13	100%
639	1.3.1.1.3.7.1.3.6.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
640	1.3.1.1.3.7.1.3.6.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
641	1.3.1.1.3.7.1.3.6.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
642	1.3.1.1.3.7.1.3.6.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/26/13	100%
643	1.3.1.1.3.7.1.3.6.1.9	FDOE reviews / approves	Completed	8/27/13	9/3/13	100%
644	1.3.1.1.3.7.1.3.6.2	508 Accessibility Web Tagging	In Progress	9/4/13	10/28/13	69%
645	1.3.1.1.3.7.1.3.6.2.1	Descriptions and Directives created by CS/CE	Completed	9/4/13	9/11/13	100%
646	1.3.1.1.3.7.1.3.6.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/12/13	9/18/13	100%
647	1.3.1.1.3.7.1.3.6.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/19/13	9/19/13	100%
648	1.3.1.1.3.7.1.3.6.2.4	Gilson Tags Files / Post to Pearson	Completed	9/20/13	10/10/13	100%
649	1.3.1.1.3.7.1.3.6.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/11/13	10/17/13	0%
650	1.3.1.1.3.7.1.3.6.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/18/13	10/22/13	0%
651	1.3.1.1.3.7.1.3.6.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/23/13	10/25/13	0%
652	1.3.1.1.3.7.1.3.6.2.8	Tagged File posted to FDOE	Not Started	10/28/13	10/28/13	0%
653	1.3.1.1.3.7.1.3.7	Physics	In Progress	6/26/13	10/28/13	86%
654	1.3.1.1.3.7.1.3.7.1	Review Rounds	Completed	6/26/13	9/3/13	100%
655	1.3.1.1.3.7.1.3.7.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
656	1.3.1.1.3.7.1.3.7.1.2	Content review of edits / post to CE	Completed	6/27/13	7/23/13	100%
657	1.3.1.1.3.7.1.3.7.1.3	CE review/ mark up / post to Design	Completed	7/24/13	8/1/13	100%
658	1.3.1.1.3.7.1.3.7.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/5/13	100%
659	1.3.1.1.3.7.1.3.7.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/6/13	8/8/13	100%
660	1.3.1.1.3.7.1.3.7.1.6	CE review/ mark up / post to Design	Completed	8/9/13	8/13/13	100%
661	1.3.1.1.3.7.1.3.7.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/14/13	8/16/13	100%
662	1.3.1.1.3.7.1.3.7.1.8	CS review of file / post to FDOE	Completed	8/19/13	8/26/13	100%
663	1.3.1.1.3.7.1.3.7.1.9	FDOE reviews / approves	Completed	8/27/13	9/3/13	100%
664	1.3.1.1.3.7.1.3.7.2	508 Accessibility Web Tagging	In Progress	9/4/13	10/28/13	69%
665	1.3.1.1.3.7.1.3.7.2.1	Descriptions and Directives created by CS/CE	Completed	9/4/13	9/11/13	100%
666	1.3.1.1.3.7.1.3.7.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/12/13	9/18/13	100%
667	1.3.1.1.3.7.1.3.7.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/19/13	9/19/13	100%
668	1.3.1.1.3.7.1.3.7.2.4	Gilson Tags Files / Post to Pearson	Completed	9/20/13	10/10/13	100%
669	1.3.1.1.3.7.1.3.7.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/11/13	10/17/13	0%
670	1.3.1.1.3.7.1.3.7.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/18/13	10/22/13	0%
671	1.3.1.1.3.7.1.3.7.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/23/13	10/25/13	0%
672	1.3.1.1.3.7.1.3.7.2.8	Tagged File posted to FDOE	Not Started	10/28/13	10/28/13	0%
673	1.3.1.1.3.7.1.4	Social Studies	In Progress	6/26/13	11/7/13	71%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
674	1.3.1.1.3.7.1.4.1	K-2	In Progress	6/26/13	10/31/13	70%
675	1.3.1.1.3.7.1.4.1.1	Review Rounds	Completed	6/26/13	9/6/13	100%
676	1.3.1.1.3.7.1.4.1.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
677	1.3.1.1.3.7.1.4.1.1.2	Content review of edits / post to CE	Completed	6/27/13	7/22/13	100%
678	1.3.1.1.3.7.1.4.1.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
679	1.3.1.1.3.7.1.4.1.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/8/13	100%
680	1.3.1.1.3.7.1.4.1.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/9/13	8/13/13	100%
681	1.3.1.1.3.7.1.4.1.1.6	CE review/ mark up / post to Design	Completed	8/14/13	8/16/13	100%
682	1.3.1.1.3.7.1.4.1.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/19/13	8/21/13	100%
683	1.3.1.1.3.7.1.4.1.1.8	CS review of file / post to FDOE	Completed	8/22/13	8/29/13	100%
684	1.3.1.1.3.7.1.4.1.1.9	FDOE reviews / approves	Completed	8/30/13	9/6/13	100%
685	1.3.1.1.3.7.1.4.1.2	508 Accessibility Web Tagging	In Progress	9/9/13	10/31/13	31%
686	1.3.1.1.3.7.1.4.1.2.1	Descriptions and Directives created by CS/CE	Completed	9/9/13	9/16/13	100%
687	1.3.1.1.3.7.1.4.1.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/17/13	9/23/13	100%
688	1.3.1.1.3.7.1.4.1.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/24/13	9/24/13	100%
689	1.3.1.1.3.7.1.4.1.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/25/13	10/15/13	0%
690	1.3.1.1.3.7.1.4.1.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/16/13	10/22/13	0%
691	1.3.1.1.3.7.1.4.1.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/23/13	10/25/13	0%
692	1.3.1.1.3.7.1.4.1.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/28/13	10/30/13	0%
693	1.3.1.1.3.7.1.4.1.2.8	Tagged File posted to FDOE	Not Started	10/31/13	10/31/13	0%
694	1.3.1.1.3.7.1.4.2	3-5	In Progress	6/26/13	10/31/13	70%
695	1.3.1.1.3.7.1.4.2.1	Review Rounds	Completed	6/26/13	9/6/13	100%
696	1.3.1.1.3.7.1.4.2.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
697	1.3.1.1.3.7.1.4.2.1.2	Content review of edits / post to CE	Completed	6/27/13	7/22/13	100%
698	1.3.1.1.3.7.1.4.2.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
699	1.3.1.1.3.7.1.4.2.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/8/13	100%
700	1.3.1.1.3.7.1.4.2.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/9/13	8/13/13	100%
701	1.3.1.1.3.7.1.4.2.1.6	CE review/ mark up / post to Design	Completed	8/14/13	8/16/13	100%
702	1.3.1.1.3.7.1.4.2.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/19/13	8/21/13	100%
703	1.3.1.1.3.7.1.4.2.1.8	CS review of file / post to FDOE	Completed	8/22/13	8/29/13	100%
704	1.3.1.1.3.7.1.4.2.1.9	FDOE reviews / approves	Completed	8/30/13	9/6/13	100%
705	1.3.1.1.3.7.1.4.2.2	508 Accessibility Web Tagging	In Progress	9/9/13	10/31/13	31%
706	1.3.1.1.3.7.1.4.2.2.1	Descriptions and Directives created by CS/CE	Completed	9/9/13	9/16/13	100%
707	1.3.1.1.3.7.1.4.2.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/17/13	9/23/13	100%
708	1.3.1.1.3.7.1.4.2.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/24/13	9/24/13	100%
709	1.3.1.1.3.7.1.4.2.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/25/13	10/15/13	0%
710	1.3.1.1.3.7.1.4.2.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/16/13	10/22/13	0%
711	1.3.1.1.3.7.1.4.2.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/23/13	10/25/13	0%
712	1.3.1.1.3.7.1.4.2.2.7	CE review of Tagged File / approved by Pearson	Not Started	10/28/13	10/30/13	0%
713	1.3.1.1.3.7.1.4.2.2.8	Tagged File posted to FDOE	Not Started	10/31/13	10/31/13	0%
714	1.3.1.1.3.7.1.4.3	6-8	In Progress	6/26/13	10/31/13	70%
715	1.3.1.1.3.7.1.4.3.1	Review Rounds	Completed	6/26/13	9/6/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
716	1.3.1.1.3.7.1.4.3.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
717	1.3.1.1.3.7.1.4.3.1.2	Content review of edits / post to CE	Completed	6/27/13	7/22/13	100%
718	1.3.1.1.3.7.1.4.3.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
719	1.3.1.1.3.7.1.4.3.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/8/13	100%
720	1.3.1.1.3.7.1.4.3.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/9/13	8/13/13	100%
721	1.3.1.1.3.7.1.4.3.1.6	CE review/ mark up / post to Design	Completed	8/14/13	8/16/13	100%
722	1.3.1.1.3.7.1.4.3.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/19/13	8/21/13	100%
723	1.3.1.1.3.7.1.4.3.1.8	CS review of file / post to FDOE	Completed	8/22/13	8/29/13	100%
724	1.3.1.1.3.7.1.4.3.1.9	FDOE review / approval due	Completed	8/30/13	9/6/13	100%
725	1.3.1.1.3.7.1.4.3.2	508 Accessibility Web Tagging	In Progress	9/9/13	10/31/13	31%
726	1.3.1.1.3.7.1.4.3.2.1	Descriptions and Directives created by CS/CE	Completed	9/9/13	9/16/13	100%
727	1.3.1.1.3.7.1.4.3.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/17/13	9/23/13	100%
728	1.3.1.1.3.7.1.4.3.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/24/13	9/24/13	100%
729	1.3.1.1.3.7.1.4.3.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/25/13	10/15/13	0%
730	1.3.1.1.3.7.1.4.3.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/16/13	10/22/13	0%
731	1.3.1.1.3.7.1.4.3.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/23/13	10/25/13	0%
732	1.3.1.1.3.7.1.4.3.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/28/13	10/30/13	0%
733	1.3.1.1.3.7.1.4.3.2.8	Tagged File posted to FDOE	Not Started	10/31/13	10/31/13	0%
734	1.3.1.1.3.7.1.4.4	US History	In Progress	6/26/13	11/4/13	71%
735	1.3.1.1.3.7.1.4.4.1	Review Rounds	Completed	6/26/13	9/10/13	100%
736	1.3.1.1.3.7.1.4.4.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
737	1.3.1.1.3.7.1.4.4.1.2	Content review of edits / post to CE	Completed	6/27/13	7/22/13	100%
738	1.3.1.1.3.7.1.4.4.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
739	1.3.1.1.3.7.1.4.4.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/12/13	100%
740	1.3.1.1.3.7.1.4.4.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/13/13	8/15/13	100%
741	1.3.1.1.3.7.1.4.4.1.6	CE review/ mark up / post to Design	Completed	8/16/13	8/20/13	100%
742	1.3.1.1.3.7.1.4.4.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/21/13	8/23/13	100%
743	1.3.1.1.3.7.1.4.4.1.8	CS review of file / post to FDOE	Completed	8/26/13	9/3/13	100%
744	1.3.1.1.3.7.1.4.4.1.9	FDOE review / approval due	Completed	9/4/13	9/10/13	100%
745	1.3.1.1.3.7.1.4.4.2	508 Accessibility Web Tagging	In Progress	9/11/13	11/4/13	31%
746	1.3.1.1.3.7.1.4.4.2.1	Descriptions and Directives created by CS/CE	Completed	9/11/13	9/18/13	100%
747	1.3.1.1.3.7.1.4.4.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/19/13	9/25/13	100%
748	1.3.1.1.3.7.1.4.4.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/26/13	9/26/13	100%
749	1.3.1.1.3.7.1.4.4.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/27/13	10/17/13	0%
750	1.3.1.1.3.7.1.4.4.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/18/13	10/24/13	0%
751	1.3.1.1.3.7.1.4.4.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/25/13	10/29/13	0%
752	1.3.1.1.3.7.1.4.4.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/30/13	11/1/13	0%
753	1.3.1.1.3.7.1.4.4.2.8	Tagged File posted to FDOE	Not Started	11/4/13	11/4/13	0%
754	1.3.1.1.3.7.1.4.5	World History	In Progress	6/26/13	11/4/13	71%
755	1.3.1.1.3.7.1.4.5.1	Review Rounds	Completed	6/26/13	9/10/13	100%
756	1.3.1.1.3.7.1.4.5.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
757	1.3.1.1.3.7.1.4.5.1.2	Content review of edits / post to CE	Completed	6/27/13	7/22/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
758	1.3.1.1.3.7.1.4.5.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
759	1.3.1.1.3.7.1.4.5.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/12/13	100%
760	1.3.1.1.3.7.1.4.5.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/13/13	8/15/13	100%
761	1.3.1.1.3.7.1.4.5.1.6	CE review/ mark up / post to Design	Completed	8/16/13	8/20/13	100%
762	1.3.1.1.3.7.1.4.5.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/21/13	8/23/13	100%
763	1.3.1.1.3.7.1.4.5.1.8	CS review of file / post to FDOE	Completed	8/26/13	9/3/13	100%
764	1.3.1.1.3.7.1.4.5.1.9	FDOE review / approval due	Completed	9/4/13	9/10/13	100%
765	1.3.1.1.3.7.1.4.5.2	508 Accessibility Web Tagging	In Progress	9/11/13	11/4/13	31%
766	1.3.1.1.3.7.1.4.5.2.1	Descriptions and Directives created by CS/CE	Completed	9/11/13	9/18/13	100%
767	1.3.1.1.3.7.1.4.5.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/19/13	9/25/13	100%
768	1.3.1.1.3.7.1.4.5.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/26/13	9/26/13	100%
769	1.3.1.1.3.7.1.4.5.2.4	Gilson Tags Files / Post to Pearson	Not Started	9/27/13	10/17/13	0%
770	1.3.1.1.3.7.1.4.5.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/18/13	10/24/13	0%
771	1.3.1.1.3.7.1.4.5.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/25/13	10/29/13	0%
772	1.3.1.1.3.7.1.4.5.2.7	CE reievw of Tagged File / approved by Pearson	Not Started	10/30/13	11/1/13	0%
773	1.3.1.1.3.7.1.4.5.2.8	Tagged File posted to FDOE	Not Started	11/4/13	11/4/13	0%
774	1.3.1.1.3.7.1.4.6	Economics	In Progress	6/26/13	11/7/13	72%
775	1.3.1.1.3.7.1.4.6.1	Review Rounds	Completed	6/26/13	9/13/13	100%
776	1.3.1.1.3.7.1.4.6.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
777	1.3.1.1.3.7.1.4.6.1.2	Content review of edits / post to CE	Completed	6/27/13	7/22/13	100%
778	1.3.1.1.3.7.1.4.6.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
779	1.3.1.1.3.7.1.4.6.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/15/13	100%
780	1.3.1.1.3.7.1.4.6.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/16/13	8/20/13	100%
781	1.3.1.1.3.7.1.4.6.1.6	CE review/ mark up / post to Design	Completed	8/21/13	8/23/13	100%
782	1.3.1.1.3.7.1.4.6.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/26/13	8/28/13	100%
783	1.3.1.1.3.7.1.4.6.1.8	CS review of file / post to FDOE	Completed	8/29/13	9/6/13	100%
784	1.3.1.1.3.7.1.4.6.1.9	FDOE review / approval due	Completed	9/9/13	9/13/13	100%
785	1.3.1.1.3.7.1.4.6.2	508 Accessibility Web Tagging	In Progress	9/16/13	11/7/13	31%
786	1.3.1.1.3.7.1.4.6.2.1	Descriptions and Directives created by CS/CE	Completed	9/16/13	9/23/13	100%
787	1.3.1.1.3.7.1.4.6.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/24/13	9/30/13	100%
788	1.3.1.1.3.7.1.4.6.2.3	Descriptions and Directives & PDF File to Gilson	Completed	10/1/13	10/1/13	100%
789	1.3.1.1.3.7.1.4.6.2.4	Gilson Tags Files / Post to Pearson	Not Started	10/2/13	10/22/13	0%
790	1.3.1.1.3.7.1.4.6.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/23/13	10/29/13	0%
791	1.3.1.1.3.7.1.4.6.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/30/13	11/1/13	0%
792	1.3.1.1.3.7.1.4.6.2.7	CE reievw of Tagged File / approved by Pearson	Not Started	11/4/13	11/6/13	0%
793	1.3.1.1.3.7.1.4.6.2.8	Tagged File posted to FDOE	Not Started	11/7/13	11/7/13	0%
794	1.3.1.1.3.7.1.4.7	Civics and Gov	In Progress	6/26/13	11/7/13	72%
795	1.3.1.1.3.7.1.4.7.1	Review Rounds	Completed	6/26/13	9/13/13	100%
796	1.3.1.1.3.7.1.4.7.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
797	1.3.1.1.3.7.1.4.7.1.2	Content review of edits / post to CE	Completed	6/27/13	7/22/13	100%
798	1.3.1.1.3.7.1.4.7.1.3	CE review/ mark up / post to Design	Completed	7/23/13	7/30/13	100%
799	1.3.1.1.3.7.1.4.7.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	7/31/13	8/15/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
800	1.3.1.1.3.7.1.4.7.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/16/13	8/20/13	100%
801	1.3.1.1.3.7.1.4.7.1.6	CE review/ mark up / post to Design	Completed	8/21/13	8/23/13	100%
802	1.3.1.1.3.7.1.4.7.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/26/13	8/28/13	100%
803	1.3.1.1.3.7.1.4.7.1.8	CS review of file / post to FDOE	Completed	8/29/13	9/6/13	100%
804	1.3.1.1.3.7.1.4.7.1.9	FDOE review / approval due	Completed	9/9/13	9/13/13	100%
805	1.3.1.1.3.7.1.4.7.2	508 Accessibility Web Tagging	In Progress	9/16/13	11/7/13	31%
806	1.3.1.1.3.7.1.4.7.2.1	Descriptions and Directives created by CS/CE	Completed	9/16/13	9/23/13	100%
807	1.3.1.1.3.7.1.4.7.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/24/13	9/30/13	100%
808	1.3.1.1.3.7.1.4.7.2.3	Descriptions and Directives & PDF File to Gilson	Completed	10/1/13	10/1/13	100%
809	1.3.1.1.3.7.1.4.7.2.4	Gilson Tags Files / Post to Pearson	Not Started	10/2/13	10/22/13	0%
810	1.3.1.1.3.7.1.4.7.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/23/13	10/29/13	0%
811	1.3.1.1.3.7.1.4.7.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/30/13	11/1/13	0%
812	1.3.1.1.3.7.1.4.7.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	11/4/13	11/6/13	0%
813	1.3.1.1.3.7.1.4.7.2.8	Tagged File posted to FDOE	Not Started	11/7/13	11/7/13	0%
814	1.3.1.1.3.7.1.5	Spanish	In Progress	6/26/13	10/30/13	87%
815	1.3.1.1.3.7.1.5.1	K-2	In Progress	6/26/13	10/30/13	87%
816	1.3.1.1.3.7.1.5.1.1	Review Rounds	Completed	6/26/13	9/5/13	100%
817	1.3.1.1.3.7.1.5.1.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
818	1.3.1.1.3.7.1.5.1.1.2	Content review of edits / post to CE	Completed	6/27/13	7/30/13	100%
819	1.3.1.1.3.7.1.5.1.1.3	CE review/ mark up / post to Design	Completed	7/31/13	8/1/13	100%
820	1.3.1.1.3.7.1.5.1.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/7/13	100%
821	1.3.1.1.3.7.1.5.1.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/8/13	8/12/13	100%
822	1.3.1.1.3.7.1.5.1.1.6	CE review/ mark up / post to Design	Completed	8/13/13	8/15/13	100%
823	1.3.1.1.3.7.1.5.1.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/16/13	8/20/13	100%
824	1.3.1.1.3.7.1.5.1.1.8	CS review of file / post to FDOE	Completed	8/21/13	8/28/13	100%
825	1.3.1.1.3.7.1.5.1.1.9	FDOE review / approval due	Completed	8/29/13	9/5/13	100%
826	1.3.1.1.3.7.1.5.1.2	508 Accessibility Web Tagging	In Progress	9/6/13	10/30/13	69%
827	1.3.1.1.3.7.1.5.1.2.1	Descriptions and Directives created by CS/CE	Completed	9/6/13	9/13/13	100%
828	1.3.1.1.3.7.1.5.1.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/16/13	9/20/13	100%
829	1.3.1.1.3.7.1.5.1.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/23/13	9/23/13	100%
830	1.3.1.1.3.7.1.5.1.2.4	Gilson Tags Files / Post to Pearson	Completed	9/24/13	10/14/13	100%
831	1.3.1.1.3.7.1.5.1.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/15/13	10/21/13	0%
832	1.3.1.1.3.7.1.5.1.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/22/13	10/24/13	0%
833	1.3.1.1.3.7.1.5.1.2.7	CE reivew of Tagged File / approved by Pearson	Not Started	10/25/13	10/29/13	0%
834	1.3.1.1.3.7.1.5.1.2.8	Tagged File posted to FDOE	Not Started	10/30/13	10/30/13	0%
835	1.3.1.1.3.7.1.5.2	3-5	In Progress	6/26/13	10/30/13	87%
836	1.3.1.1.3.7.1.5.2.1	Review Rounds	Completed	6/26/13	9/5/13	100%
837	1.3.1.1.3.7.1.5.2.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
838	1.3.1.1.3.7.1.5.2.1.2	Content review of edits / post to CE	Completed	6/27/13	7/30/13	100%
839	1.3.1.1.3.7.1.5.2.1.3	CE review/ mark up / post to Design	Completed	7/31/13	8/1/13	100%
840	1.3.1.1.3.7.1.5.2.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/7/13	100%
841	1.3.1.1.3.7.1.5.2.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/8/13	8/12/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
842	1.3.1.1.3.7.1.5.2.1.6	CE review/ mark up / post to Design	Completed	8/13/13	8/15/13	100%
843	1.3.1.1.3.7.1.5.2.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/16/13	8/20/13	100%
844	1.3.1.1.3.7.1.5.2.1.8	CS review of file / post to FDOE	Completed	8/21/13	8/28/13	100%
845	1.3.1.1.3.7.1.5.2.1.9	FDOE review / approval due	Completed	8/29/13	9/5/13	100%
846	1.3.1.1.3.7.1.5.2.2	508 Accessibility Web Tagging	In Progress	9/6/13	10/30/13	69%
847	1.3.1.1.3.7.1.5.2.2.1	Descriptions and Directives created by CS/CE	Completed	9/6/13	9/13/13	100%
848	1.3.1.1.3.7.1.5.2.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/16/13	9/20/13	100%
849	1.3.1.1.3.7.1.5.2.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/23/13	9/23/13	100%
850	1.3.1.1.3.7.1.5.2.2.4	Gilson Tags Files / Post to Pearson	Completed	9/24/13	10/14/13	100%
851	1.3.1.1.3.7.1.5.2.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/15/13	10/21/13	0%
852	1.3.1.1.3.7.1.5.2.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/22/13	10/24/13	0%
853	1.3.1.1.3.7.1.5.2.2.7	CE reiew of Tagged File / approved by Pearson	Not Started	10/25/13	10/29/13	0%
854	1.3.1.1.3.7.1.5.2.2.8	Tagged File posted to FDOE	Not Started	10/30/13	10/30/13	0%
855	1.3.1.1.3.7.1.5.3	6-8	In Progress	6/26/13	10/30/13	87%
856	1.3.1.1.3.7.1.5.3.1	Review Rounds	Completed	6/26/13	9/5/13	100%
857	1.3.1.1.3.7.1.5.3.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
858	1.3.1.1.3.7.1.5.3.1.2	Content review of edits / post to CE	Completed	6/27/13	7/30/13	100%
859	1.3.1.1.3.7.1.5.3.1.3	CE review/ mark up / post to Design	Completed	7/31/13	8/1/13	100%
860	1.3.1.1.3.7.1.5.3.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/7/13	100%
861	1.3.1.1.3.7.1.5.3.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/8/13	8/12/13	100%
862	1.3.1.1.3.7.1.5.3.1.6	CE review/ mark up / post to Design	Completed	8/13/13	8/15/13	100%
863	1.3.1.1.3.7.1.5.3.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/16/13	8/20/13	100%
864	1.3.1.1.3.7.1.5.3.1.8	CS review of file / post to FDOE	Completed	8/21/13	8/28/13	100%
865	1.3.1.1.3.7.1.5.3.1.9	FDOE review / approval due	Completed	8/29/13	9/5/13	100%
866	1.3.1.1.3.7.1.5.3.2	508 Accessibility Web Tagging	In Progress	9/6/13	10/30/13	69%
867	1.3.1.1.3.7.1.5.3.2.1	Descriptions and Directives created by CS/CE	Completed	9/6/13	9/13/13	100%
868	1.3.1.1.3.7.1.5.3.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/16/13	9/20/13	100%
869	1.3.1.1.3.7.1.5.3.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/23/13	9/23/13	100%
870	1.3.1.1.3.7.1.5.3.2.4	Gilson Tags Files / Post to Pearson	Completed	9/24/13	10/14/13	100%
871	1.3.1.1.3.7.1.5.3.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/15/13	10/21/13	0%
872	1.3.1.1.3.7.1.5.3.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/22/13	10/24/13	0%
873	1.3.1.1.3.7.1.5.3.2.7	CE reiew of Tagged File / approved by Pearson	Not Started	10/25/13	10/29/13	0%
874	1.3.1.1.3.7.1.5.3.2.8	Tagged File posted to FDOE	Not Started	10/30/13	10/30/13	0%
875	1.3.1.1.3.7.1.5.4	9-12	In Progress	6/26/13	10/30/13	87%
876	1.3.1.1.3.7.1.5.4.1	Review Rounds	Completed	6/26/13	9/5/13	100%
877	1.3.1.1.3.7.1.5.4.1.1	FDOE feedback received by Pearson	Completed	6/26/13	6/26/13	100%
878	1.3.1.1.3.7.1.5.4.1.2	Content review of edits / post to CE	Completed	6/27/13	7/30/13	100%
879	1.3.1.1.3.7.1.5.4.1.3	CE review/ mark up / post to Design	Completed	7/31/13	8/1/13	100%
880	1.3.1.1.3.7.1.5.4.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/2/13	8/7/13	100%
881	1.3.1.1.3.7.1.5.4.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/8/13	8/12/13	100%
882	1.3.1.1.3.7.1.5.4.1.6	CE review/ mark up / post to Design	Completed	8/13/13	8/15/13	100%
883	1.3.1.1.3.7.1.5.4.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/16/13	8/20/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
884	1.3.1.1.3.7.1.5.4.1.8	CS review of file / post to FDOE	Completed	8/21/13	8/28/13	100%
885	1.3.1.1.3.7.1.5.4.1.9	FDOE review / approval due	Completed	8/29/13	9/5/13	100%
886	1.3.1.1.3.7.1.5.4.2	508 Accessibility Web Tagging	In Progress	9/6/13	10/30/13	69%
887	1.3.1.1.3.7.1.5.4.2.1	Descriptions and Directives created by CS/CE	Completed	9/6/13	9/13/13	100%
888	1.3.1.1.3.7.1.5.4.2.2	Descriptions and Directives to FDOE / approval due	Completed	9/16/13	9/20/13	100%
889	1.3.1.1.3.7.1.5.4.2.3	Descriptions and Directives & PDF File to Gilson	Completed	9/23/13	9/23/13	100%
890	1.3.1.1.3.7.1.5.4.2.4	Gilson Tags Files / Post to Pearson	Completed	9/24/13	10/14/13	100%
891	1.3.1.1.3.7.1.5.4.2.5	CE reviews Tagged File / post to Gilson	Not Started	10/15/13	10/21/13	0%
892	1.3.1.1.3.7.1.5.4.2.6	Gilson applies edits to File / post to Pearson	Not Started	10/22/13	10/24/13	0%
893	1.3.1.1.3.7.1.5.4.2.7	CE reievw of Tagged File / approved by Pearson	Not Started	10/25/13	10/29/13	0%
894	1.3.1.1.3.7.1.5.4.2.8	Tagged File posted to FDOE	Not Started	10/30/13	10/30/13	0%
895	1.3.1.1.3.7.1.6	Access Points	In Progress	8/1/13	11/5/13	64%
896	1.3.1.1.3.7.1.6.1	Science & Social Studies	In Progress	8/1/13	11/5/13	64%
897	1.3.1.1.3.7.1.6.1.1	Review Rounds	Completed	8/1/13	9/20/13	100%
898	1.3.1.1.3.7.1.6.1.1.1	FDOE feedback received by Pearson	Completed	8/1/13	8/1/13	100%
899	1.3.1.1.3.7.1.6.1.1.2	Content review of edits / post to CE	Completed	8/2/13	8/12/13	100%
900	1.3.1.1.3.7.1.6.1.1.3	CE review/ mark up / post to Design	Completed	8/13/13	8/20/13	100%
901	1.3.1.1.3.7.1.6.1.1.4	Design applies FDOE edits / post R1 to CE/CS	Completed	8/21/13	8/22/13	100%
902	1.3.1.1.3.7.1.6.1.1.5	CS inserts additional FDOE feedback / post to CE	Completed	8/23/13	8/23/13	100%
903	1.3.1.1.3.7.1.6.1.1.6	CE review/ mark up / post to Design	Completed	8/26/13	8/27/13	100%
904	1.3.1.1.3.7.1.6.1.1.7	Design applies FDOE edits / post R2 to CE/CS	Completed	8/28/13	9/3/13	100%
905	1.3.1.1.3.7.1.6.1.1.8	CS review of file / post to FDOE	Completed	9/4/13	9/6/13	100%
906	1.3.1.1.3.7.1.6.1.1.9	FDOE review / approval due	Completed	9/9/13	9/20/13	100%
907	1.3.1.1.3.7.1.6.1.2	508 Accessibility Web Tagging	In Progress	9/12/13	11/5/13	32%
908	1.3.1.1.3.7.1.6.1.2.1	Descriptions and Directives created by CS/CE	Completed	9/12/13	9/16/13	100%
909	1.3.1.1.3.7.1.6.1.2.2	Descriptions and Directives to FDOE	Completed	9/17/13	9/26/13	100%
910	1.3.1.1.3.7.1.6.1.2.3	FDOE approves Descriptions and Directives	Completed	9/27/13	9/27/13	100%
911	1.3.1.1.3.7.1.6.1.2.4	Descriptions and Directives & PDF File to Gilson	Completed	9/27/13	9/27/13	100%
912	1.3.1.1.3.7.1.6.1.2.5	Gilson Tags Files / Post to Pearson	Not Started	9/30/13	10/18/13	0%
913	1.3.1.1.3.7.1.6.1.2.6	CE reviews Tagged File / post to Gilson	Not Started	10/21/13	10/25/13	0%
914	1.3.1.1.3.7.1.6.1.2.7	Gilson applies edits to File / post to Pearson	Not Started	10/28/13	10/30/13	0%
915	1.3.1.1.3.7.1.6.1.2.8	CE reievw of Tagged File / approved by Pearson	Not Started	10/31/13	11/4/13	0%
916	1.3.1.1.3.7.1.6.1.2.9	Tagged File posted to FDOE	Not Started	11/5/13	11/5/13	0%
917	1.3.1.2	Deliverable Activity 9 - Year 1 Batch 1 items completed. (Used to ensure that the item bank storage and item review processes are functioning)	Completed	6/1/12	9/12/13	100%
918	1.3.1.2.1	Develop Items (Note 1 - Does NOT include Teacher Developed Items. Note 2 - started before Item Specs are approved due to tight timeline)	Completed	6/1/12	4/26/13	100%
919	1.3.1.2.2	Provide item files for test import	Completed	7/19/12	7/20/12	100%
920	1.3.1.2.3	Test the import of items into Equella	Completed	7/20/12	8/30/12	100%
921	1.3.1.2.4	Complete Import into Equella	Completed	4/29/13	5/9/13	100%
922	1.3.1.2.5	Review of Year 1 Batch 1 items (in Equella)	Completed	5/10/13	9/12/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
923	1.3.1.2.6	Edit items per review as needed	Completed	10/23/12	12/24/12	100%
924	1.3.1.2.7	Submit deliverable to FDOE for approval	Completed	12/26/12	12/28/12	100%
925	1.3.1.2.8	FDOE Reviews Batch 1 Formal Review	Completed	11/13/12	11/30/12	100%
926	1.3.1.2.9	FDOE Formal Collection Review	Completed	11/13/12	4/15/13	100%
927	1.3.1.2.10	Pearson/CTB/HMH Edit items following Formal Collection Review	Completed	1/8/13	3/12/13	100%
928	1.3.1.2.11	FDOE approves Formal Collection item edits	Completed	1/30/13	2/19/13	100%
929	1.3.1.2.12	Formal Review Batch 1	Completed	5/9/13	6/11/13	100%
930	1.3.1.2.12.1	Batch 1 Math Resubmit	Completed	5/9/13	5/15/13	100%
931	1.3.1.2.12.2	FDOE Feedback Batch 1 Math Resubmit	Completed	5/14/13	5/14/13	100%
932	1.3.1.2.12.3	Batch 1 Math Resubmit	Completed	5/29/13	6/5/13	100%
933	1.3.1.2.12.4	FDOE Feedback Batch 1 Math Resubmit	Completed	5/14/13	5/14/13	100%
934	1.3.1.2.12.5	Batch 1 SS Resubmit	Completed	5/9/13	5/15/13	100%
935	1.3.1.2.12.6	FDOE Feedback Batch 1 SS Resubmit	Completed	5/14/13	5/14/13	100%
936	1.3.1.2.12.7	Review Batch 1 SS Resubmit	Completed	5/28/13	6/3/13	100%
937	1.3.1.2.12.8	Batch 1 Spanish Resubmit	Completed	5/13/13	5/17/13	100%
938	1.3.1.2.12.9	FDOE Feedback Batch 1 Spanish Resubmit	Completed	5/17/13	5/23/13	100%
939	1.3.1.2.12.10	Batch 1 Science Resubmit	Completed	5/10/13	5/16/13	100%
940	1.3.1.2.12.11	FDOE Feedback Batch 1 Science Resubmit	Completed	5/17/13	5/17/13	100%
941	1.3.1.2.12.12	Batch 1 ELA Resubmit	Completed	5/13/13	5/17/13	100%
942	1.3.1.2.12.13	FDOE Feedback Batch 1 ELA Resubmit	Completed	5/17/13	5/17/13	100%
943	1.3.1.2.12.14	Batch 1 Math Resubmit	Completed	5/29/13	6/4/13	100%
944	1.3.1.2.12.15	FDOE Feedback Batch 1 Math Resubmit	Completed	6/4/13	6/4/13	100%
945	1.3.1.2.12.16	FDOE Approval Batch 1 Math Items	Completed	6/5/13	6/5/13	100%
946	1.3.1.2.12.17	Batch 1 SS Resubmit	Completed	5/29/13	6/4/13	100%
947	1.3.1.2.12.18	FDOE Feedback Batch 1 SS Resubmit	Completed	5/29/13	6/4/13	100%
948	1.3.1.2.12.19	Batch 1 Spanish Resubmit	Completed	5/29/13	6/4/13	100%
949	1.3.1.2.12.20	FDOE Feedback Batch 1 Spanish Resubmit	Completed	6/5/13	6/5/13	100%
950	1.3.1.2.12.21	FDOE Approval Batch 1 Spanish Items	Completed	6/5/13	6/5/13	100%
951	1.3.1.2.12.22	Batch 1 Science Resubmit	Completed	5/29/13	6/4/13	100%
952	1.3.1.2.12.23	FDOE Feedback Batch 1 Science Resubmit	Completed	6/5/13	6/5/13	100%
953	1.3.1.2.12.24	FDOE Approval Batch 1 Science Items	Completed	6/5/13	6/5/13	100%
954	1.3.1.2.12.25	Batch 1 ELA Resubmit	Completed	6/5/13	6/11/13	100%
955	1.3.1.2.12.26	FDOE Feedback Batch 1 ELA Resubmit	Completed	6/5/13	6/11/13	100%
956	1.3.1.2.12.27	Batch 1 ELA Resubmit	Completed	6/5/13	6/11/13	100%
957	1.3.1.2.13	FLDOE approves Year 1 Batch 1 Items-ELA, Math, Social Studies, Science and Spanish (used to ensure item bank storage and review process are functioning)	Completed	12/3/12	12/3/12	100%
958	1.3.1.3	Deliverable Activity 20 - Year 1 Batch 2 Items-ELA, Math, Social Studies, Science and Spanish	Completed	8/20/12	3/10/14	100%
959	1.3.1.3.1	Initial Writing Effort	Completed	8/20/12	2/12/13	100%
960	1.3.1.3.1.1	Teachers write 5 items	Completed	8/20/12	9/21/12	100%
961	1.3.1.3.1.2	Pearson Reviews these items and provides feedback	Completed	9/24/12	10/9/12	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
962	1.3.1.3.1.3	Teachers revised items as needed and resubmits	Completed	10/10/12	10/22/12	100%
963	1.3.1.3.1.4	Pearson reviews items and informs teachers of results	Completed	10/23/12	11/28/12	100%
964	1.3.1.3.1.5	2nd writing effort	Completed	10/11/12	2/12/13	100%
965	1.3.1.3.1.5.1	Teacher write 10 items	Completed	11/29/12	2/12/13	100%
966	1.3.1.3.1.5.2	Pearson Reviews these items and provides feedback	Completed	10/11/12	12/7/12	100%
967	1.3.1.3.1.5.3	Teachers revised items as needed and resubmits	Completed	10/25/12	11/30/12	100%
968	1.3.1.3.1.5.4	Pearson reviews items and determined item bank worthiness	Completed	11/1/12	12/7/12	100%
969	1.3.1.3.2	CTB/HMH Written Items Submitted	Completed	9/19/12	1/30/13	100%
970	1.3.1.3.3	Import into Equella (WEEKEND WORK REQUIRED)	Completed	1/31/13	2/7/13	100%
971	1.3.1.3.4	Review and Approval of Year 1 Batch 2 Items	Completed	2/8/13	4/16/13	100%
972	1.3.1.3.5	Edit items per review as needed	Completed	4/17/13	6/24/13	100%
973	1.3.1.3.6	Submit to FDOE for Formal Review Batch 2	Completed	6/25/13	6/27/13	100%
974	1.3.1.3.7	FDOE Reviews	Completed	6/28/13	7/19/13	100%
975	1.3.1.3.8	FDOE Formal Collection Review	Completed	1/8/13	10/4/13	100%
976	1.3.1.3.9	Pearson/CTB/HMH Edit items following Formal Collection Review	Completed	10/7/13	2/3/14	100%
977	1.3.1.3.10	Batch 2 Math Resubmit	Completed	6/5/13	6/5/13	100%
978	1.3.1.3.11	FDOE Feedback on Batch 2 Math Resubmit	Completed	6/6/13	6/12/13	100%
979	1.3.1.3.12	Batch 2 Science Resubmit	Completed	6/5/13	6/5/13	100%
980	1.3.1.3.13	FDOE Feedback on Batch 2 Science Resubmit	Completed	6/6/13	6/12/13	100%
981	1.3.1.3.14	Batch 2 Social Studies Resubmit	Completed	6/5/13	6/5/13	100%
982	1.3.1.3.15	FDOE Feedback on Batch 2 Resubmit	Completed	6/6/13	6/12/13	100%
983	1.3.1.3.16	Batch 2 Spanish Resubmit	Completed	6/10/13	6/10/13	100%
984	1.3.1.3.17	FDOE Feedback on Batch 2 Spanish Resubmit	Completed	6/11/13	6/17/13	100%
985	1.3.1.3.18	Batch 2 ELA Resubmit	Completed	6/10/13	6/10/13	100%
986	1.3.1.3.19	FDOE Feedback Batch 2 Resubmit	Completed	6/11/13	6/17/13	100%
987	1.3.1.3.20	FDOE approves Final Collection item edits	Completed	2/4/14	3/10/14	100%
988	1.3.1.3.21	FLDOE approves Year 1 Batch 2 Items-ELA, Math, Social Studies, Science and Spanish	Completed	7/22/13	7/22/13	100%
989	1.3.1.4	Deliverable Activity 23 - Year 1 Batch 3 Items-ELA, Math, Social Studies, Science and Spanish	Completed	10/8/12	9/11/13	100%
990	1.3.1.4.1	Items Written	Completed	10/8/12	5/16/13	100%
991	1.3.1.4.2	Import into Equella	Completed	5/17/13	6/10/13	100%
992	1.3.1.4.3	Review and Approval of Year 1 Batch 3 Items	Completed	1/10/13	3/27/13	100%
993	1.3.1.4.4	Edit items per review as needed	Completed	2/7/13	5/1/13	100%
994	1.3.1.4.5	Committee Review/Edit/Approval	Completed	5/2/13	9/9/13	100%
995	1.3.1.4.6	All items approved by FDOE and in Final Collection for fall tryouts	Completed	9/10/13	9/10/13	100%
996	1.3.1.4.7	FLDOE approves Year 1 Batch 3 Items-ELA, Math, Social Studies, Science and Spanish	Completed	9/11/13	9/11/13	100%
997	1.3.1.5	Deliverable Activity 25 - Year 1 Batch 4 Items-ELA, Math, Social Studies, Science and Spanish	Completed	1/10/13	6/14/13	100%
998	1.3.1.5.1	Items Written	Completed	1/10/13	3/14/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
999	1.3.1.5.2	Pearson reviews items and provides feedback	Completed	3/15/13	4/25/13	100%
1000	1.3.1.5.3	Teachers revise items and resubmit	Completed	4/26/13	6/7/13	100%
1001	1.3.1.5.4	Upload into Equella of CTB and HMH items	Completed	2/26/13	3/25/13	100%
1002	1.3.1.5.5	Pearson reviews and determines accepted items	Completed	2/20/13	4/26/13	100%
1003	1.3.1.5.6	Assignments for Batch 4 review are sent out	Completed	3/14/13	3/14/13	100%
1004	1.3.1.5.7	Submit to FDOE for Approval - Formal Review of Batch 4 items	Completed	3/15/13	5/21/13	100%
1005	1.3.1.5.8	Pearson provides feedback from Formal Review to CTB/HMH	Completed	4/9/13	4/9/13	100%
1006	1.3.1.5.9	Pearson/CTB/HMH edit items following Formal Review	Completed	4/9/13	6/14/13	100%
1007	1.3.1.5.10	FDOE reviews items (assumed 100 items/subj – 80%+ must be approved to advance batch)	Completed	5/1/13	5/1/13	100%
1008	1.3.1.5.11	Batch 4 Math Social Studies Resubmit	Completed	5/29/13	5/29/13	100%
1009	1.3.1.5.12	FDOE Feedback Batch 4 SS Resubmit	Completed	5/30/13	6/5/13	100%
1010	1.3.1.5.13	Batch 4 Spanish Resubmit	Completed	5/29/13	5/29/13	100%
1011	1.3.1.5.14	FDOE Feedback Batch 4 Spanish Resubmit	Completed	5/30/13	6/5/13	100%
1012	1.3.1.5.15	Batch 4 Math Resubmit	Completed	6/3/13	6/3/13	100%
1013	1.3.1.5.16	FDOE Feedback Batch 4 Math Resubmit	Completed	6/4/13	6/10/13	100%
1014	1.3.1.5.17	Batch 4 Science Resubmit	Completed	6/3/13	6/3/13	100%
1015	1.3.1.5.18	FDOE Feedback Batch 4 Science Resubmit	Completed	6/4/13	6/10/13	100%
1016	1.3.1.5.19	Batch 4 ELA Resubmit	Completed	6/10/13	6/10/13	100%
1017	1.3.1.5.20	FDOE Feedback Batch 4 ELA Resubmit	Completed	6/11/13	6/11/13	100%
1018	1.3.1.5.21	All Batch 4 items approved by FDOE and in Final Collection for fall tryouts	Completed	5/10/13	5/10/13	100%
1019	1.3.1.5.22	Batch 4 Math Sampling Submit	Completed	5/9/13	5/15/13	100%
1020	1.3.1.5.23	FDOE Feedback Batch 4 Math Sampling Submit	Completed	5/15/13	5/15/13	100%
1021	1.3.1.5.24	Batch 4 SS Sampling Submit	Completed	5/14/13	5/21/13	100%
1022	1.3.1.5.25	FDOE Feedback Batch 4 SS Sampling Submit	Completed	5/21/13	5/21/13	100%
1023	1.3.1.5.26	Batch 4 Spanish Sampling Submit	Completed	5/10/13	5/16/13	100%
1024	1.3.1.5.27	FDOE Feedback Batch 4 Spanish Sampling Submit	Completed	5/16/13	5/16/13	100%
1025	1.3.1.5.28	Batch 4 Science Sampling Resubmit	Completed	5/13/13	5/17/13	100%
1026	1.3.1.5.29	FDOE Feedback Batch 4 Science Sampling Submit	Completed	5/17/13	5/17/13	100%
1027	1.3.1.5.30	Batch 4 ELA Sampling Submit	Completed	5/14/13	5/20/13	100%
1028	1.3.1.5.31	FDOE Feedback Batch 4 ELA Sampling Submit	Completed	5/20/13	5/20/13	100%
1029	1.3.1.5.32	FLDOE approves Year 1 Batch 4 Items-ELA, Math, Social Studies, Science and Spanish	Completed	5/21/13	5/21/13	100%
1030	1.3.1.6	Deliverable Activity 27 - Year 1 Batch 5 Items-ELA, Math, Social Studies, Science and Spanish	Completed	3/15/13	5/23/14	100%
1031	1.3.1.6.1	Items Written	Completed	3/15/13	4/12/13	100%
1032	1.3.1.6.2	Pearson reviews and provides feedback	Completed	3/22/13	4/16/13	100%
1033	1.3.1.6.3	Teachers revise items and resubmit	Completed	4/1/13	4/24/13	100%
1034	1.3.1.6.4	Pearson reviews and determines accepted items	Completed	4/5/13	4/30/13	100%
1035	1.3.1.6.5	Import into Equella of CTB and HMH items	Completed	3/28/13	4/24/13	100%
1036	1.3.1.6.6	Assignments for Batch 5 review are sent out	Completed	4/15/13	4/17/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1037	1.3.1.6.7	Formal Review of Batch 5 items	Completed	4/16/13	6/21/13	100%
1038	1.3.1.6.8	Pearson provides feedback from Formal Review to CTB/HMH	Completed	5/9/13	5/13/13	100%
1039	1.3.1.6.9	Pearson/CTB/HMH edit items following Formal Review	Completed	6/24/13	12/13/13	100%
1040	1.3.1.6.10	Pearson/CTB/HMH Edit items following Final Collection Review	Completed	12/16/13	5/23/14	100%
1041	1.3.1.6.11	Batch 5 ELA Sampling - Pearson Submit 1	Completed	5/10/13	5/16/13	100%
1042	1.3.1.6.12	FDOE Feedback Batch 5 ELA Sampling Submit 1	Completed	5/16/13	5/16/13	100%
1043	1.3.1.6.13	Batch 5 ELA Sampling - Pearson Revise and Submit 2	Completed	5/10/13	5/16/13	100%
1044	1.3.1.6.14	FDOE Feedback Batch 5 ELA Sampling Submit 2	Completed	5/16/13	5/16/13	100%
1045	1.3.1.6.15	Batch 5 Social Studies Sampling - Pearson Submit 1	Completed	5/10/13	5/16/13	100%
1046	1.3.1.6.16	FDOE Approved Batch 5 Social Studies Sampling Submit 1	Completed	5/16/13	5/16/13	100%
1047	1.3.1.6.17	Batch 5 Science Sampling - Pearson Submit 1	Completed	5/10/13	5/16/13	100%
1048	1.3.1.6.18	FDOE Approved Batch 5 Science Sampling Submit 1	Completed	5/16/13	5/16/13	100%
1049	1.3.1.6.19	Batch 5 Math Sampling - Pearson Submit 1	Completed	5/10/13	5/16/13	100%
1050	1.3.1.6.20	FDOE Approved Batch 5 Math Sampling Submit 1	Completed	5/16/13	5/16/13	100%
1051	1.3.1.6.21	Batch 5 Spanish Sampling - Pearson Revise and Resubmit 2	Completed	5/10/13	5/16/13	100%
1052	1.3.1.6.22	FDOE Feedback Batch 5 Spanish Sampling Resubmit 2	Completed	5/16/13	5/16/13	100%
1053	1.3.1.6.23	FDOE reviews items (assumed 100 items/subj – 80%+ must be approved to advance batch)	Completed	12/16/13	4/23/14	100%
1054	1.3.1.6.24	FLDOE approves Year 1 Batch 5 Items-ELA, Math, Social Studies, Science and Spanish	Completed	6/28/13	6/28/13	100%
1055	1.3.1.6.25	All Batch 5 items approved by FDOE and in Final Collection for fall tryouts	Completed	6/28/13	6/28/13	100%
1056	1.3.1.7	Deliverable Activity 30a - All items for Year 1 development submitted and approved in the item bank and test platform.	Not Started	10/18/13	10/21/13	0%
1057	1.3.1.7.1	Conduct meeting with appropriate FLDOE staff to review and verify all deliverables for Year 1 have been received and are appropriate - Del 30b	Not Started	10/18/13	10/21/13	0%
1058	1.3.2	Content Development (Batches 6-9)	In Progress	3/11/13	2/27/14	57%
1059	1.3.2.1	Deliverable Activity 31 - Year 2 Batch 1 (Batch 6) Items-ELA, Math, Social Studies, Science and Spanish	Completed	3/15/13	11/5/13	100%
1060	1.3.2.1.1	Items Written - Del 31 Batch 6	Completed	3/15/13	11/5/13	100%
1061	1.3.2.1.2	Import into Equella - Del 31 Batch 6	Completed	5/28/13	6/4/13	100%
1062	1.3.2.1.3	Formal Review and Approval of Year 2 Batch 1 Items - Del 31 Batch 6	Completed	6/5/13	6/19/13	100%
1063	1.3.2.1.4	Pearson provides feedback from Formal Review to CTB/HMH - Del 31 Batch 6	Completed	6/11/13	6/21/13	100%
1064	1.3.2.1.5	Pearson/CTB/HMH edit items following Formal Review - Del 31 Batch 6	Completed	6/24/13	7/3/13	100%
1065	1.3.2.1.6	Pearson QC team reviews edited items from CTB/HMH – (items flow back as edited) - Del 31 Batch 6	Completed	6/25/13	7/3/13	100%
1066	1.3.2.1.7	FDOE reviews and approves items in Final Collection - Del 31 Batch 6	Completed	7/1/13	8/1/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1067	1.3.2.1.7.1	Pearson Submits ELA Batch 6 items to FDOE for review - Del 31 Batch 6	Completed	7/1/13	7/16/13	100%
1068	1.3.2.1.7.2	FDOE reviews and approves ELA Batch 6 items	Completed	7/15/13	8/1/13	100%
1069	1.3.2.1.7.3	Pearson Submits Social Studies Batch 6 items to FDOE for review	Completed	7/1/13	7/16/13	100%
1070	1.3.2.1.7.4	FDOE reviews and approves Social Studies Batch 6 items	Completed	7/15/13	7/31/13	100%
1071	1.3.2.1.7.5	Pearson Submits Spanish Batch 6 items to FDOE for review	Completed	7/1/13	7/16/13	100%
1072	1.3.2.1.7.6	FDOE reviews and approves Spanish Batch 6 items	Completed	7/15/13	7/31/13	100%
1073	1.3.2.1.7.7	Pearson Submits Math Batch 6 items to FDOE for review	Completed	7/1/13	7/16/13	100%
1074	1.3.2.1.7.8	FDOE reviews and approves Math Batch 6 items	Completed	7/15/13	7/31/13	100%
1075	1.3.2.1.7.9	Pearson Submits Science Batch 6 items to FDOE for review	Completed	7/1/13	7/16/13	100%
1076	1.3.2.1.7.10	FDOE reviews and approves Science Batch 6 items	Completed	7/15/13	7/31/13	100%
1077	1.3.2.1.7.11	All Year 2 Batch 1 items approved by FDOE and in Final Collection	Completed	7/18/13	7/18/13	100%
1078	1.3.2.2	Access Points - Year 2 Batch 1 (Batch 6) Items	In Progress	5/13/13	10/22/13	58%
1079	1.3.2.2.1	Items Written - Batch 6 Access Points (SC & SS)	Completed	5/13/13	6/28/13	100%
1080	1.3.2.2.2	Import into Equella - Batch 6 Access Points	Completed	7/1/13	7/3/13	100%
1081	1.3.2.2.3	Pearson reviews and provides feedback CTB - Batch 6 Access Points	Completed	7/5/13	7/31/13	100%
1082	1.3.2.2.4	CTB makes Revisions - Batch 6 Access Points	Completed	8/1/13	8/7/13	100%
1083	1.3.2.2.5	Pearson reviews CTB Revisions - Batch 6 Access Points	Completed	8/8/13	8/12/13	100%
1084	1.3.2.2.6	Pearson Submits Batch 6 Access Points to FDOE (SC & SS)	Completed	8/13/13	8/13/13	100%
1085	1.3.2.2.7	FDOE Reviews Batch 6 (Sub 1) Access Points (SC & SS)	Overdue	8/14/13	10/7/13	0%
1086	1.3.2.2.8	FDOE Provides Feedback Batch 6 (Sub 1) Access Points (SC & SS)	Overdue	10/8/13	10/8/13	0%
1087	1.3.2.2.9	Pearson/CTB make edits per FDOE (Sub 1) feedback - Batch 6 Access Points	Not Started	10/9/13	10/14/13	0%
1088	1.3.2.2.10	Pearson Submits Batch 6 (Sub 2) Access Points to FDOE (SC & SS)	Not Started	10/15/13	10/15/13	0%
1089	1.3.2.2.11	FDOE Reviews Batch 6 (Sub 2) Access Points (SC & SS)	Not Started	10/16/13	10/21/13	0%
1090	1.3.2.2.12	FDOE Approves Batch 6 (Sub 2) Access Points (SC & SS)	Not Started	10/22/13	10/22/13	0%
1091	1.3.2.3	Deliverable Activity 33 - Year 2 Batch 2 (Batch 7) Items-ELA, Math, Social Studies, Science and Spanish	In Progress	6/7/13	11/6/13	73%
1092	1.3.2.3.1	Assignments go out to teachers Batch 7	Completed	6/7/13	6/7/13	100%
1093	1.3.2.3.2	Teachers write items Del 33 Batch 7	Completed	6/10/13	6/21/13	100%
1094	1.3.2.3.3	Pearson reviews teacher items and provides feedback Del 33 Batch 7	Completed	6/19/13	7/3/13	100%
1095	1.3.2.3.4	Teachers revise items and resubmit Del 33 Batch 7	Completed	7/5/13	7/12/13	100%
1096	1.3.2.3.5	Pearson reviews and determines accepted items from teachers Del 33 Batch 7	Completed	7/15/13	7/29/13	100%
1097	1.3.2.3.6	Import into Equella of CTB and HMH items Del 33 Batch	Completed	7/10/13	7/12/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		7				
1098	1.3.2.3.7	Pearson does Pre-formal Review of CTB and HMH items Del 33 Batch 7	Completed	7/15/13	7/29/13	100%
1099	1.3.2.3.8	Assignments for Batch 7 formal review are sent out Del 33 Batch 7	Completed	7/30/13	7/31/13	100%
1100	1.3.2.3.9	FDOE Formal 5% Reviews of Year 2 Batch 2 (Batch 7 Del 33) Items	Completed	8/1/13	8/23/13	100%
1101	1.3.2.3.9.1	Pearson Submits ELA Batch 7 items to FDOE for review	Completed	8/1/13	8/1/13	100%
1102	1.3.2.3.9.2	FDOE reviews ELA Batch 7 items	Completed	8/2/13	8/23/13	100%
1103	1.3.2.3.9.3	Pearson Submits Social Studies Batch 7 items to FDOE for review	Completed	8/1/13	8/1/13	100%
1104	1.3.2.3.9.4	FDOE reviews Social Studies Batch 7 items	Completed	8/2/13	8/23/13	100%
1105	1.3.2.3.9.5	Pearson Submits Spanish Batch 7 items to FDOE for review	Completed	8/1/13	8/1/13	100%
1106	1.3.2.3.9.6	FDOE reviews Spanish Batch 7 items	Completed	8/2/13	8/23/13	100%
1107	1.3.2.3.9.7	Pearson Submits Math Batch 7 items to FDOE for review	Completed	8/1/13	8/1/13	100%
1108	1.3.2.3.9.8	FDOE reviews Math Batch 7 items	Completed	8/2/13	8/23/13	100%
1109	1.3.2.3.9.9	Pearson Submits Science Batch 7 items to FDOE for review	Completed	8/1/13	8/1/13	100%
1110	1.3.2.3.9.10	FDOE reviews Science Batch 7 items	Completed	8/2/13	8/23/13	100%
1111	1.3.2.3.10	Pearson provides feedback from Formal Review to CTB/HMH Del 33 Batch 7	Completed	8/26/13	8/26/13	100%
1112	1.3.2.3.11	Pearson/CTB/HMH edit items following Formal Review Del 33 Batch 7	Completed	8/27/13	9/3/13	100%
1113	1.3.2.3.12	Pearson QCs CTB/HMH items following Formal Review Del 33 Batch 7	Completed	8/30/13	9/3/13	100%
1114	1.3.2.3.13	CTB/HMH edits items rated 4 (24 hour turnaround) Del 33 Batch 7	Completed	8/30/13	9/3/13	100%
1115	1.3.2.3.14	Content Leads do Final QC of CIR Del 33 Batch 7	Completed	9/3/13	9/3/13	100%
1116	1.3.2.3.15	Teacher Item Reviewers 50% Formal Review Batch 7 Completed	Completed	8/2/13	9/3/13	100%
1117	1.3.2.3.16	Pearson QC team reviews edited items from CTB/HMH (items flow back as edited)	Completed	8/27/13	8/30/13	100%
1118	1.3.2.3.17	FDOE reviews Batch 7 items in Final Collection	In Progress	9/3/13	11/5/13	29%
1119	1.3.2.3.17.1	Pearson Submits ELA Batch 7 items to FDOE for Final Review	Completed	9/3/13	9/3/13	100%
1120	1.3.2.3.17.2	FDOE reviews and provides Feedback for ELA Batch 7 Final Review items	Completed	9/4/13	9/11/13	100%
1121	1.3.2.3.17.3	Pearson revises per FDOE Feedback ELA Batch 7 Submission 1 Final Review items	Not Started	9/12/13	10/25/13	0%
1122	1.3.2.3.17.4	Pearson Submits ELA Batch 7 Submission 2 items to FDOE for Final Review	Not Started	10/28/13	10/28/13	0%
1123	1.3.2.3.17.5	FDOE reviews and approves ELA Batch 7 Submission 2 Final Review items	Not Started	10/29/13	11/5/13	0%
1124	1.3.2.3.17.6	Pearson Submits Social Studies Batch 7 items to FDOE for Final Review	Completed	9/3/13	9/3/13	100%
1125	1.3.2.3.17.7	FDOE reviews and provides Feedback for Social Studies Batch 7 Final Review items	Completed	9/4/13	9/11/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1126	1.3.2.3.17.8	Pearson Revises and Submits Social Studies Batch 7 (Sub 2) items to FDOE for Final Review	Not Started	9/16/13	10/28/13	0%
1127	1.3.2.3.17.9	FDOE reviews and approves Social Studies Batch 7 (Sub 2) Final Review items	Not Started	10/29/13	11/5/13	0%
1128	1.3.2.3.17.10	Pearson Submits Spanish Batch 7 items to FDOE for Final Review	Completed	9/3/13	9/3/13	100%
1129	1.3.2.3.17.11	FDOE reviews and approves Spanish Batch 7 Final Review items	Completed	9/4/13	9/11/13	100%
1130	1.3.2.3.17.12	Pearson Submits Math Batch 7 items to FDOE for Final Review	Completed	9/3/13	9/3/13	100%
1131	1.3.2.3.17.13	FDOE reviews and approves Math Batch 7 Final Review items	Completed	9/4/13	9/11/13	100%
1132	1.3.2.3.17.14	Pearson Submits Science Batch 7 items to FDOE for Final Review	Completed	9/3/13	9/3/13	100%
1133	1.3.2.3.17.15	FDOE reviews and approves Science Batch 7 Final Review items	Completed	9/4/13	9/11/13	100%
1134	1.3.2.3.18	All Year 2 Batch 2 (Batch 7 - Del 33) items approved by FDOE and in Final Collection	Not Started	11/6/13	11/6/13	0%
1135	1.3.2.4	Access Points - Year 2 Batch 2 (Batch 7) Items	In Progress	5/20/13	10/25/13	74%
1136	1.3.2.4.1	Access Points Batch 7 Science	Overdue	5/20/13	10/9/13	69%
1137	1.3.2.4.1.1	Items Written - Batch 7 Access Points Science	Completed	5/20/13	7/8/13	100%
1138	1.3.2.4.1.2	Import into Equella - Batch 7 Access Points Science	Completed	7/9/13	7/11/13	100%
1139	1.3.2.4.1.3	Pearson reviews and provides feedback CTB - Batch 7 Access Points Science	Completed	7/12/13	7/23/13	100%
1140	1.3.2.4.1.4	CTB makes Revisions - Batch 7 Access Points Science	Completed	7/24/13	8/7/13	100%
1141	1.3.2.4.1.5	Pearson reviews CTB Revisions - Batch 7 Access Points Science	Completed	8/8/13	8/21/13	100%
1142	1.3.2.4.1.6	Pearson Submits Batch 7 (Sub 1) Access Points Science to FDOE for Formal Review	Completed	8/22/13	8/22/13	100%
1143	1.3.2.4.1.7	FDOE Formal Review Batch 7 (Sub 1) Access Points Science Completed	Overdue	8/23/13	9/20/13	0%
1144	1.3.2.4.1.8	FDOE Provides Feedback for Batch 7 (Sub 1) Formal Review Access Points Science	Overdue	9/23/13	9/23/13	0%
1145	1.3.2.4.1.9	Pearson/CTB make edits per FDOE (Sub 1) Formal Review feedback - Batch 7 Access Points Science	Overdue	9/24/13	10/1/13	0%
1146	1.3.2.4.1.10	Pearson Submits Batch 7 Access Points Science to FDOE for Final Review	Overdue	10/2/13	10/2/13	0%
1147	1.3.2.4.1.11	FDOE Final Review Batch 7 Access Points Science Completed	Overdue	10/3/13	10/8/13	0%
1148	1.3.2.4.1.12	FDOE Approves Batch 7 Final Review Access Points Science	Overdue	10/9/13	10/9/13	0%
1149	1.3.2.4.2	Access Points Batch 7 Social Studies	In Progress	6/3/13	10/25/13	78%
1150	1.3.2.4.2.1	Items Written - Batch 7 Access Points SS	Completed	6/3/13	7/30/13	100%
1151	1.3.2.4.2.2	Import into Equella - Batch 7 Access Points SS	Completed	7/31/13	8/6/13	100%
1152	1.3.2.4.2.3	Pearson reviews and provides feedback CTB - Batch 7 Access Points SS	Completed	8/7/13	8/20/13	100%
1153	1.3.2.4.2.4	CTB makes Revisions - Batch 7 Access Points SS	Completed	8/21/13	9/10/13	100%
1154	1.3.2.4.2.5	Pearson reviews CTB Revisions - Batch 7 Access Points SS	Completed	9/11/13	9/19/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1155	1.3.2.4.2.6	Pearson Submits Batch 7 Formal Review Access Points to FDOE SS	Completed	9/20/13	9/20/13	100%
1156	1.3.2.4.2.7	FDOE Formal Review Batch 7 (Sub 1) Access Points SS	Overdue	9/23/13	10/4/13	0%
1157	1.3.2.4.2.8	FDOE Provides Formal Review Feedback Batch 7 (Sub 1) Access Points SS	Overdue	10/7/13	10/7/13	0%
1158	1.3.2.4.2.9	Pearson/CTB make edits per FDOE (Sub 1) Formal Review feedback - Batch 7 Access Points SS	Not Started	10/8/13	10/15/13	0%
1159	1.3.2.4.2.10	Pearson Submits Batch 7 Final Review Access Points to FDOE SS	Not Started	10/16/13	10/16/13	0%
1160	1.3.2.4.2.11	FDOE Reviews Batch 7 Final Review Access Points SS	Not Started	10/17/13	10/24/13	0%
1161	1.3.2.4.2.12	FDOE Approves Batch 7 Final Review Access Points SS	Not Started	10/25/13	10/25/13	0%
1162	1.3.2.5	Deliverable Activity 36 - Year 2 Batch 3 (Batch 8) Items-ELA, Math, Social Studies, Science and Spanish	In Progress	8/5/13	11/18/13	28%
1163	1.3.2.5.1	Assignments go out to Teachers Batch 8	Completed	8/5/13	8/5/13	100%
1164	1.3.2.5.2	Teachers write items Batch 8	Completed	8/6/13	8/19/13	100%
1165	1.3.2.5.3	Pearson reviews teacher items Batch 8 and provides feedback	Completed	8/16/13	8/30/13	100%
1166	1.3.2.5.4	Teachers revise items Batch 8 and resubmit	Completed	9/3/13	9/13/13	100%
1167	1.3.2.5.5	Import into Equella of CTB and HMH items - Batch 8	Completed	9/11/13	9/13/13	100%
1168	1.3.2.5.6	Pearson reviews and determines accepted items from teachers for Batch 8	Completed	9/16/13	9/30/13	100%
1169	1.3.2.5.7	Pearson does Pre-formal Review of CTB and HMH items Batch 8	Completed	9/16/13	9/30/13	100%
1170	1.3.2.5.8	Assignments for Batch 8 formal review are sent out	Completed	10/1/13	10/1/13	100%
1171	1.3.2.5.9	Formal 5% Reviews Year 2 Batch 3 (Batch 8) Items	In Progress	10/3/13	10/23/13	0%
1172	1.3.2.5.9.1	Pearson Submits ELA Batch 8 items to FDOE for Formal Review	Completed	10/3/13	10/3/13	100%
1173	1.3.2.5.9.2	FDOE reviews ELA Batch 8 items Formal Review	Not Started	10/4/13	10/23/13	0%
1174	1.3.2.5.9.3	Pearson Submits Social Studies Batch 8 items to FDOE for Formal Review	Completed	10/3/13	10/3/13	100%
1175	1.3.2.5.9.4	FDOE reviews Social Studies Batch 8 items Formal Review	Not Started	10/4/13	10/23/13	0%
1176	1.3.2.5.9.5	Pearson Submits Spanish Batch 8 items to FDOE for Formal Review	Completed	10/3/13	10/3/13	100%
1177	1.3.2.5.9.6	FDOE reviews Spanish Batch 8 items Formal Review	Not Started	10/4/13	10/23/13	0%
1178	1.3.2.5.9.7	Pearson Submits Math Batch 8 items to FDOE for Formal Review	Completed	10/3/13	10/3/13	100%
1179	1.3.2.5.9.8	FDOE reviews Math Batch 8 items Formal Review	Not Started	10/4/13	10/23/13	0%
1180	1.3.2.5.9.9	Pearson Submits Science Batch 8 items to FDOE for Formal Review	Completed	10/3/13	10/3/13	100%
1181	1.3.2.5.9.10	FDOE reviews Science Batch 8 items Formal Review	Not Started	10/4/13	10/23/13	0%
1182	1.3.2.5.10	Pearson provides feedback from Formal Review Batch 8 to CTB/HMH	Not Started	10/24/13	10/24/13	0%
1183	1.3.2.5.11	Pearson/CTB/HMH edit items following Formal Review Batch 8	Not Started	10/25/13	11/5/13	0%
1184	1.3.2.5.12	Pearson QCs CTB/HMH items following Formal Review Batch 8	Not Started	10/30/13	11/5/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1185	1.3.2.5.13	CTB/HMH edits items rated 4 (24 hour turnaround) Batch 8	Not Started	10/30/13	11/5/13	0%
1186	1.3.2.5.14	Content Leads do Final QC of CIR - Batch 8	Not Started	11/6/13	11/6/13	0%
1187	1.3.2.5.15	Teacher Item Reviewers 50% Formal Review Batch 8 Completed	Not Started	10/2/13	10/31/13	0%
1188	1.3.2.5.16	Pearson QC team reviews edited items from CTB/HMH (items flow back as edited) Batch 8 Formal Review	Not Started	10/30/13	11/5/13	0%
1189	1.3.2.5.17	FDOE reviews Batch 8 items in Final Collection	Not Started	11/7/13	11/15/13	0%
1190	1.3.2.5.17.1	Pearson Submits ELA Batch 8 items to FDOE for Final Review	Not Started	11/7/13	11/7/13	0%
1191	1.3.2.5.17.2	FDOE reviews and approves ELA Batch 8 items Final Review	Not Started	11/8/13	11/15/13	0%
1192	1.3.2.5.17.3	Pearson Submits Social Studies Batch 8 items to FDOE for Final Review	Not Started	11/7/13	11/7/13	0%
1193	1.3.2.5.17.4	FDOE reviews and approves Social Studies Batch 8 items Final Review	Not Started	11/8/13	11/15/13	0%
1194	1.3.2.5.17.5	Pearson Submits Spanish Batch 8 items to FDOE for Final Review	Not Started	11/7/13	11/7/13	0%
1195	1.3.2.5.17.6	FDOE reviews and approves Spanish Batch 9 items Final Review	Not Started	11/8/13	11/15/13	0%
1196	1.3.2.5.17.7	Pearson Submits Math Batch 8 items to FDOE for Final Review	Not Started	11/7/13	11/7/13	0%
1197	1.3.2.5.17.8	FDOE reviews and approves Math Batch 8 items Final Review	Not Started	11/8/13	11/15/13	0%
1198	1.3.2.5.17.9	Pearson Submits Science Batch 8 items to FDOE for Final Review	Not Started	11/7/13	11/7/13	0%
1199	1.3.2.5.17.10	FDOE reviews and approves Science Batch 8 items Final Review	Not Started	11/8/13	11/15/13	0%
1200	1.3.2.5.18	FDOE Reviews and Approves All Items in Batch 8 Del 36 Final Review	Not Started	11/8/13	11/15/13	0%
1201	1.3.2.5.19	All Year 2 Batch 3 (Del 36 Batch 8) items approved by FDOE and in Final Collection	Not Started	11/18/13	11/18/13	0%
1202	1.3.2.6	Access Points - Year 2 Batch 3 (Batch 8) Items	In Progress	8/1/13	11/15/13	43%
1203	1.3.2.6.1	Items Written - Batch 8 Access Points (SC & SS)	Completed	8/1/13	8/28/13	100%
1204	1.3.2.6.2	Import into Equella - Batch 8 Access Points	Completed	9/25/13	9/30/13	100%
1205	1.3.2.6.3	Pearson reviews and provides feedback CTB - Batch 8 Access Points	Overdue	10/1/13	10/9/13	0%
1206	1.3.2.6.4	CTB makes Revisions - Batch 8 Access Points	Not Started	10/10/13	10/21/13	0%
1207	1.3.2.6.5	Pearson reviews CTB Revisions - Batch 8 Access Points	Not Started	10/22/13	10/23/13	0%
1208	1.3.2.6.6	Pearson Submits Batch 8 Access Points to FDOE (SC & SS)	Not Started	10/24/13	10/24/13	0%
1209	1.3.2.6.7	FDOE Reviews Batch 8 (Sub 1) Access Points (SC & SS)	Not Started	10/25/13	11/4/13	0%
1210	1.3.2.6.8	Pearson/CTB make edits per FDOE (Sub 1) feedback - Batch 8 Access Points	Not Started	11/5/13	11/7/13	0%
1211	1.3.2.6.9	Pearson Submits Batch 8 (Sub 2) Access Points to FDOE (SC & SS)	Not Started	11/8/13	11/8/13	0%
1212	1.3.2.6.10	FDOE Reviews Batch 8 (Sub 2) Access Points (SC & SS)	Not Started	11/12/13	11/15/13	0%
1213	1.3.2.6.11	FDOE Approves Batch 8 Access Points (SC & SS)	Not Started	11/5/13	11/5/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1214	1.3.2.7	Deliverable Activity 37 - Year 2 Batch 4 (B9) Items-ELA, Math, Social Studies, Science and Spanish (Technology Enhanced Items)	In Progress	10/2/13	1/9/14	1%
1215	1.3.2.7.1	Assignments go out to teachers - Batch 9	Completed	10/2/13	10/2/13	100%
1216	1.3.2.7.2	Teachers write items - Batch 9	Not Started	10/3/13	10/21/13	0%
1217	1.3.2.7.3	Pearson reviews teacher Batch 9 items and provides feedback	Not Started	10/11/13	10/28/13	0%
1218	1.3.2.7.4	Teachers revise items and resubmit Batch 9	Not Started	10/29/13	11/8/13	0%
1219	1.3.2.7.5	Import into Equella of CTB and HMH items - Batch 9	Not Started	11/7/13	11/8/13	0%
1220	1.3.2.7.6	Pearson reviews and determines accepted Batch 9 items from teachers	Not Started	11/12/13	11/18/13	0%
1221	1.3.2.7.7	Pearson does Pre-formal Review Batch 9 of CTB and HMH items	Not Started	11/12/13	11/18/13	0%
1222	1.3.2.7.8	Assignments for Batch 9 Formal Review are sent out	Not Started	11/19/13	11/19/13	0%
1223	1.3.2.7.9	FDOE Formal 5% Review of Year 2 Batch 4 (Batch 9) Items	Not Started	11/19/13	12/6/13	0%
1224	1.3.2.7.9.1	Pearson Submits ELA Batch 9 items to FDOE for Formal Review	Not Started	11/19/13	11/19/13	0%
1225	1.3.2.7.9.2	FDOE reviews ELA Batch 9 items Formal Review	Not Started	11/20/13	12/6/13	0%
1226	1.3.2.7.9.3	Pearson Submits Social Studies Batch 9 items to FDOE for Formal Review	Not Started	11/19/13	11/19/13	0%
1227	1.3.2.7.9.4	FDOE reviews Social Studies Batch 9 items Formal Review	Not Started	11/20/13	12/6/13	0%
1228	1.3.2.7.9.5	Pearson Submits Spanish Batch 9 items to FDOE for Formal Review	Not Started	11/19/13	11/19/13	0%
1229	1.3.2.7.9.6	FDOE reviews Spanish Batch 9 items Formal Review	Not Started	11/20/13	12/6/13	0%
1230	1.3.2.7.9.7	Pearson Submits Math Batch 9 items to FDOE for Formal Review	Not Started	11/19/13	11/19/13	0%
1231	1.3.2.7.9.8	FDOE reviews Math Batch 9 items Formal Review	Not Started	11/20/13	12/6/13	0%
1232	1.3.2.7.9.9	Pearson Submits Science Batch 9 items to FDOE for Formal Review	Not Started	11/19/13	11/19/13	0%
1233	1.3.2.7.9.10	FDOE reviews Science Batch 9 items Formal Review	Not Started	11/20/13	12/6/13	0%
1234	1.3.2.7.10	Pearson provides feedback from Formal Review Batch 9 to CTB/HMH	Not Started	12/9/13	12/9/13	0%
1235	1.3.2.7.11	Pearson/CTB/HMH edit items following Formal Review Batch 9	Not Started	12/10/13	12/17/13	0%
1236	1.3.2.7.12	Pearson QCs CTB/HMH items from pre-Formal Review Batch 9	Not Started	12/13/13	12/17/13	0%
1237	1.3.2.7.13	CTB/HMH edits items rated 4 (24 hour turnaround) Batch 9	Not Started	12/13/13	12/17/13	0%
1238	1.3.2.7.14	Content Leads do Final QC of CIR - Batch 9	Not Started	12/17/13	12/17/13	0%
1239	1.3.2.7.15	Teacher Item Reviewers 50% Formal Review Batch 9 Items Completed	Not Started	11/20/13	12/18/13	0%
1240	1.3.2.7.16	FDOE reviews and approves Batch 9 items in Final Collection	Not Started	12/18/13	12/30/13	0%
1241	1.3.2.7.16.1	Pearson Submits ELA Batch 9 items to FDOE for review	Not Started	12/18/13	12/18/13	0%
1242	1.3.2.7.16.2	FDOE reviews and approves ELA Batch 9 items	Not Started	12/23/13	12/30/13	0%
1243	1.3.2.7.16.3	Pearson Submits Social Studies Batch 9 items to FDOE	Not Started	12/18/13	12/18/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		for review				
1244	1.3.2.7.16.4	FDOE reviews and approves Social Studies Batch 9 items	Not Started	12/23/13	12/30/13	0%
1245	1.3.2.7.16.5	Pearson Submits Spanish Batch 9 items to FDOE for review	Not Started	12/18/13	12/18/13	0%
1246	1.3.2.7.16.6	FDOE reviews and approves Spanish Batch 9 items	Not Started	12/23/13	12/30/13	0%
1247	1.3.2.7.16.7	Pearson Submits Math Batch 9 items to FDOE for review	Not Started	12/18/13	12/18/13	0%
1248	1.3.2.7.16.8	FDOE reviews and approves Math Batch 9 items	Not Started	12/23/13	12/30/13	0%
1249	1.3.2.7.16.9	Pearson Submits Science Batch 9 items to FDOE for review	Not Started	12/18/13	12/18/13	0%
1250	1.3.2.7.16.10	FDOE reviews and approves Science Batch 9 items	Not Started	12/23/13	12/30/13	0%
1251	1.3.2.7.17	FDOE Reviews and Approves Items in Batch 9 Del 37 Final Collection	Not Started	12/31/13	1/8/14	0%
1252	1.3.2.7.18	All Year 2 Batch 4 (Batch 9 Del 37) items approved by FDOE and in Final Collection	Not Started	1/9/14	1/9/14	0%
1253	1.3.2.8	Access Points - Year 2 Batch 4 (Batch 9) Items	Not Started	9/3/13	12/27/13	0%
1254	1.3.2.8.1	Items Written - Batch 9 Access Points (SC & SS)	Overdue	9/3/13	9/30/13	0%
1255	1.3.2.8.2	Import into Equella - Batch 9 Access Points	Not Started	10/29/13	10/29/13	0%
1256	1.3.2.8.3	Pearson reviews and provides Feedback CTB - Batch 9 Access Points	Not Started	10/30/13	11/8/13	0%
1257	1.3.2.8.4	CTB makes Revisions - Batch 9 Access Points	Not Started	11/13/13	11/22/13	0%
1258	1.3.2.8.5	Pearson reviews CTB Revisions - Batch 9 Access Points	Not Started	11/25/13	11/27/13	0%
1259	1.3.2.8.6	Pearson Submits Batch 9 Access Points to FDOE (SC & SS)	Not Started	12/2/13	12/2/13	0%
1260	1.3.2.8.7	FDOE Reviews Batch 9 (Sub 1) Access Points (SC & SS) and provides Feedback	Not Started	12/3/13	12/12/13	0%
1261	1.3.2.8.8	Pearson/CTB make edits per FDOE (Sub 1) feedback - Batch 9 Access Points	Not Started	12/13/13	12/18/13	0%
1262	1.3.2.8.9	Pearson Submits Batch 9 (Sub 2) Access Points to FDOE (SC & SS)	Not Started	12/19/13	12/19/13	0%
1263	1.3.2.8.10	FDOE Reviews Batch 9 (Sub 2) Access Points (SC & SS)	Not Started	12/20/13	12/26/13	0%
1264	1.3.2.8.11	FDOE Approves Batch 9 Access Points (SC & SS)	Not Started	12/27/13	12/27/13	0%
1265	1.3.2.9	Passage Development (Batches 8 & 9)	In Progress	4/30/13	11/12/13	87%
1266	1.3.2.9.1	Batch 8 Passages (No Science)	Completed	4/30/13	9/16/13	100%
1267	1.3.2.9.1.1	Math	Completed	4/30/13	8/22/13	100%
1268	1.3.2.9.1.1.1	HMH Delivers Batch 8 Math Passages to Pearson	Completed	4/30/13	4/30/13	100%
1269	1.3.2.9.1.1.2	Pearson Content Specialist Review 1	Completed	5/1/13	5/15/13	100%
1270	1.3.2.9.1.1.3	Pearson Research Librarian Review	Completed	5/16/13	5/22/13	100%
1271	1.3.2.9.1.1.4	Pearson Universal Design Review	Completed	5/23/13	5/23/13	100%
1272	1.3.2.9.1.1.5	Pearson Copy Edit Review	Completed	5/23/13	5/29/13	100%
1273	1.3.2.9.1.1.6	Pearson Content Specialist Review 2	Completed	5/30/13	6/4/13	100%
1274	1.3.2.9.1.1.7	Pearson sends to FDOE for review	Completed	5/31/13	5/31/13	100%
1275	1.3.2.9.1.1.8	FDOE Reviews and provides Feedback for Math B8 Passages	Completed	6/3/13	6/12/13	100%
1276	1.3.2.9.1.1.9	Content Specialist Review 3 (HMH and Pearson	Completed	6/13/13	8/13/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		Passages)				
1277	1.3.2.9.1.1.10	Batch 8 Math Passages Uploaded to Equella	Completed	8/14/13	8/14/13	100%
1278	1.3.2.9.1.1.11	FDOE Reviews Math Batch 8 Passages	Completed	8/15/13	8/21/13	100%
1279	1.3.2.9.1.1.12	Batch 8 Math Passages Completed	Completed	8/22/13	8/22/13	100%
1280	1.3.2.9.1.2	ELA Batch 8 Passages	Completed	6/5/13	9/11/13	100%
1281	1.3.2.9.1.2.1	ELA Pearson Batch 8 Passages	Completed	6/5/13	8/2/13	100%
1282	1.3.2.9.1.2.1.1	Pearson Content Specialist Review 1	Completed	6/5/13	6/12/13	100%
1283	1.3.2.9.1.2.1.2	Pearson Research Librarian Review	Completed	6/13/13	6/17/13	100%
1284	1.3.2.9.1.2.1.3	Pearson Copy Edit Review	Completed	6/13/13	6/17/13	100%
1285	1.3.2.9.1.2.1.4	Pearson Content Specialist Review 2	Completed	6/18/13	6/24/13	100%
1286	1.3.2.9.1.2.1.5	Pearson sends to FDOE for review	Completed	6/24/13	6/24/13	100%
1287	1.3.2.9.1.2.1.6	FDOE Reviews and provides Feedback for ELA B8 Passages	Completed	6/25/13	7/8/13	100%
1288	1.3.2.9.1.2.1.7	Content Specialist Review 3 (HMH and Pearson Passages)	Completed	7/9/13	8/1/13	100%
1289	1.3.2.9.1.2.1.8	Pearson Art Edits	Completed	7/9/13	8/1/13	100%
1290	1.3.2.9.1.2.1.9	Pearson Batch 8 ELA Passages Uploaded to Equella	Completed	8/1/13	8/2/13	100%
1291	1.3.2.9.1.2.1.10	Pearson ELA Batch 8 Passages Completed	Completed	8/2/13	8/2/13	100%
1292	1.3.2.9.1.2.2	HMH ELA Batch 8.1 Passages	Completed	7/2/13	8/30/13	100%
1293	1.3.2.9.1.2.2.1	HMH ELA Batch 8.1 Passages Uploaded to Equella	Completed	7/2/13	7/3/13	100%
1294	1.3.2.9.1.2.2.2	Pearson Content Specialist Review 1	Completed	7/8/13	7/10/13	100%
1295	1.3.2.9.1.2.2.3	Pearson Research Librarian Review	Completed	7/8/13	7/10/13	100%
1296	1.3.2.9.1.2.2.4	Pearson Copy Edit Review	Completed	7/8/13	7/10/13	100%
1297	1.3.2.9.1.2.2.5	Pearson Content Specialist Review 2	Completed	7/11/13	7/15/13	100%
1298	1.3.2.9.1.2.2.6	Pearson sends to FDOE for review	Completed	7/18/13	7/18/13	100%
1299	1.3.2.9.1.2.2.7	FDOE Reviews and provides Feedback for HMH ELA B8.1 Passages	Completed	7/19/13	8/2/13	100%
1300	1.3.2.9.1.2.2.8	Content Specialist Review 3	Completed	8/5/13	8/9/13	100%
1301	1.3.2.9.1.2.2.9	Pearson Edits Art Passages as needed	Completed	8/5/13	8/9/13	100%
1302	1.3.2.9.1.2.2.10	Pearson Content Specialist Review 4 (for Art B8.1 only)	Completed	8/5/13	8/9/13	100%
1303	1.3.2.9.1.2.2.11	HMH ELA Batch 8.1 Passages Uploaded to Equella	Completed	8/26/13	8/28/13	100%
1304	1.3.2.9.1.2.2.12	HMH ELA Batch 8.1 Passages Completed	Completed	8/30/13	8/30/13	100%
1305	1.3.2.9.1.2.3	HMH ELA Batch 8.2 Passages	Completed	7/19/13	9/4/13	100%
1306	1.3.2.9.1.2.3.1	HMH ELA Batch 8.2 Passages Uploaded to Equella	Completed	7/19/13	7/22/13	100%
1307	1.3.2.9.1.2.3.2	Pearson Content Specialist Review 1	Completed	7/23/13	7/25/13	100%
1308	1.3.2.9.1.2.3.3	Pearson Research Librarian Review	Completed	7/23/13	7/25/13	100%
1309	1.3.2.9.1.2.3.4	Pearson Copy Edit Review	Completed	7/23/13	7/25/13	100%
1310	1.3.2.9.1.2.3.5	Pearson Content Specialist Review 2	Completed	7/26/13	7/30/13	100%
1311	1.3.2.9.1.2.3.6	Pearson sends to FDOE for review	Completed	8/2/13	8/2/13	100%
1312	1.3.2.9.1.2.3.7	FDOE Reviews and provides Feedback for HMH ELA B8.2 Passages	Completed	8/5/13	8/20/13	100%
1313	1.3.2.9.1.2.3.8	Content Specialist Review 3	Completed	8/21/13	8/28/13	100%
1314	1.3.2.9.1.2.3.9	Pearson Edits Art Passages as needed	Completed	8/21/13	8/28/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1315	1.3.2.9.1.2.3.10	Pearson Content Specialist Review 4 (for Art B8.2 only)	Completed	8/21/13	8/28/13	100%
1316	1.3.2.9.1.2.3.11	HMH ELA Batch 8.2 Passages Uploaded to Equella	Completed	8/29/13	9/3/13	100%
1317	1.3.2.9.1.2.3.12	HMH ELA Batch 8.2 Passages Completed	Completed	9/4/13	9/4/13	100%
1318	1.3.2.9.1.2.4	HMH ELA Batch 8.3 Passages	Completed	8/6/13	9/11/13	100%
1319	1.3.2.9.1.2.4.1	HMH ELA Batch 8.3 Passages Uploaded to Equella	Completed	8/6/13	8/7/13	100%
1320	1.3.2.9.1.2.4.2	Pearson Content Specialist Review 1	Completed	8/9/13	8/13/13	100%
1321	1.3.2.9.1.2.4.3	Pearson Research Librarian Review	Completed	8/9/13	8/13/13	100%
1322	1.3.2.9.1.2.4.4	Pearson Copy Edit Review	Completed	8/9/13	8/13/13	100%
1323	1.3.2.9.1.2.4.5	Pearson Content Specialist Review 2	Completed	8/14/13	8/16/13	100%
1324	1.3.2.9.1.2.4.6	Pearson sends to FDOE for review	Completed	8/19/13	8/19/13	100%
1325	1.3.2.9.1.2.4.7	FDOE Reviews and provides Feedback for HMH ELA B8.3 Passages	Completed	8/19/13	8/30/13	100%
1326	1.3.2.9.1.2.4.8	Content Specialist Review 3	Completed	9/3/13	9/6/13	100%
1327	1.3.2.9.1.2.4.9	Pearson Edits Art Passages as needed	Completed	9/3/13	9/6/13	100%
1328	1.3.2.9.1.2.4.10	Pearson Content Specialist Review 4 (for Art B8.3 only)	Completed	9/3/13	9/6/13	100%
1329	1.3.2.9.1.2.4.11	HMH ELA Batch 8.3 Passages Uploaded to Equella	Completed	9/9/13	9/10/13	100%
1330	1.3.2.9.1.2.4.12	HMH ELA Batch 8.3 Passages Completed	Completed	9/11/13	9/11/13	100%
1331	1.3.2.9.1.3	Spanish Batch 8 Passages	Completed	6/28/13	9/16/13	100%
1332	1.3.2.9.1.3.1	Ceneval Spanish Batch 8 Passages	Completed	6/28/13	8/2/13	100%
1333	1.3.2.9.1.3.1.1	Ceneval Delivers Batch 8 Spanish Passages to Pearson	Completed	6/28/13	6/28/13	100%
1334	1.3.2.9.1.3.1.2	Pearson Content Specialist Review 1	Completed	7/1/13	7/2/13	100%
1335	1.3.2.9.1.3.1.3	Pearson Research Librarian Review	Completed	7/3/13	7/9/13	100%
1336	1.3.2.9.1.3.1.4	Pearson Copy Edit Review	Completed	7/3/13	7/11/13	100%
1337	1.3.2.9.1.3.1.5	Pearson Content Specialist Review 2	Completed	7/10/13	7/15/13	100%
1338	1.3.2.9.1.3.1.6	Pearson sends to FDOE for review	Completed	7/16/13	7/16/13	100%
1339	1.3.2.9.1.3.1.7	FDOE Reviews and provides Feedback for Ceneval Spanish B8 Passages	Completed	7/17/13	7/18/13	100%
1340	1.3.2.9.1.3.1.8	Content Specialist Review 3	Completed	7/19/13	7/23/13	100%
1341	1.3.2.9.1.3.1.9	Ceneval Edits Art Passages as needed	Completed	7/24/13	7/29/13	100%
1342	1.3.2.9.1.3.1.10	Content Specialist Review 4 (for Art B8 only)	Completed	7/30/13	8/1/13	100%
1343	1.3.2.9.1.3.1.11	Batch 8 Ceneval Spanish Passages Uploaded to Equella	Completed	7/30/13	8/2/13	100%
1344	1.3.2.9.1.3.1.12	Batch 8 Ceneval Spanish Passages Completed	Completed	8/2/13	8/2/13	100%
1345	1.3.2.9.1.3.2	HMH Batch 8 Passages	Completed	8/29/13	9/16/13	100%
1346	1.3.2.9.1.3.2.1	HMH Delivers Batch 8 Spanish Passages to Pearson	Completed	8/29/13	8/29/13	100%
1347	1.3.2.9.1.3.2.2	Pearson sends to FDOE for review (HMH B8 Passages)	Completed	8/30/13	8/30/13	100%
1348	1.3.2.9.1.3.2.3	FDOE Reviews HMH Spanish B8 Passages	Completed	9/3/13	9/6/13	100%
1349	1.3.2.9.1.3.2.4	FDOE provides Feedback for HMH Spanish B8 Passages	Completed	9/9/13	9/9/13	100%
1350	1.3.2.9.1.3.2.5	HMH/Pearson revises HMH B8 Passages per FDOE Feedback	Completed	9/10/13	9/12/13	100%
1351	1.3.2.9.1.3.2.6	Batch 8 HMH Spanish Passages Uploaded to Equella	Completed	9/13/13	9/13/13	100%
1352	1.3.2.9.1.3.2.7	Batch 8 HMH Spanish Passages Completed	Completed	9/16/13	9/16/13	100%
1353	1.3.2.9.1.4	Social Studies	Completed	6/17/13	8/2/13	100%
1354	1.3.2.9.1.4.1	CTB Delivers Batch 8 SS Passages to Pearson	Completed	6/17/13	6/17/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1355	1.3.2.9.1.4.2	Pearson Content Specialist Review 1	Completed	6/18/13	6/20/13	100%
1356	1.3.2.9.1.4.3	Pearson Research Librarian Review	Completed	7/1/13	7/3/13	100%
1357	1.3.2.9.1.4.4	Pearson Copy Edit Review	Completed	7/5/13	7/9/13	100%
1358	1.3.2.9.1.4.5	Pearson Content Specialist Review 2	Completed	7/18/13	7/19/13	100%
1359	1.3.2.9.1.4.6	Pearson sends to FDOE for review	Completed	7/22/13	7/22/13	100%
1360	1.3.2.9.1.4.7	FDOE Reviews and provides Feedback for CTB SS B8 Passages	Completed	7/23/13	7/29/13	100%
1361	1.3.2.9.1.4.8	Content Specialist Review 3	Completed	7/30/13	7/31/13	100%
1362	1.3.2.9.1.4.9	Batch 8 CTB SS Passages Uploaded to Equella	Completed	8/1/13	8/1/13	100%
1363	1.3.2.9.1.4.10	Batch 8 CTB SS Passages Completed	Completed	8/2/13	8/2/13	100%
1364	1.3.2.9.2	Batch 9 Passages (No Math)	In Progress	6/28/13	11/12/13	70%
1365	1.3.2.9.2.1	Pearson ELA Batch 9 Passages	Completed	8/14/13	10/2/13	100%
1366	1.3.2.9.2.1.1	Pearson Content Specialist Review 1	Completed	8/14/13	8/21/13	100%
1367	1.3.2.9.2.1.2	Pearson Research Librarian Review	Completed	8/22/13	8/30/13	100%
1368	1.3.2.9.2.1.3	Pearson Copy Edit Review	Completed	8/22/13	8/30/13	100%
1369	1.3.2.9.2.1.4	Pearson Content Specialist Review 2	Completed	8/22/13	8/30/13	100%
1370	1.3.2.9.2.1.5	Pearson sends to FDOE for review	Completed	9/3/13	9/3/13	100%
1371	1.3.2.9.2.1.6	FDOE Reviews and provides Feedback for Pearson ELA B9 Passages	Completed	9/3/13	9/17/13	100%
1372	1.3.2.9.2.1.7	Content Specialist Review 3	Completed	9/18/13	9/27/13	100%
1373	1.3.2.9.2.1.8	Pearson Edits Art Passages as needed	Completed	9/18/13	9/27/13	100%
1374	1.3.2.9.2.1.9	Pearson Content Specialist Review 4 (for Art B9 only)	Completed	9/30/13	9/30/13	100%
1375	1.3.2.9.2.1.10	Batch 9 ELA Passages Uploaded to Equella	Completed	10/1/13	10/1/13	100%
1376	1.3.2.9.2.1.11	Batch 9 ELA Passages Completed	Completed	10/2/13	10/2/13	100%
1377	1.3.2.9.2.2	HMH ELA Batch 9.1 Passages	In Progress	8/21/13	11/12/13	93%
1378	1.3.2.9.2.2.1	HMH ELA Batch 9.1 Passages Uploaded to Equella	Completed	8/21/13	8/22/13	100%
1379	1.3.2.9.2.2.2	Pearson Content Specialist Review 1	Completed	8/23/13	8/27/13	100%
1380	1.3.2.9.2.2.3	Pearson Research Librarian Review	Completed	8/23/13	8/27/13	100%
1381	1.3.2.9.2.2.4	Pearson Copy Edit Review	Completed	8/23/13	8/27/13	100%
1382	1.3.2.9.2.2.5	Pearson Content Specialist Review 2	Completed	8/28/13	8/28/13	100%
1383	1.3.2.9.2.2.6	Pearson sends to FDOE for review	Completed	9/3/13	9/3/13	100%
1384	1.3.2.9.2.2.7	FDOE Reviews and provides Feedback for HMH ELA B9.1 Passages	Completed	9/3/13	9/18/13	100%
1385	1.3.2.9.2.2.8	Content Specialist Review 3	Completed	9/19/13	9/26/13	100%
1386	1.3.2.9.2.2.9	Pearson Edits Art Passages as needed	Completed	9/19/13	9/26/13	100%
1387	1.3.2.9.2.2.10	Pearson Content Specialist Review 4 (for Art B9.1 only)	Completed	9/19/13	9/26/13	100%
1388	1.3.2.9.2.2.11	HMH ELA Batch 9.1 Passages Uploaded to Equella	Not Started	11/6/13	11/8/13	0%
1389	1.3.2.9.2.2.12	HMH ELA Batch 9.1 Passages Completed	Not Started	11/12/13	11/12/13	0%
1390	1.3.2.9.2.3	HMH ELA Batch 9.2 Passages	In Progress	9/11/13	11/12/13	55%
1391	1.3.2.9.2.3.1	HMH ELA Batch 9.2 Passages Uploaded to Equella	Completed	9/11/13	9/12/13	100%
1392	1.3.2.9.2.3.2	Pearson Content Specialist Review 1	Completed	9/13/13	9/17/13	100%
1393	1.3.2.9.2.3.3	Pearson Research Librarian Review	Completed	9/13/13	9/17/13	100%
1394	1.3.2.9.2.3.4	Pearson Copy Edit Review	Completed	9/13/13	9/17/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1395	1.3.2.9.2.3.5	Pearson Content Specialist Review 2	Completed	9/18/13	9/20/13	100%
1396	1.3.2.9.2.3.6	Pearson sends to FDOE for review	Completed	9/23/13	9/23/13	100%
1397	1.3.2.9.2.3.7	FDOE Reviews and provides Feedback for HMH ELA B9.2 Passages	Completed	9/23/13	10/8/13	100%
1398	1.3.2.9.2.3.8	Content Specialist Review 3	Not Started	10/9/13	10/16/13	0%
1399	1.3.2.9.2.3.9	Pearson Edits Art Passages as needed	Not Started	10/9/13	10/16/13	0%
1400	1.3.2.9.2.3.10	Pearson Content Specialist Review 4 (for Art B9.2 only)	Not Started	10/9/13	10/16/13	0%
1401	1.3.2.9.2.3.11	HMH ELA Batch 9.2 Passages Uploaded to Equella	Not Started	11/6/13	11/8/13	0%
1402	1.3.2.9.2.3.12	HMH ELA Batch 9.2 Passages Completed	Not Started	11/12/13	11/12/13	0%
1403	1.3.2.9.2.4	HMH ELA Batch 9.3 Passages	In Progress	9/25/13	11/12/13	30%
1404	1.3.2.9.2.4.1	HMH ELA Batch 9.3 Passages Uploaded to Equella	Completed	9/25/13	9/26/13	100%
1405	1.3.2.9.2.4.2	Pearson Content Specialist Review 1	Completed	9/27/13	10/1/13	100%
1406	1.3.2.9.2.4.3	Pearson Research Librarian Review	Completed	9/27/13	10/1/13	100%
1407	1.3.2.9.2.4.4	Pearson Copy Edit Review	Completed	9/27/13	10/1/13	100%
1408	1.3.2.9.2.4.5	Pearson Content Specialist Review 2	Completed	10/2/13	10/4/13	100%
1409	1.3.2.9.2.4.6	Pearson sends to FDOE for review	Completed	10/7/13	10/7/13	100%
1410	1.3.2.9.2.4.7	FDOE Reviews and provides Feedback for HMH ELA B9.3 Passages	Not Started	10/7/13	10/22/13	0%
1411	1.3.2.9.2.4.8	Content Specialist Review 3	Not Started	10/23/13	10/30/13	0%
1412	1.3.2.9.2.4.9	Pearson Edits Art Passages as needed	Not Started	10/23/13	10/30/13	0%
1413	1.3.2.9.2.4.10	Pearson Content Specialist Review 4 (for Art B9.3 only)	Not Started	10/23/13	10/30/13	0%
1414	1.3.2.9.2.4.11	HMH ELA Batch 9.3 Passages Uploaded to Equella	Not Started	11/6/13	11/8/13	0%
1415	1.3.2.9.2.4.12	HMH ELA Batch 9.3 Passages Completed	Not Started	11/12/13	11/12/13	0%
1416	1.3.2.9.2.5	Spanish Passages	In Progress	8/19/13	11/12/13	78%
1417	1.3.2.9.2.5.1	Ceneval Spanish Batch 9 Passages	Completed	8/19/13	10/1/13	100%
1418	1.3.2.9.2.5.1.1	Ceneval Delivers Batch 9 Spanish Passages to Pearson	Completed	8/19/13	8/19/13	100%
1419	1.3.2.9.2.5.1.2	Pearson Content Specialist Review 1	Completed	8/20/13	8/21/13	100%
1420	1.3.2.9.2.5.1.3	Pearson Research Librarian Review	Completed	8/22/13	8/27/13	100%
1421	1.3.2.9.2.5.1.4	Pearson Copy Edit Review	Completed	8/22/13	8/29/13	100%
1422	1.3.2.9.2.5.1.5	Pearson Content Specialist Review 2	Completed	9/4/13	9/9/13	100%
1423	1.3.2.9.2.5.1.6	Pearson sends to FDOE for review	Completed	9/10/13	9/10/13	100%
1424	1.3.2.9.2.5.1.7	FDOE Reviews and provides Feedback for Ceneval Spanish B9 Passages	Completed	9/11/13	9/12/13	100%
1425	1.3.2.9.2.5.1.8	Content Specialist Review 3	Completed	9/13/13	9/18/13	100%
1426	1.3.2.9.2.5.1.9	Ceneval Edits Art Passages as needed	Completed	9/19/13	9/24/13	100%
1427	1.3.2.9.2.5.1.10	Pearson Content Specialist Review 4 (for Art B9 only)	Completed	9/25/13	9/27/13	100%
1428	1.3.2.9.2.5.1.11	Batch 9 Ceneval Spanish Passages Uploaded to Equella	Completed	9/25/13	9/30/13	100%
1429	1.3.2.9.2.5.1.12	Batch 9 Ceneval Spanish Passages Completed	Completed	10/1/13	10/1/13	100%
1430	1.3.2.9.2.5.2	HMH Batch 9 Spanish Passages	Not Started	10/25/13	11/12/13	0%
1431	1.3.2.9.2.5.2.1	HMH Delivers Batch 9 Spanish Passages to Pearson	Not Started	10/25/13	10/25/13	0%
1432	1.3.2.9.2.5.2.2	Pearson sends to FDOE for review (HMH B9 Passages)	Not Started	10/25/13	10/25/13	0%
1433	1.3.2.9.2.5.2.3	FDOE Reviews HMH Spanish B9 Passages	Not Started	10/28/13	10/31/13	0%
1434	1.3.2.9.2.5.2.4	FDOE provides Feedback for HMH Spanish B9 Passages	Not Started	11/1/13	11/1/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1435	1.3.2.9.2.5.2.5	HMH/Pearson revises HMH B9 Passages per FDOE Feedback	Not Started	11/4/13	11/7/13	0%
1436	1.3.2.9.2.5.2.6	Batch 9 HMH Spanish Passages Uploaded to Equella	Not Started	11/8/13	11/8/13	0%
1437	1.3.2.9.2.5.2.7	Batch 9 HMH Spanish Passages Completed	Not Started	11/12/13	11/12/13	0%
1438	1.3.2.9.2.6	Science Batch 9 Passages	In Progress	6/28/13	10/22/13	25%
1439	1.3.2.9.2.6.1	Pearson Internal Development of Batch 9 Science Passages Completed.	Completed	6/28/13	6/28/13	100%
1440	1.3.2.9.2.6.2	Pearson Content Specialist Review 1 (Weekend work required 9/21 & 22)	Completed	8/20/13	8/20/13	100%
1441	1.3.2.9.2.6.3	Pearson Research Librarian Review	Completed	8/21/13	8/26/13	100%
1442	1.3.2.9.2.6.4	Pearson Copy Edit Review	Overdue	9/30/13	10/1/13	0%
1443	1.3.2.9.2.6.5	Pearson Content Specialist Review 2	Overdue	10/2/13	10/3/13	0%
1444	1.3.2.9.2.6.6	Pearson sends to FDOE for review	Overdue	10/4/13	10/4/13	0%
1445	1.3.2.9.2.6.7	FDOE Reviews and provides Feedback for Science B9 Passages	Overdue	10/4/13	10/8/13	0%
1446	1.3.2.9.2.6.8	Content Specialist Review 3	Not Started	10/9/13	10/11/13	0%
1447	1.3.2.9.2.6.9	Pearson Edits Art Passages as needed	Not Started	10/14/13	10/16/13	0%
1448	1.3.2.9.2.6.10	Pearson Content Specialist Review 4 (for Art B9 only)	Not Started	10/18/13	10/21/13	0%
1449	1.3.2.9.2.6.11	Batch 9 Science Passages Uploaded to Equella	Not Started	10/22/13	10/22/13	0%
1450	1.3.2.9.2.6.12	Batch 9 Science Passages Completed	Not Started	10/22/13	10/22/13	0%
1451	1.3.2.9.2.7	Social Studies Batch 9 Passages	Completed	8/5/13	9/4/13	100%
1452	1.3.2.9.2.7.1	Pearson Internal Development of Batch 9 SS Passages	Completed	8/5/13	8/5/13	100%
1453	1.3.2.9.2.7.2	Pearson Content Specialist Review 1	Completed	8/6/13	8/14/13	100%
1454	1.3.2.9.2.7.3	Pearson Research Librarian Review	Completed	8/15/13	8/19/13	100%
1455	1.3.2.9.2.7.4	Pearson Copy Edit Review	Completed	8/20/13	8/21/13	100%
1456	1.3.2.9.2.7.5	Pearson Content Specialist Review 2	Completed	8/22/13	8/23/13	100%
1457	1.3.2.9.2.7.6	Pearson sends to FDOE for review	Completed	8/23/13	8/23/13	100%
1458	1.3.2.9.2.7.7	FDOE Reviews and provides Feedback for SS B9 Passages	Completed	8/26/13	8/27/13	100%
1459	1.3.2.9.2.7.8	Content Specialist Review 3	Completed	8/28/13	8/30/13	100%
1460	1.3.2.9.2.7.9	Batch 9 SS Passages Uploaded to Equella	Completed	9/3/13	9/3/13	100%
1461	1.3.2.9.2.7.10	Batch 9 SS Passages Completed	Completed	9/4/13	9/4/13	100%
1462	1.3.2.10	FL IBTP Item Tryout 2013 - Test Form Construction and Publishing	In Progress	3/11/13	2/26/14	31%
1463	1.3.2.10.1	Test Blueprints	Completed	3/11/13	8/1/13	100%
1464	1.3.2.10.1.1	Blueprint developed	Completed	3/11/13	6/25/13	100%
1465	1.3.2.10.1.2	Blueprint Internal Review and Approval	Completed	6/26/13	7/17/13	100%
1466	1.3.2.10.1.3	Blueprints delivered to FDOE	Completed	7/18/13	7/25/13	100%
1467	1.3.2.10.1.4	Blueprint approved by FDOE	Completed	7/26/13	8/1/13	100%
1468	1.3.2.10.2	Test Map Construction	In Progress	7/18/13	1/31/14	56%
1469	1.3.2.10.2.1	Create Pull Lists	In Progress	7/18/13	1/31/14	56%
1470	1.3.2.10.2.1.1	Sample Test Map provided to Schoolnet	Completed	7/18/13	7/24/13	100%
1471	1.3.2.10.2.1.2	Fall Item Tryouts - Test Map Construction (staggered handoff to SchoolNet)	Completed	8/2/13	8/29/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1472	1.3.2.10.2.1.3	Fall Item Tryouts - Test Map Internal Review and Approval	Completed	8/23/13	8/29/13	100%
1473	1.3.2.10.2.1.4	Spring Item Tryouts - Test Map Construction (staggered handoff to SchoolNet)	Not Started	1/6/14	1/16/14	0%
1474	1.3.2.10.2.1.5	Spring Item Tryouts - Test Map Internal Review and Approval	Not Started	1/10/14	1/21/14	0%
1475	1.3.2.10.2.1.6	Spring Item Tryouts - Test Map Handoff to FDOE for focused Item Review	Not Started	1/22/14	1/24/14	0%
1476	1.3.2.10.2.1.7	Spring Item Tryouts final FDOE Item Review	Not Started	1/27/14	1/31/14	0%
1477	1.3.2.10.3	Fall Item Tryouts - Test Forms Construction and Review	In Progress	8/30/13	11/7/13	25%
1478	1.3.2.10.3.1	ELA	In Progress	9/9/13	11/5/13	21%
1479	1.3.2.10.3.1.1	CS builds ELA test forms in SchoolNet	In Progress	9/9/13	10/14/13	25%
1480	1.3.2.10.3.1.2	SN confirms ELA forms ready for review (rolling)	In Progress	9/10/13	10/14/13	25%
1481	1.3.2.10.3.1.3	Form Review	In Progress	9/17/13	11/5/13	18%
1482	1.3.2.10.3.1.3.1	Form Review Team reviews ELA forms and submits edits	In Progress	9/17/13	10/14/13	25%
1483	1.3.2.10.3.1.3.2	CS/SN applies changes to ELA test forms in SchoolNet (rolling)	In Progress	9/18/13	10/14/13	25%
1484	1.3.2.10.3.1.3.3	DFS KEY REVIEW - ELA Test Forms	Not Started	10/15/13	11/5/13	0%
1485	1.3.2.10.3.2	Math	In Progress	8/30/13	11/5/13	46%
1486	1.3.2.10.3.2.1	SN builds test forms in SchoolNet	Completed	8/30/13	9/17/13	100%
1487	1.3.2.10.3.2.2	SN confirms forms ready for review	Completed	9/18/13	9/18/13	100%
1488	1.3.2.10.3.2.3	Form Review	In Progress	9/25/13	11/5/13	31%
1489	1.3.2.10.3.2.3.1	Form Review Team reviews Math forms and submits edits	In Progress	9/25/13	10/14/13	50%
1490	1.3.2.10.3.2.3.2	CS/SN applies changes to Math test forms in SchoolNet (rolling)	In Progress	9/26/13	10/14/13	50%
1491	1.3.2.10.3.2.3.3	DFS KEY REVIEW - Math Test Forms	Not Started	10/15/13	11/5/13	0%
1492	1.3.2.10.3.3	Science	In Progress	8/30/13	11/6/13	22%
1493	1.3.2.10.3.3.1	SN builds Science test forms in SchoolNet	In Progress	8/30/13	10/17/13	25%
1494	1.3.2.10.3.3.2	SN confirms Science forms ready for review (rolling)	In Progress	9/9/13	10/17/13	25%
1495	1.3.2.10.3.3.3	Form Review - Science	In Progress	9/16/13	11/6/13	18%
1496	1.3.2.10.3.3.3.1	Form Review Team reviews Science forms and submits edits	In Progress	9/16/13	10/15/13	25%
1497	1.3.2.10.3.3.3.2	CS/SN applies changes to Science test forms in SchoolNet (rolling)	In Progress	9/17/13	10/15/13	25%
1498	1.3.2.10.3.3.3.3	DFS KEY REVIEW - Science Test Forms	Not Started	10/16/13	11/6/13	0%
1499	1.3.2.10.3.4	Social Studies	In Progress	8/30/13	11/6/13	22%
1500	1.3.2.10.3.4.1	SN builds Social Studies test forms in SchoolNet	In Progress	8/30/13	10/17/13	25%
1501	1.3.2.10.3.4.2	SN confirms Social Studies forms ready for review (rolling)	In Progress	9/3/13	10/17/13	25%
1502	1.3.2.10.3.4.3	Form Review - Social Studies	In Progress	9/10/13	11/6/13	19%
1503	1.3.2.10.3.4.3.1	Form Review Team reviews Social Studies forms and submits edits	In Progress	9/10/13	10/15/13	25%
1504	1.3.2.10.3.4.3.2	CS/SN applies changes to Social Studies test forms in SchoolNet (rolling)	In Progress	9/11/13	10/15/13	25%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1505	1.3.2.10.3.4.3.3	DFS KEY REVIEW - Social Studies Test Forms	Not Started	10/16/13	11/6/13	0%
1506	1.3.2.10.3.5	Spanish	In Progress	8/30/13	10/31/13	24%
1507	1.3.2.10.3.5.1	SN builds Spanish test forms in SchoolNet	In Progress	8/30/13	10/17/13	25%
1508	1.3.2.10.3.5.2	SN confirms Spanish forms ready for review (rolling)	In Progress	9/3/13	10/17/13	25%
1509	1.3.2.10.3.5.3	Form Review	In Progress	9/10/13	10/31/13	22%
1510	1.3.2.10.3.5.3.1	Form Review Team reviews Spanish forms and submits edits	In Progress	9/10/13	10/17/13	25%
1511	1.3.2.10.3.5.3.2	CS/SN applies changes to Spanish test forms in SchoolNet (rolling)	In Progress	9/11/13	10/21/13	25%
1512	1.3.2.10.3.5.3.3	DFS KEY REVIEW - Spanish	Not Started	10/22/13	10/31/13	0%
1513	1.3.2.10.3.6	All Forms Approved	Not Started	11/7/13	11/7/13	0%
1514	1.3.2.10.4	Spring Item Tryouts - Test Forms Construction and Review	Not Started	1/14/14	2/26/14	0%
1515	1.3.2.10.4.1	ELA	Not Started	1/14/14	2/25/14	0%
1516	1.3.2.10.4.1.1	CS builds test forms in SchoolNet	Not Started	1/14/14	1/28/14	0%
1517	1.3.2.10.4.1.2	SN confirms forms ready for review	Not Started	1/29/14	1/29/14	0%
1518	1.3.2.10.4.1.3	Form Review	Not Started	2/5/14	2/25/14	0%
1519	1.3.2.10.4.1.3.1	Form Review Team reviews forms and submits edits	Not Started	2/5/14	2/6/14	0%
1520	1.3.2.10.4.1.3.2	CS/SN applies changes to test forms in SchoolNet	Not Started	2/7/14	2/11/14	0%
1521	1.3.2.10.4.1.3.3	DFS KEY REVIEW	Not Started	2/12/14	2/25/14	0%
1522	1.3.2.10.4.2	Access Points	Not Started	1/17/14	2/21/14	0%
1523	1.3.2.10.4.2.1	SN builds test forms in SchoolNet	Not Started	1/17/14	1/31/14	0%
1524	1.3.2.10.4.2.2	SN confirms forms ready for review	Not Started	2/3/14	2/3/14	0%
1525	1.3.2.10.4.2.3	Form Review	Not Started	2/3/14	2/21/14	0%
1526	1.3.2.10.4.2.3.1	Form Review Team reviews forms and submits edits	Not Started	2/3/14	2/4/14	0%
1527	1.3.2.10.4.2.3.2	CS/SN applies changes to test forms in SchoolNet	Not Started	2/5/14	2/7/14	0%
1528	1.3.2.10.4.2.3.3	DFS KEY REVIEW	Not Started	2/10/14	2/21/14	0%
1529	1.3.2.10.4.3	Math	Not Started	1/17/14	2/21/14	0%
1530	1.3.2.10.4.3.1	SN builds test forms in SchoolNet	Not Started	1/17/14	1/31/14	0%
1531	1.3.2.10.4.3.2	SN confirms forms ready for review	Not Started	2/3/14	2/3/14	0%
1532	1.3.2.10.4.3.3	Form Review	Not Started	2/3/14	2/21/14	0%
1533	1.3.2.10.4.3.3.1	Form Review Team reviews forms and submits edits	Not Started	2/3/14	2/4/14	0%
1534	1.3.2.10.4.3.3.2	CS/SN applies changes to test forms in SchoolNet	Not Started	2/5/14	2/7/14	0%
1535	1.3.2.10.4.3.3.3	DFS KEY REVIEW	Not Started	2/10/14	2/21/14	0%
1536	1.3.2.10.4.4	Science	Not Started	1/17/14	2/25/14	0%
1537	1.3.2.10.4.4.1	CS/SN builds test forms in SchoolNet	Not Started	1/17/14	1/31/14	0%
1538	1.3.2.10.4.4.2	SN confirms forms ready for review	Not Started	2/3/14	2/3/14	0%
1539	1.3.2.10.4.4.3	Form Review	Not Started	2/3/14	2/25/14	0%
1540	1.3.2.10.4.4.3.1	Form Review Team reviews forms and submits edits	Not Started	2/3/14	2/4/14	0%
1541	1.3.2.10.4.4.3.2	CS/SN applies changes to test forms in SchoolNet	Not Started	2/5/14	2/11/14	0%
1542	1.3.2.10.4.4.3.3	DFS KEY REVIEW	Not Started	2/12/14	2/25/14	0%
1543	1.3.2.10.4.5	Social Studies	Not Started	1/17/14	2/21/14	0%
1544	1.3.2.10.4.5.1	SN builds test forms in SchoolNet	Not Started	1/17/14	1/31/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1545	1.3.2.10.4.5.2	SN confirms forms ready for review	Not Started	2/3/14	2/3/14	0%
1546	1.3.2.10.4.5.3	Form Review	Not Started	2/3/14	2/21/14	0%
1547	1.3.2.10.4.5.3.1	Form Review Team reviews forms and submits edits	Not Started	2/3/14	2/4/14	0%
1548	1.3.2.10.4.5.3.2	CS/SN applies changes to test forms in SchoolNet	Not Started	2/5/14	2/7/14	0%
1549	1.3.2.10.4.5.3.3	DFS KEY REVIEW	Not Started	2/10/14	2/21/14	0%
1550	1.3.2.10.4.6	Spanish	Not Started	1/17/14	2/21/14	0%
1551	1.3.2.10.4.6.1	SN builds test forms in SchoolNet	Not Started	1/17/14	1/31/14	0%
1552	1.3.2.10.4.6.2	SN confirms forms ready for review	Not Started	2/3/14	2/3/14	0%
1553	1.3.2.10.4.6.3	Form Review	Not Started	2/3/14	2/21/14	0%
1554	1.3.2.10.4.6.3.1	Form Review Team reviews forms and submits edits	Not Started	2/3/14	2/4/14	0%
1555	1.3.2.10.4.6.3.2	CS/SN applies changes to test forms in SchoolNet	Not Started	2/5/14	2/7/14	0%
1556	1.3.2.10.4.6.3.3	DFS KEY REVIEW	Not Started	2/10/14	2/21/14	0%
1557	1.3.2.10.4.7	All Spring Item Tryout Forms Approved	Not Started	2/26/14	2/26/14	0%
1558	1.3.2.11	Ancillaries	Not Started	2/27/14	2/27/14	0%
1559	1.3.2.11.1	Develop Administrator Instructions	Not Started	2/27/14	2/27/14	0%
1560	1.3.3	Recruitment of Teacher Item Writers and Reviewers for Year 1	Completed	5/11/12	1/16/13	100%
1561	1.3.3.1	Recruitment Plan finalized per Deliverable 5c	Completed	5/11/12	1/16/13	100%
1562	1.3.3.2	Identify and create Recruitment Materials and Tools needed for Recruitment	Completed	5/11/12	11/5/12	100%
1563	1.3.3.2.1	Identify Recruitment Materials and Tools	Completed	5/11/12	6/26/12	100%
1564	1.3.3.2.2	Provide recruitment tool requirements	Completed	6/27/12	7/9/12	100%
1565	1.3.3.2.3	Recruitment System setup	Completed	7/10/12	11/5/12	100%
1566	1.3.3.3	Recruit Item Writers and Reviewers	Completed	6/8/12	12/17/12	100%
1567	1.3.3.3.1	Obtain District Super names from FLDOE	Completed	6/8/12	6/12/12	100%
1568	1.3.3.3.2	Send out recruitment communications to fL as defined in Recruitment Plan	Completed	6/25/12	6/26/12	100%
1569	1.3.3.3.3	Interested teachers respond	Completed	7/5/12	8/23/12	100%
1570	1.3.3.3.4	Review and organize teacher list for submission to the FLDOE for Approval	Completed	7/23/12	8/1/12	100%
1571	1.3.3.3.5	Submit list to FLDOE for approval	Completed	9/20/12	9/20/12	100%
1572	1.3.3.3.6	FLDOE reviews and provides feedback	Completed	9/20/12	9/24/12	100%
1573	1.3.3.3.7	Make revisions per FLDOE feedback	Completed	9/25/12	10/4/12	100%
1574	1.3.3.3.8	Submit final list to the FLDOE for approval	Completed	8/2/12	8/6/12	100%
1575	1.3.3.3.9	FLDOE approves writers	Completed	8/3/12	8/3/12	100%
1576	1.3.3.3.10	Execute Contracts/SOW	Completed	9/20/12	12/17/12	100%
1577	1.3.4	Training (Year 1 activities)	In Progress	6/25/12	10/28/13	69%
1578	1.3.4.1	Deliverable Activity 8a - Online system of tutorials for users approved and available	In Progress	6/25/12	10/28/13	78%
1579	1.3.4.1.1	Item Writer and Reviewer Tutorials	Completed	6/25/12	9/30/13	100%
1580	1.3.4.1.1.1	Create/gather tutorials	Completed	6/25/12	6/29/12	100%
1581	1.3.4.1.1.2	Review and edit tutorials for IBTP project as needed	Completed	7/2/12	7/5/12	100%
1582	1.3.4.1.1.3	Apply Pearson look and feel as needed	Completed	7/16/12	7/18/12	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1583	1.3.4.1.1.4	Review training materials (onsite in Tally)	Completed	7/17/12	7/17/12	100%
1584	1.3.4.1.1.5	Make final revisions	Completed	7/20/12	7/30/12	100%
1585	1.3.4.1.1.6	Pass by team for final review	Completed	7/25/12	7/26/12	100%
1586	1.3.4.1.1.7	Submit to FLDOE for approval	Completed	7/26/12	7/26/12	100%
1587	1.3.4.1.1.8	FLDOE reviews	Completed	7/27/12	7/31/12	100%
1588	1.3.4.1.1.9	Conduct meeting with appropriate FLDOE staff to discuss feedback on tutorials	Completed	8/7/12	11/13/12	100%
1589	1.3.4.1.1.10	Make revisions per FLDOE feedback	Completed	7/30/12	7/31/12	100%
1590	1.3.4.1.1.11	Submit to FLDOE for review and approval	Completed	7/31/12	7/31/12	100%
1591	1.3.4.1.1.12	Conduct meeting with appropriate FLDOE staff to review and edit final plan for tutorials	Completed	8/1/12	12/13/12	100%
1592	1.3.4.1.1.13	FLDOE approves Item Writer Tutorials	Overdue	9/30/13	9/30/13	0%
1593	1.3.4.1.1.14	FLDOE Approves Item Reviewer Tutorials	Overdue	9/30/13	9/30/13	0%
1594	1.3.4.1.2	Determine FLDOE Tng requirements per the RFP beyond the Item Writer and Item Reviewer training materials provided in Deliverable 8.	In Progress	6/25/12	10/28/13	66%
1595	1.3.4.1.2.1	Create Tng Plan that addresses FLDOE Tng Requirements and Deliverables	Completed	10/8/12	11/8/12	100%
1596	1.3.4.1.2.2	FLDOE reviews Tng Plan and provides Feedback	Completed	11/9/12	12/11/12	100%
1597	1.3.4.1.2.3	Pearson updates Tng Plan per FLDOE feedback	Completed	12/12/12	1/10/13	100%
1598	1.3.4.1.2.4	Pearson Revises and FLDOE Reviews Tng Plan (7 Iterations)	In Progress	6/25/12	10/28/13	80%
1599	1.3.4.1.2.5	FLDOE Reviews and Approves Tng Plan	Overdue	1/11/13	1/22/13	0%
1600	1.3.4.1.2.6	FLDOE reviews final tutorials	Overdue	2/26/13	5/17/13	0%
1601	1.3.4.1.2.7	FLDOE approves tutorials	Overdue	2/26/13	4/19/13	0%
1602	1.3.4.1.2.8	FLDOE Approves Online Tutorials	Overdue	2/26/13	2/26/13	0%
1603	1.3.4.1.3	Conduct user acceptance/evaluation of tutorials.	Completed	9/20/12	1/9/13	100%
1604	1.3.4.1.3.1	FLDOE approves plan for User Acceptance	Completed	12/12/12	12/12/12	100%
1605	1.3.4.1.3.2	FLDOE to identify participants for the evaluation of tutorials	Completed	9/20/12	10/17/12	100%
1606	1.3.4.1.3.3	Pearson to provide access to Equella	Completed	9/27/12	10/1/12	100%
1607	1.3.4.1.3.4	Participants to review tng materials and provide feedback	Completed	9/28/12	10/31/12	100%
1608	1.3.4.1.3.5	Compile and document feedback from user acceptance/evaluation of tutorials	Completed	10/12/12	11/21/12	100%
1609	1.3.4.1.3.6	FLDOE review feedback	Completed	11/26/12	12/11/12	100%
1610	1.3.4.1.3.7	Conduct meeting with FLDOE staff to adjust tutorials based on feedback.	Completed	12/12/12	12/14/12	100%
1611	1.3.4.1.3.8	Revise tutorials per FLDOE feedback	Completed	12/17/12	1/8/13	100%
1612	1.3.4.1.3.9	Submit tutorials for final review and approval	Completed	1/9/13	1/9/13	100%
1613	1.3.4.1.3.10	FLDOE approves tutorials	Overdue	10/31/12	10/31/12	0%
1614	1.3.4.2	Deliverable Activity 21a - Using IBTP tutorials, train initial cadre(s) of teachers on item writing.	Completed	7/31/12	9/25/12	100%
1615	1.3.4.2.1	Present method for identifying, training, & compensating groups of FL teachers in item writing (Note - this is the same as 5b & 5c)	Completed	7/31/12	7/31/12	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1616	1.3.4.2.2	Review proposed plan with appropriate FLDOE staff and edit as appropriate to ensure the final product will meet the needs of FLDOE	Completed	7/31/12	7/31/12	100%
1617	1.3.4.2.3	Teachers trained on Item Writing	Completed	8/15/12	8/28/12	100%
1618	1.3.4.2.4	Initial training of teachers on Item Writing completed	Completed	8/15/12	8/15/12	100%
1619	1.3.4.2.5	Teachers trained on Item Reviewing (same as del 29d)	Completed	9/24/12	9/24/12	100%
1620	1.3.4.2.6	IBTP training for teachers complete	Completed	9/25/12	9/25/12	100%
1621	1.3.4.3	Deliverable 24c - LEA Professional Development Modules delivered	Overdue	1/15/13	9/4/13	40%
1622	1.3.4.3.1	Create/gather PD Modules	Completed	1/15/13	3/19/13	100%
1623	1.3.4.3.2	Review and edit PD Modules for IBTP project as needed	Completed	3/20/13	5/29/13	100%
1624	1.3.4.3.3	Apply Pearson look and feel as needed	Completed	5/30/13	7/25/13	100%
1625	1.3.4.3.4	Review training materials	Completed	7/26/13	7/26/13	100%
1626	1.3.4.3.5	Make final revisions	Overdue	7/29/13	8/30/13	50%
1627	1.3.4.3.6	Pass by team for final review	Overdue	9/3/13	9/3/13	0%
1628	1.3.4.3.7	Submit to FLDOE for approval	Overdue	9/4/13	9/4/13	0%
1629	1.3.4.3.8	Conduct meeting with FLDOE to review PD Modules	Overdue	3/7/13	3/7/13	0%
1630	1.3.4.3.9	FLDOE reviews and provides feedback	Overdue	3/8/13	3/28/13	0%
1631	1.3.4.3.10	Make revisions per FLDOE feedback	Overdue	3/29/13	5/2/13	0%
1632	1.3.4.3.11	Submit to FLDOE for review	Overdue	5/3/13	5/3/13	0%
1633	1.3.4.3.12	FLDOE approves LEA professional development modules	Overdue	5/6/13	5/6/13	0%
1634	1.3.4.3.13	LEA Modules are functional on IBTP	Overdue	5/6/13	5/28/13	0%
1635	1.3.4.3.14	Conduct operational test of PD Modules	Overdue	2/4/13	6/26/13	0%
1636	1.3.4.3.14.1	Create plan with use cases for operational test of PD Mods	Overdue	2/4/13	4/5/13	0%
1637	1.3.4.3.14.2	Submit plan to FLDOE for review	Overdue	4/8/13	4/8/13	0%
1638	1.3.4.3.14.3	FLDOE reviews plan and provides feedback	Overdue	4/9/13	4/29/13	0%
1639	1.3.4.3.14.4	Revise plan per FLDOE	Overdue	4/30/13	5/20/13	0%
1640	1.3.4.3.14.5	Submit plan for FLDOE review and approval	Overdue	5/21/13	5/21/13	0%
1641	1.3.4.3.14.6	FLDOE reviews plan	Overdue	3/12/13	3/18/13	0%
1642	1.3.4.3.14.7	FLDOE approves plan	Overdue	5/22/13	5/22/13	0%
1643	1.3.4.3.14.8	Conduct operational test of Professional Development Modules	Overdue	3/19/13	3/19/13	0%
1644	1.3.4.3.14.9	Compile and Document feedback from operational test of PD Modules	Overdue	3/20/13	3/26/13	0%
1645	1.3.4.3.14.10	Provide feedback to FDOE for review and input	Overdue	3/27/13	3/29/13	0%
1646	1.3.4.3.14.11	FLDOE reviews and provides input	Overdue	4/1/13	4/19/13	0%
1647	1.3.4.3.14.12	Revise PD Mods per FDOE feedback	Overdue	4/22/13	6/3/13	0%
1648	1.3.4.3.14.13	Submit PD Mods for final review and approval	Overdue	6/4/13	6/4/13	0%
1649	1.3.4.3.14.14	FLDOE reviews final modules	Overdue	6/5/13	6/25/13	0%
1650	1.3.4.3.14.15	FLDOE approves Professional Development Modules	Overdue	6/26/13	6/26/13	0%
1651	1.3.4.4	All periodic meetings for item reviewers and item review have been conducted for Year 1 in accordance with the approved plan for item review.	Completed	7/31/12	6/13/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1652	1.3.4.4.1	Follow up support meetings for item writers and reviewers to ask questions and provide feedback regarding the training (7.0.f.i)	Completed	9/21/12	10/23/12	100%
1653	1.3.4.4.1.1	For Item writers	Completed	9/28/12	10/23/12	100%
1654	1.3.4.4.1.2	For Item writers (webinars weekend work)	Completed	10/5/12	10/9/12	100%
1655	1.3.4.4.1.3	For Item reviewers (webinars weekend work)	Completed	9/21/12	9/28/12	100%
1656	1.3.4.4.2	An online periodic (at least quarterly) synchronous meeting for the members of the Implementation Committee (7.0.f.i)	Completed	9/28/12	6/13/13	100%
1657	1.3.4.4.2.1	Mtg 1	Completed	9/28/12	9/28/12	100%
1658	1.3.4.4.2.2	Mtg 2	Completed	12/14/12	12/14/12	100%
1659	1.3.4.4.2.3	Mtg 3	Completed	3/29/13	3/29/13	100%
1660	1.3.4.4.2.4	Mtg 4	Completed	6/13/13	6/13/13	100%
1661	1.3.4.4.3	Present method for identifying, training, & compensating groups of FL teachers in item review (Note - this is the same as 5b & 5c)	Completed	7/31/12	7/31/12	100%
1662	1.3.4.4.4	Approve method for identifying, training, & compensating groups of FL teachers in item review (Note - this is the same as 5b & 5c)	Completed	8/7/12	8/7/12	100%
1663	1.3.4.4.5	Review proposed Item Reviewer Training Plan and Recruitment Plan with appropriate FLDOE staff and edit as appropriate	Completed	7/31/12	7/31/12	100%
1664	1.3.4.4.6	Provide Item Reviewer Training	Completed	9/6/12	12/3/12	100%
1665	1.3.4.4.7	Item Review Training Complete	Completed	12/4/12	12/4/12	100%
1666	1.3.4.5	HTM use of Item Bank (in accordance with Phase 1 requirements)	Completed	7/27/12	7/27/12	100%
1667	1.3.4.5.1	HTM Initiation Meeting	Completed	7/27/12	7/27/12	100%
1668	1.3.5	Training (Year 2 activities)	In Progress	7/10/12	4/14/15	50%
1669	1.3.5.1	Deliverable Activity 42a - Initial Training, using the IBTP, for FL educators and LEA curriculum specialists regarding how to develop high-quality assessments and assessment items	Not Started	10/25/13	10/29/14	0%
1670	1.3.5.1.1	42b-Present method for identifying & training groups of FL educators in assessment development, item writing/review and use of the IBTP (This is our training Plan)	Not Started	10/25/13	10/29/14	0%
1671	1.3.5.1.2	42c-Review proposed plan with appropriate FLDOE staff and edit as appropriate	Not Started	2/10/14	4/11/14	0%
1672	1.3.5.2	Deliverable Activity 44a - All periodic meetings for item reviewers and item review have been conducted for Year 2	Not Started	10/25/13	4/14/15	0%
1673	1.3.5.2.1	44b-Present method for identifying, training, and compensating groups of FL teachers in item review	Not Started	10/25/13	12/6/13	0%
1674	1.3.5.2.2	44c-Review and edit proposed plan	Not Started	12/9/13	12/20/13	0%
1675	1.3.5.2.3	44d - Provide training to cadres of Florida educators who will serve as item reviewers	Not Started	12/23/13	4/14/15	0%
1676	1.3.5.3	Deliverable Activity 47a - Build and store high-quality assessments that are fixed-form or adaptive from the collection of available assessment items,	Not Started	3/21/14	4/28/14	0%
1677	1.3.5.3.1	Del 47b - Present method for identifying & training	Not Started	3/21/14	3/21/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		groups of FL educators in assessment development, item writing/review and use of the IBTP				
1678	1.3.5.3.2	Del 47c -Review proposed plan with appropriate FLDOE staff and edit as appropriate	Not Started	3/24/14	4/11/14	0%
1679	1.3.5.3.3	Del 47d - Provide training to cadres of Florida educators who will use the IBTP to include use of the LEA professional development modules	Not Started	4/14/14	4/18/14	0%
1680	1.3.5.3.4	47e -FLDOE conducts operational testing of Phase 6 components for fixed-form and adaptive assessments.	Not Started	4/21/14	4/25/14	0%
1681	1.3.5.3.5	FLDOE Contract Manager approves operational testing of Phase 6 components for fixed-form and adaptive assessments - Del 47	Not Started	4/28/14	4/28/14	0%
1682	1.3.5.4	IBTP Training Development and Support	In Progress	7/10/12	4/25/14	75%
1683	1.3.5.4.1	Online System of Tutorials - Del 8	In Progress	7/10/12	4/25/14	67%
1684	1.3.5.4.1.1	Item Writer	In Progress	8/2/13	10/25/13	80%
1685	1.3.5.4.1.1.1	Design & Deliver to FDOE for Review	Completed	8/2/13	10/25/13	100%
1686	1.3.5.4.1.1.1.1	Aligning Items to DOK Levels	Completed	8/2/13	8/23/13	100%
1687	1.3.5.4.1.1.1.2	Aligning Items to Standards	Completed	8/2/13	8/23/13	100%
1688	1.3.5.4.1.1.1.3	Identifying Strong Constructed Response Items	Completed	8/26/13	9/9/13	100%
1689	1.3.5.4.1.1.1.4	Universal Design Principles	Completed	9/10/13	10/8/13	100%
1690	1.3.5.4.1.1.1.5	Item Types Overview	Completed	8/26/13	9/24/13	100%
1691	1.3.5.4.1.1.1.6	Identifying Strong Short Response Items	Completed	8/26/13	9/24/13	100%
1692	1.3.5.4.1.1.1.7	Terms and Vocabulary	Completed	8/26/13	9/24/13	100%
1693	1.3.5.4.1.1.1.8	Identifying Strong Extended Response Items	Completed	9/25/13	10/10/13	100%
1694	1.3.5.4.1.1.1.9	Essay Response Items	Completed	9/25/13	10/10/13	100%
1695	1.3.5.4.1.1.1.10	Identifying Strong Performance Task Items	Completed	9/25/13	10/10/13	100%
1696	1.3.5.4.1.1.1.11	Identifying Strong Selected Response Items	Completed	9/25/13	10/10/13	100%
1697	1.3.5.4.1.1.1.12	Gridded Response Items	Completed	9/25/13	10/10/13	100%
1698	1.3.5.4.1.1.1.13	Using Stimuli for Items	Completed	10/11/13	10/25/13	100%
1699	1.3.5.4.1.1.1.14	Writing Rubrics and Exemplars	Completed	9/10/13	9/24/13	100%
1700	1.3.5.4.1.1.1.15	Writing Open-ended Items	Completed	8/30/13	9/16/13	100%
1701	1.3.5.4.1.1.1.16	Writing Selected Response Items	Completed	8/30/13	9/16/13	100%
1702	1.3.5.4.1.1.1.17	Using and Citing Internet Sources	Completed	8/30/13	9/16/13	100%
1703	1.3.5.4.1.1.1.18	Common Errors in Items	Completed	9/6/13	9/20/13	100%
1704	1.3.5.4.1.1.2	FDOE Feedback to Approve or Revise	Completed	8/23/13	9/26/13	100%
1705	1.3.5.4.1.1.2.1	Aligning Items to DOK Levels	Completed	8/23/13	8/29/13	100%
1706	1.3.5.4.1.1.2.2	Aligning Items to Standards	Completed	8/23/13	8/29/13	100%
1707	1.3.5.4.1.1.2.3	Identifying Strong Constructed Response Items	Completed	8/30/13	9/6/13	100%
1708	1.3.5.4.1.1.2.4	Universal Design Principles	Completed	8/30/13	9/6/13	100%
1709	1.3.5.4.1.1.2.5	Item Types Overview	Completed	8/30/13	9/6/13	100%
1710	1.3.5.4.1.1.2.6	Identifying Strong Short Response Items	Completed	8/30/13	9/6/13	100%
1711	1.3.5.4.1.1.2.7	Terms and Vocabulary	Completed	8/30/13	9/6/13	100%
1712	1.3.5.4.1.1.2.8	Identifying Strong Extended Response Items	Completed	9/6/13	9/12/13	100%
1713	1.3.5.4.1.1.2.9	Essay Response Items	Completed	9/6/13	9/12/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1714	1.3.5.4.1.1.2.10	Identifying Strong Performance Task Items	Completed	9/6/13	9/12/13	100%
1715	1.3.5.4.1.1.2.11	Identifying Strong Selected Response Items	Completed	9/6/13	9/12/13	100%
1716	1.3.5.4.1.1.2.12	Gridded Response Items	Completed	9/6/13	9/12/13	100%
1717	1.3.5.4.1.1.2.13	Using Stimuli for Items	Completed	9/13/13	9/19/13	100%
1718	1.3.5.4.1.1.2.14	Writing Rubrics and Exemplars	Completed	9/13/13	9/19/13	100%
1719	1.3.5.4.1.1.2.15	Writing Open-ended Items	Completed	9/13/13	9/19/13	100%
1720	1.3.5.4.1.1.2.16	Writing Selected Response Items	Completed	9/13/13	9/19/13	100%
1721	1.3.5.4.1.1.2.17	Using and Citing Internet Sources	Completed	9/13/13	9/19/13	100%
1722	1.3.5.4.1.1.2.18	Common Errors in Items	Completed	9/20/13	9/26/13	100%
1723	1.3.5.4.1.1.3	Final Revision for FDOE Review	Overdue	8/30/13	10/3/13	6%
1724	1.3.5.4.1.1.3.1	Aligning Items to DOK Levels	Completed	9/3/13	9/9/13	100%
1725	1.3.5.4.1.1.3.2	Aligning Items to Standards	Overdue	8/30/13	9/6/13	0%
1726	1.3.5.4.1.1.3.3	Identifying Strong Constructed Response Items	Overdue	9/9/13	9/13/13	0%
1727	1.3.5.4.1.1.3.4	Universal Design Principles	Overdue	9/9/13	9/13/13	0%
1728	1.3.5.4.1.1.3.5	Item Types Overview	Overdue	9/9/13	9/13/13	0%
1729	1.3.5.4.1.1.3.6	Terms and Vocabulary	Overdue	9/9/13	9/13/13	0%
1730	1.3.5.4.1.1.3.7	Identifying Strong Extended Response Items	Overdue	9/13/13	9/19/13	0%
1731	1.3.5.4.1.1.3.8	Identifying Strong Short Response Items	Overdue	9/13/13	9/19/13	0%
1732	1.3.5.4.1.1.3.9	Essay Response Items	Overdue	9/13/13	9/19/13	0%
1733	1.3.5.4.1.1.3.10	Identifying Strong Performance Task Items	Overdue	9/13/13	9/19/13	0%
1734	1.3.5.4.1.1.3.11	Identifying Strong Selected Response Items	Overdue	9/13/13	9/19/13	0%
1735	1.3.5.4.1.1.3.12	Gridded Response Items	Overdue	9/13/13	9/19/13	0%
1736	1.3.5.4.1.1.3.13	Using Stimuli for Items	Overdue	9/20/13	9/26/13	0%
1737	1.3.5.4.1.1.3.14	Writing Rubrics and Exemplars	Overdue	9/20/13	9/26/13	0%
1738	1.3.5.4.1.1.3.15	Writing Open-ended Items	Overdue	9/20/13	9/26/13	0%
1739	1.3.5.4.1.1.3.16	Writing Selected Response Items	Overdue	9/20/13	9/26/13	0%
1740	1.3.5.4.1.1.3.17	Using and Citing Internet Sources	Overdue	9/20/13	9/26/13	0%
1741	1.3.5.4.1.1.3.18	Common Errors in Items	Overdue	9/27/13	10/3/13	0%
1742	1.3.5.4.1.2	Item Reviewer	Overdue	7/31/12	10/4/13	94%
1743	1.3.5.4.1.2.1	All periodic meetings for item reviewers and item review have been conducted for Year 1 in accordance with the approved plan for item review.	Completed	7/31/12	6/24/13	100%
1744	1.3.5.4.1.2.1.1	Follow up support meetings for item writers and reviewers to ask questions and provide feedback regarding the training (7.0.f.i)	Completed	9/21/12	10/5/12	100%
1745	1.3.5.4.1.2.1.2	For Item writers	Completed	9/28/12	10/5/12	100%
1746	1.3.5.4.1.2.1.3	For Item writers (webinars weekend work)	Completed	10/5/12	10/5/12	100%
1747	1.3.5.4.1.2.1.4	For Item reviewers (webinars weekend work)	Completed	9/21/12	9/24/12	100%
1748	1.3.5.4.1.2.1.5	An online periodic (at least quarterly) synchronous meeting for the members of the Implementation Committee (7.0.f.i)	Completed	9/28/12	6/24/13	100%
1749	1.3.5.4.1.2.1.6	Mtg 1	Completed	9/28/12	9/28/12	100%
1750	1.3.5.4.1.2.1.7	Mtg 2	Completed	12/14/12	12/14/12	100%
1751	1.3.5.4.1.2.1.8	Mtg 3	Completed	3/29/13	3/29/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1752	1.3.5.4.1.2.1.9	Mtg 4	Completed	6/13/13	6/13/13	100%
1753	1.3.5.4.1.2.1.10	Present method for identifying, training, & compensating groups of FL teachers in item review (Note - this is the same as 5b & 5c)	Completed	7/31/12	7/31/12	100%
1754	1.3.5.4.1.2.1.11	Approve method for identifying, training, & compensating groups of FL teachers in item review (Note - this is the same as 5b & 5c)	Completed	8/7/12	8/7/12	100%
1755	1.3.5.4.1.2.1.12	Review proposed Item Reviewer Training Plan and Recruitment Plan with appropriate FLDOE staff and edit as appropriate	Completed	7/31/12	7/31/12	100%
1756	1.3.5.4.1.2.1.13	Provide Item Reviewer Training	Completed	9/6/12	10/3/12	100%
1757	1.3.5.4.1.2.1.14	Item Review Training Complete	Completed	10/4/12	10/4/12	100%
1758	1.3.5.4.1.2.2	Design and Deliver to FDOE for Review	Completed	9/9/13	9/20/13	100%
1759	1.3.5.4.1.2.2.1	The Item Review Process	Completed	9/9/13	9/20/13	100%
1760	1.3.5.4.1.2.2.2	Reviewing an Item Holistically	Completed	9/9/13	9/20/13	100%
1761	1.3.5.4.1.2.2.3	Reviewing an Item Part by Part	Completed	9/9/13	9/20/13	100%
1762	1.3.5.4.1.2.2.4	Using the Item Review Checklists	Completed	9/9/13	9/20/13	100%
1763	1.3.5.4.1.2.3	FDOE Feedback to Approve or Revise	Completed	9/23/13	9/27/13	100%
1764	1.3.5.4.1.2.3.1	The Item Review Process	Completed	9/23/13	9/27/13	100%
1765	1.3.5.4.1.2.3.2	Reviewing an Item Holistically	Completed	9/23/13	9/27/13	100%
1766	1.3.5.4.1.2.3.3	Reviewing an Item Part by Part	Completed	9/24/13	9/27/13	100%
1767	1.3.5.4.1.2.3.4	Using the Item Review Checklists	Completed	9/24/13	9/27/13	100%
1768	1.3.5.4.1.2.4	Final Revision for FDOE Review	Overdue	9/30/13	10/4/13	0%
1769	1.3.5.4.1.2.4.1	The Item Review Process	Overdue	9/30/13	10/4/13	0%
1770	1.3.5.4.1.2.4.2	Reviewing an Item Holistically	Overdue	9/30/13	10/4/13	0%
1771	1.3.5.4.1.2.4.3	Reviewing an Item Part by Part	Overdue	9/30/13	10/4/13	0%
1772	1.3.5.4.1.2.4.4	Using the Item Review Checklists	Overdue	9/30/13	10/4/13	0%
1773	1.3.5.4.1.3	Assessments	Overdue	9/9/13	10/8/13	0%
1774	1.3.5.4.1.3.1	Design & Deliver to FDOE for Review	Overdue	9/9/13	9/27/13	0%
1775	1.3.5.4.1.3.1.1	Fundamentals of Creating Assessments	Overdue	9/9/13	9/27/13	0%
1776	1.3.5.4.1.3.1.2	Making an Assessment Fair, Reliable, and Valid	Overdue	9/9/13	9/27/13	0%
1777	1.3.5.4.1.3.1.3	Creating Assessments that Align to Instructional Targets	Overdue	9/9/13	9/27/13	0%
1778	1.3.5.4.1.3.1.4	Best Practices for Items on Online Assessments	Overdue	9/9/13	9/27/13	0%
1779	1.3.5.4.1.3.1.5	Creating Benchmark Assessments	Overdue	9/9/13	9/27/13	0%
1780	1.3.5.4.1.3.2	FDOE Feedback to Approve or Revise	Overdue	9/27/13	10/3/13	0%
1781	1.3.5.4.1.3.2.1	FDOE feedback on Assessment work products	Overdue	9/27/13	10/3/13	0%
1782	1.3.5.4.1.3.3	Final Revision for FDOE Review	Overdue	10/4/13	10/8/13	0%
1783	1.3.5.4.1.3.3.1	Final revision for FDOE Review	Overdue	10/4/13	10/8/13	0%
1784	1.3.5.4.1.4	Scoring	Not Started	10/1/13	10/22/13	0%
1785	1.3.5.4.1.4.1	Design & Deliver to FDOE for Review	Not Started	10/1/13	10/11/13	0%
1786	1.3.5.4.1.4.1.1	Applying Scoring Rubrics & Exemplars	Not Started	10/1/13	10/11/13	0%
1787	1.3.5.4.1.4.2	FDOE Feedback to Approve or Revise	Not Started	10/11/13	10/17/13	0%
1788	1.3.5.4.1.4.2.1	FDOE feedback on work product	Not Started	10/11/13	10/17/13	0%
1789	1.3.5.4.1.4.3	Final Revision for FDOE Review	Not Started	10/18/13	10/22/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1790	1.3.5.4.1.4.3.1	Final edits and review	Not Started	10/18/13	10/22/13	0%
1791	1.3.5.4.1.5	Using Data	Not Started	9/23/13	10/16/13	0%
1792	1.3.5.4.1.5.1	Design and Deliver to FDOE for Review	Overdue	9/23/13	10/4/13	0%
1793	1.3.5.4.1.5.1.1	Using Data to Make Program and Instructional Decisions	Overdue	9/23/13	10/4/13	0%
1794	1.3.5.4.1.5.1.2	Communicating about Data	Overdue	9/23/13	10/4/13	0%
1795	1.3.5.4.1.5.1.3	Building System Capacity for Working with Data	Overdue	9/23/13	10/4/13	0%
1796	1.3.5.4.1.5.2	FDOE Feedback to Approve or Revise	Not Started	10/7/13	10/11/13	0%
1797	1.3.5.4.1.5.2.1	FDOE Feedback due	Not Started	10/7/13	10/11/13	0%
1798	1.3.5.4.1.5.3	Final Revision for FDOE Review	Not Started	10/14/13	10/16/13	0%
1799	1.3.5.4.1.5.3.1	Final edits to Using Data Tutorial	Not Started	10/14/13	10/16/13	0%
1800	1.3.5.4.1.6	System	Not Started	3/26/14	4/25/14	0%
1801	1.3.5.4.1.6.1	Design & Deliver to FDOE for Review	Not Started	3/26/14	4/11/14	0%
1802	1.3.5.4.1.6.1.1	Navigating the IBTP system and using the tools	Not Started	3/26/14	4/11/14	0%
1803	1.3.5.4.1.6.1.2	Creating and Administering Assessments in the IBTP System	Not Started	3/26/14	4/11/14	0%
1804	1.3.5.4.1.6.1.3	Creating and Working with Reports in the IBTP System	Not Started	3/26/14	4/11/14	0%
1805	1.3.5.4.1.6.1.4	Writing Items in the IBTP System	Not Started	3/26/14	4/11/14	0%
1806	1.3.5.4.1.6.2	FDOE Feedback to Approve or Revise	Not Started	4/14/14	4/18/14	0%
1807	1.3.5.4.1.6.2.1	FDOE Feedback to Approve or Revise IBTP System Work Products	Not Started	4/14/14	4/18/14	0%
1808	1.3.5.4.1.6.3	Final Revisions for FDOE	Not Started	4/21/14	4/25/14	0%
1809	1.3.5.4.1.6.3.1	Final revisions for FDOE	Not Started	4/21/14	4/25/14	0%
1810	1.3.5.4.1.7	IBTP System Training	Overdue	7/10/12	7/29/13	66%
1811	1.3.5.4.1.7.1	Platform Training	Overdue	7/10/12	7/29/13	66%
1812	1.3.5.4.1.7.1.1	Hard to Measure (HtM) - Phase 1 Deliverable	Overdue	7/10/12	9/26/12	45%
1813	1.3.5.4.1.7.1.1.1	HtM use of Item Bank (in accordance with Phase 1 requirements)	Overdue	7/10/12	9/26/12	0%
1814	1.3.5.4.1.7.1.1.2	HtM Initiation Meeting	Completed	9/18/12	9/20/12	100%
1815	1.3.5.4.1.7.1.1.2.1	Training	Completed	9/18/12	9/20/12	100%
1816	1.3.5.4.1.7.1.1.2.2	Training of FDOE in item creation and review in IBTP (i.e. this is system tng)	Completed	9/18/12	9/18/12	100%
1817	1.3.5.4.1.7.1.1.2.3	FDOE prepared to support HtM in IBTP	Completed	9/18/12	9/18/12	100%
1818	1.3.5.4.1.7.1.1.2.4	Train HtM in item creation and review in IBTP (i.e. this is system tng)	Completed	9/19/12	9/19/12	100%
1819	1.3.5.4.1.7.1.1.2.5	Training Complete for Hard-to-Measure personnel	Completed	9/20/12	9/20/12	100%
1820	1.3.5.4.1.7.1.1.3	Migration of HtM project items to IBTP (from AIR)	Overdue	7/10/12	9/25/12	70%
1821	1.3.5.4.1.7.1.1.3.1	Provide QTI requirements to FDOE	Completed	7/10/12	7/10/12	100%
1822	1.3.5.4.1.7.1.1.3.2	Review QTI requirements with AIR/FDOE	Completed	7/20/12	7/20/12	100%
1823	1.3.5.4.1.7.1.1.3.3	FDOE/AIR provides sample QTI files	Completed	8/6/12	8/6/12	100%
1824	1.3.5.4.1.7.1.1.3.4	Testing of QTI importing	Overdue	8/27/12	9/25/12	0%
1825	1.3.5.4.1.7.1.1.3.5	QTI process completed and ready for use for HtM items	Overdue	9/20/12	9/20/12	0%
1826	1.3.5.4.1.7.1.1.3.6	HtM items imported into Item Bank (Equella) (This is a goal, commitment is Oct 31)	Overdue	9/21/12	9/24/12	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1827	1.3.5.4.1.7.1.1.3.7	Hard-to-Measure items moved to NWRDC Item Bank complete	Overdue	9/25/12	9/25/12	0%
1828	1.3.5.4.1.7.1.1.3.8	HtM Configuration	Completed	8/20/12	9/21/12	100%
1829	1.3.5.4.1.7.1.1.3.9	Requirements gathering	Completed	8/20/12	8/24/12	100%
1830	1.3.5.4.1.7.1.1.3.10	Schema	Completed	8/27/12	8/31/12	100%
1831	1.3.5.4.1.7.1.1.3.11	Collection	Completed	8/27/12	8/31/12	100%
1832	1.3.5.4.1.7.1.1.3.12	Advanced Search	Completed	9/4/12	9/10/12	100%
1833	1.3.5.4.1.7.1.1.3.13	Browse Hierarchy	Completed	9/4/12	9/10/12	100%
1834	1.3.5.4.1.7.1.1.3.14	Hard-to-Measure Team ready to create items in Item Bank (Equella) (This is a goal, commitment is Oct 31)	Completed	9/20/12	9/20/12	100%
1835	1.3.5.4.1.7.1.1.3.15	Security & Identity Management	Completed	9/10/12	9/14/12	100%
1836	1.3.5.4.1.7.1.2	HtM Item Tryout / SN Training	Completed	3/11/13	7/29/13	100%
1837	1.3.5.4.1.7.1.2.1	Discover	Completed	6/17/13	6/17/13	100%
1838	1.3.5.4.1.7.1.2.1.1	Identify training requirements	Completed	6/17/13	6/17/13	100%
1839	1.3.5.4.1.7.1.2.1.2	Identify reporting requirements	Completed	6/17/13	6/17/13	100%
1840	1.3.5.4.1.7.1.2.1.3	Identify training dates	Completed	6/17/13	6/17/13	100%
1841	1.3.5.4.1.7.1.2.1.4	Identify audience groups	Completed	6/17/13	6/17/13	100%
1842	1.3.5.4.1.7.1.2.2	Design	Completed	6/20/13	6/28/13	100%
1843	1.3.5.4.1.7.1.2.2.1	Training Materials	Completed	6/20/13	6/28/13	100%
1844	1.3.5.4.1.7.1.2.2.1.1	Training Calendar	Completed	6/20/13	6/20/13	100%
1845	1.3.5.4.1.7.1.2.2.1.1.1	Identify schedule of dates-time-resources training	Completed	6/20/13	6/20/13	100%
1846	1.3.5.4.1.7.1.2.2.1.2	Training Agenda	Completed	6/28/13	6/28/13	100%
1847	1.3.5.4.1.7.1.2.2.1.2.1	Design agenda of training topics	Completed	6/28/13	6/28/13	100%
1848	1.3.5.4.1.7.1.2.2.1.3	Powerpoint Presentation	Completed	6/28/13	6/28/13	100%
1849	1.3.5.4.1.7.1.2.2.1.3.1	Design Presentation Powerpoint of training topics	Completed	6/28/13	6/28/13	100%
1850	1.3.5.4.1.7.1.2.2.1.4	Job Aids	Completed	6/28/13	6/28/13	100%
1851	1.3.5.4.1.7.1.2.2.1.4.1	Design Job Aids to support training	Completed	6/28/13	6/28/13	100%
1852	1.3.5.4.1.7.1.2.2.1.5	Training Survey	Completed	6/28/13	6/28/13	100%
1853	1.3.5.4.1.7.1.2.2.1.5.1	Design survey questions for training participants	Completed	6/28/13	6/28/13	100%
1854	1.3.5.4.1.7.1.2.3	Develop	Completed	3/11/13	7/22/13	100%
1855	1.3.5.4.1.7.1.2.3.1	Training Materials	Completed	6/24/13	7/8/13	100%
1856	1.3.5.4.1.7.1.2.3.1.1	Training Calendar	Completed	6/24/13	7/1/13	100%
1857	1.3.5.4.1.7.1.2.3.1.1.1	Finalize calendar dates and Pearson Trainer	Completed	6/24/13	7/1/13	100%
1858	1.3.5.4.1.7.1.2.3.1.2	Platform Training Agenda	Completed	7/5/13	7/5/13	100%
1859	1.3.5.4.1.7.1.2.3.1.2.1	Finalize agenda of topics	Completed	7/5/13	7/5/13	100%
1860	1.3.5.4.1.7.1.2.3.1.3	Platform Powerpoint Presentations	Completed	7/5/13	7/5/13	100%
1861	1.3.5.4.1.7.1.2.3.1.3.1	Hard to Measure Training Presentation PPT	Completed	7/5/13	7/5/13	100%
1862	1.3.5.4.1.7.1.2.3.1.3.2	The Student Experience PPT	Completed	7/5/13	7/5/13	100%
1863	1.3.5.4.1.7.1.2.3.1.3.3	Finalize Powerpoint presentation for training	Completed	7/5/13	7/5/13	100%
1864	1.3.5.4.1.7.1.2.3.1.4	Platform Job Aids	Completed	7/5/13	7/8/13	100%
1865	1.3.5.4.1.7.1.2.3.1.4.1	SN PPT-AssessmentAdmin_extended	Completed	7/5/13	7/8/13	100%
1866	1.3.5.4.1.7.1.2.3.1.4.2	Preparing for Your First Benchmark Test	Completed	7/5/13	7/8/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1867	1.3.5.4.1.7.1.2.3.1.4.3	SN QRC Assess - Managing Internet Connectivity	Completed	7/5/13	7/8/13	100%
1868	1.3.5.4.1.7.1.2.3.1.4.4	SN QRC Assess - Searching Items and Creating Manual Tests	Completed	7/5/13	7/8/13	100%
1869	1.3.5.4.1.7.1.2.3.1.4.5	SN QRC Assess - Administer	Completed	7/5/13	7/8/13	100%
1870	1.3.5.4.1.7.1.2.3.1.4.6	SN_Scheduling Tests_QRC	Completed	7/5/13	7/8/13	100%
1871	1.3.5.4.1.7.1.2.3.1.4.7	SN QRC Assess - Score	Completed	7/5/13	7/8/13	100%
1872	1.3.5.4.1.7.1.2.3.1.4.8	Getting Started in Schoolnet	Completed	7/5/13	7/8/13	100%
1873	1.3.5.4.1.7.1.2.3.1.4.9	SN QRC_Classrooms - Student Profile	Completed	7/5/13	7/8/13	100%
1874	1.3.5.4.1.7.1.2.3.1.4.10	Classroom Level Reporting	Completed	7/5/13	7/8/13	100%
1875	1.3.5.4.1.7.1.2.3.1.4.11	SN QRC-SDD_Overview	Completed	7/5/13	7/8/13	100%
1876	1.3.5.4.1.7.1.2.3.1.4.12	item_keywords	Completed	7/5/13	7/8/13	100%
1877	1.3.5.4.1.7.1.2.3.1.4.13	SN QRC_Classroom Assessment Monitor	Completed	7/5/13	7/8/13	100%
1878	1.3.5.4.1.7.1.2.3.1.4.14	SN QRC-Assess_Using Manipulatives	Completed	7/5/13	7/5/13	100%
1879	1.3.5.4.1.7.1.2.3.1.5	Platform Training Survey	Completed	7/5/13	7/5/13	100%
1880	1.3.5.4.1.7.1.2.3.1.5.1	Create Survey for training participants	Completed	7/5/13	7/5/13	100%
1881	1.3.5.4.1.7.1.2.3.2	Deliver to FDOE for Review	Completed	3/11/13	7/8/13	100%
1882	1.3.5.4.1.7.1.2.3.2.1	FDOE review and response to Training Calendar	Completed	7/8/13	7/8/13	100%
1883	1.3.5.4.1.7.1.2.3.2.2	FDOE review and response to Training Agendas	Completed	7/8/13	7/8/13	100%
1884	1.3.5.4.1.7.1.2.3.2.3	FDOE review and response to Training Powerpoint Presentations	Completed	7/8/13	7/8/13	100%
1885	1.3.5.4.1.7.1.2.3.2.4	FDOE review and response to Training Job Aid(s)	Completed	3/11/13	3/11/13	100%
1886	1.3.5.4.1.7.1.2.3.3	FDOE Review and Feedback	Completed	3/12/13	7/15/13	100%
1887	1.3.5.4.1.7.1.2.3.3.1	FDOE review and response to Training Calendar	Completed	7/9/13	7/15/13	100%
1888	1.3.5.4.1.7.1.2.3.3.2	FDOE review and response to Training Agendas	Completed	7/9/13	7/15/13	100%
1889	1.3.5.4.1.7.1.2.3.3.3	FDOE review and response to Training Powerpoint Presentations	Completed	7/9/13	7/15/13	100%
1890	1.3.5.4.1.7.1.2.3.3.4	FDOE review and response to Training Job Aid(s)	Completed	3/12/13	3/18/13	100%
1891	1.3.5.4.1.7.1.2.3.4	Final Revision	Completed	3/19/13	7/22/13	100%
1892	1.3.5.4.1.7.1.2.3.4.1	FDOE review and response to Training Calendar	Completed	7/16/13	7/22/13	100%
1893	1.3.5.4.1.7.1.2.3.4.2	FDOE review and response to Training Agendas	Completed	7/16/13	7/22/13	100%
1894	1.3.5.4.1.7.1.2.3.4.3	FDOE review and response to Training Powerpoint Presentations	Completed	7/16/13	7/22/13	100%
1895	1.3.5.4.1.7.1.2.3.4.4	FDOE review and response to Training Job Aid(s)	Completed	3/19/13	3/25/13	100%
1896	1.3.5.4.1.7.1.2.4	Deploy	Completed	7/25/13	7/29/13	100%
1897	1.3.5.4.1.7.1.2.4.1	Conduct Training	Completed	7/25/13	7/29/13	100%
1898	1.3.5.4.1.7.1.2.4.1.1	Day 1 - HtM Training Session (St Mary's, FL - Regional Face-to-Face)	Completed	7/25/13	7/26/13	100%
1899	1.3.5.4.1.7.1.2.4.1.2	Day 2 - HtM Training Session (St Mary's, FL - Regional Face-to-Face)	Completed	7/26/13	7/29/13	100%
1900	1.3.5.4.2	IBTP Item Tryout Training	Overdue	6/17/13	7/25/13	93%
1901	1.3.5.4.2.1	Discover	Completed	6/17/13	6/21/13	100%
1902	1.3.5.4.2.1.1	Identify Item Tryout training requirements	Completed	6/17/13	6/21/13	100%
1903	1.3.5.4.2.1.2	Identify Item Tryout reporting requirements	Completed	6/17/13	6/21/13	100%
1904	1.3.5.4.2.1.3	Identify Item Tryout training dates	Completed	6/17/13	6/21/13	100%

## **Project Tasks**

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
1905	1.3.5.4.2.1.4	Identify Item Tryout audience groups	Completed	6/17/13	6/21/13	100%
1906	1.3.5.4.2.2	Design	Completed	6/20/13	7/22/13	100%
1907	1.3.5.4.2.2.1	Platform Training Materials	Completed	6/20/13	7/2/13	100%
1908	1.3.5.4.2.2.1.1	Platform Training Calendar	Completed	6/20/13	6/20/13	100%
1909	1.3.5.4.2.2.1.1.1	Identify schedule of dates-time-resources for Pilot 1 and Pilot 2 training	Completed	6/20/13	6/20/13	100%
1910	1.3.5.4.2.2.1.1.2	Identify schedule of dates - times - resources for LEA Administrator training	Completed	6/20/13	6/20/13	100%
1911	1.3.5.4.2.2.1.1.3	Identify schedule of dates-times-resources for LEA Classroom Educator training	Completed	6/20/13	6/20/13	100%
1912	1.3.5.4.2.2.1.2	Platform Training Agenda	Completed	6/28/13	6/28/13	100%
1913	1.3.5.4.2.2.1.2.1	Design agenda of training topics for Pilot 1 and Pilot 2 Participants	Completed	6/28/13	6/28/13	100%
1914	1.3.5.4.2.2.1.2.2	Design agenda of training topics for LEA Administrators	Completed	6/28/13	6/28/13	100%
1915	1.3.5.4.2.2.1.2.3	Design agenda of training topics for LEA Classroom Educators	Completed	6/28/13	6/28/13	100%
1916	1.3.5.4.2.2.1.3	Platform Powerpoint Presentations	Completed	6/28/13	6/28/13	100%
1917	1.3.5.4.2.2.1.3.1	Design Presentation Powerpoint of training topics for Pilot 1 and Pilot 2 Participants	Completed	6/28/13	6/28/13	100%
1918	1.3.5.4.2.2.1.3.2	The Student Experience PPT	Completed	6/28/13	6/28/13	100%
1919	1.3.5.4.2.2.1.3.3	Design Presentation Powerpoint of training topics for LEA Administrators	Completed	6/28/13	6/28/13	100%
1920	1.3.5.4.2.2.1.3.4	Design Presentation Powerpoint of training topics for LEA Classroom Educators	Completed	6/28/13	6/28/13	100%
1921	1.3.5.4.2.2.1.4	Platform Job Aids	Completed	6/28/13	6/28/13	100%
1922	1.3.5.4.2.2.1.4.1	Getting Started in Schoolnet (SN QRC-CP_Schoolnet Quick Start)	Completed	6/28/13	6/28/13	100%
1923	1.3.5.4.2.2.1.4.2	SN QRC Assess - Managing Internet Connectivity	Completed	6/28/13	6/28/13	100%
1924	1.3.5.4.2.2.1.4.3	SN QRC Assess - Administer	Completed	6/28/13	6/28/13	100%
1925	1.3.5.4.2.2.1.4.4	SN QRC Assess - Score	Completed	6/28/13	6/28/13	100%
1926	1.3.5.4.2.2.1.4.5	Classroom Level Reporting	Completed	6/28/13	6/28/13	100%
1927	1.3.5.4.2.2.1.4.6	Student Profile	Completed	6/28/13	6/28/13	100%
1928	1.3.5.4.2.2.1.4.7	SN QRC-SDD_Overview	Completed	6/28/13	6/28/13	100%
1929	1.3.5.4.2.2.1.4.8	Design Job Aids to support training for Pilot 1 and Pilot 2 Participants	Completed	6/28/13	6/28/13	100%
1930	1.3.5.4.2.2.1.4.9	Design Job Aids to support training for LEA Administrators	Completed	6/28/13	6/28/13	100%
1931	1.3.5.4.2.2.1.4.10	Design Job Aids to support training for LEA Classroom Educators	Completed	6/28/13	6/28/13	100%
1932	1.3.5.4.2.2.1.5	Platform Training Survey	Completed	6/28/13	7/2/13	100%
1933	1.3.5.4.2.2.1.5.1	Design survey questions for training participants	Completed	6/28/13	7/2/13	100%
1934	1.3.5.4.2.2.2	Scoring Process Training Materials	Completed	6/20/13	7/22/13	100%
1935	1.3.5.4.2.2.2.1	Scoring Training Calendar	Completed	6/20/13	6/20/13	100%
1936	1.3.5.4.2.2.2.1.1	Identify schedule of dates-time-resources for Pilot 1 and Pilot 2 training	Completed	6/20/13	6/20/13	100%
1937	1.3.5.4.2.2.2.1.2	Identify schedule of dates - times - resources for LEA	Completed	6/20/13	6/20/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		Administrator training				
1938	1.3.5.4.2.2.2.1.3	Identify schedule of dates-times-resources for LEA Classroom Educator training	Completed	6/20/13	6/20/13	100%
1939	1.3.5.4.2.2.2.2	Scoring Training Agenda	Completed	6/28/13	6/28/13	100%
1940	1.3.5.4.2.2.2.2.1	Design agenda of training topics for Pilot 1 and Pilot 2 Participants	Completed	6/28/13	6/28/13	100%
1941	1.3.5.4.2.2.2.2.2	Design agenda of training topics for LEA Administrators	Completed	6/28/13	6/28/13	100%
1942	1.3.5.4.2.2.2.2.3	Design agenda of training topics for LEA Classroom Educators	Completed	6/28/13	6/28/13	100%
1943	1.3.5.4.2.2.2.3	Scoring Powerpoint Presentations	Completed	6/28/13	6/28/13	100%
1944	1.3.5.4.2.2.2.3.1	Scoring Training Program — Training Procedures Participant's Guide PPT	Completed	6/28/13	6/28/13	100%
1945	1.3.5.4.2.2.2.3.2	Participant Training Guide	Completed	6/28/13	6/28/13	100%
1946	1.3.5.4.2.2.2.4	Scoring Job Aids	Completed	7/22/13	7/22/13	100%
1947	1.3.5.4.2.2.2.4.1	Design Job Aids to support training for Pilot 1 and Pilot 2 Participants	Completed	7/22/13	7/22/13	100%
1948	1.3.5.4.2.2.2.4.2	Design Job Aids to support training for LEA Administrators	Completed	7/22/13	7/22/13	100%
1949	1.3.5.4.2.2.2.4.3	Design Job Aids to support training for LEA Classroom Educators	Completed	7/22/13	7/22/13	100%
1950	1.3.5.4.2.2.2.5	Scoring Training Survey	Completed	7/22/13	7/22/13	100%
1951	1.3.5.4.2.2.2.5.1	Design survey questions for training participants	Completed	7/22/13	7/22/13	100%
1952	1.3.5.4.2.2.2.5.2	Finalize schedule of dates - times - resources for LEA Administrator training	Completed	7/22/13	7/22/13	100%
1953	1.3.5.4.2.2.2.5.3	Finalize schedule of dates-times-resources for LEA Classroom Educator training	Completed	7/22/13	7/22/13	100%
1954	1.3.5.4.2.3	Develop	Completed	6/24/13	7/12/13	100%
1955	1.3.5.4.2.3.1	Platform Training Materials	Completed	6/24/13	7/8/13	100%
1956	1.3.5.4.2.3.1.1	Platform Training Calendar	Completed	6/24/13	6/24/13	100%
1957	1.3.5.4.2.3.1.1.1	Pilot 1 and Pilot 2 training	Completed	6/24/13	6/24/13	100%
1958	1.3.5.4.2.3.1.1.2	LEA Administrator training	Completed	6/24/13	6/24/13	100%
1959	1.3.5.4.2.3.1.1.3	LEA Classroom Educator training	Completed	6/24/13	6/24/13	100%
1960	1.3.5.4.2.3.1.2	Platform Training Agenda	Completed	7/5/13	7/5/13	100%
1961	1.3.5.4.2.3.1.2.1	Pilot 1 and Pilot 2 Participants	Completed	7/5/13	7/5/13	100%
1962	1.3.5.4.2.3.1.2.2	LEA Administrators	Completed	7/5/13	7/5/13	100%
1963	1.3.5.4.2.3.1.2.3	LEA Classroom Educators	Completed	7/5/13	7/5/13	100%
1964	1.3.5.4.2.3.1.3	Platform Powerpoint Presentations	Completed	7/5/13	7/8/13	100%
1965	1.3.5.4.2.3.1.3.1	Design Presentation Powerpoint of training topics for Pilot 1 and Pilot 2 Participants	Completed	7/5/13	7/5/13	100%
1966	1.3.5.4.2.3.1.3.2	The Student Experience PPT	Completed	7/5/13	7/5/13	100%
1967	1.3.5.4.2.3.1.3.3	Design Presentation Powerpoint of training topics for LEA Administrators	Completed	7/5/13	7/5/13	100%
1968	1.3.5.4.2.3.1.3.4	Design Presentation Powerpoint of training topics for LEA Classroom Educators	Completed	7/8/13	7/8/13	100%
1969	1.3.5.4.2.3.1.4	Platform Job Aids	Completed	6/28/13	7/8/13	100%
1970	1.3.5.4.2.3.1.4.1	Getting Started in Schoolnet (SN QRC-CP_Schoolnet	Completed	6/28/13	7/5/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		Quick Start)				
1971	1.3.5.4.2.3.1.4.2	SN QRC Assess - Managing Internet Connectivity	Completed	7/1/13	7/8/13	100%
1972	1.3.5.4.2.3.1.4.3	SN QRC Assess - Administer	Completed	7/1/13	7/8/13	100%
1973	1.3.5.4.2.3.1.4.4	SN QRC Assess - Score	Completed	7/1/13	7/8/13	100%
1974	1.3.5.4.2.3.1.4.5	Classroom Level Reporting	Completed	7/1/13	7/8/13	100%
1975	1.3.5.4.2.3.1.4.6	Student Profile	Completed	7/1/13	7/8/13	100%
1976	1.3.5.4.2.3.1.4.7	SN QRC-SDD_Overview	Completed	7/1/13	7/8/13	100%
1977	1.3.5.4.2.3.1.4.8	Design Job Aids to support training for Pilot 1 and Pilot 2 Participants	Completed	7/1/13	7/8/13	100%
1978	1.3.5.4.2.3.1.4.9	Design Job Aids to support training for LEA Administrators	Completed	7/1/13	7/8/13	100%
1979	1.3.5.4.2.3.1.4.10	Design Job Aids to support training for LEA Classroom Educators	Completed	7/1/13	7/8/13	100%
1980	1.3.5.4.2.3.1.5	Platform Training Survey	Completed	7/5/13	7/5/13	100%
1981	1.3.5.4.2.3.1.5.1	Create Survey for training participants Pilot 1	Completed	7/5/13	7/5/13	100%
1982	1.3.5.4.2.3.2	Scoring Process Training Materials	Completed	6/24/13	7/12/13	100%
1983	1.3.5.4.2.3.2.1	Scoring Training Calendar	Completed	6/24/13	6/28/13	100%
1984	1.3.5.4.2.3.2.1.1	Pilot 1 and Pilot 2 training	Completed	6/24/13	6/28/13	100%
1985	1.3.5.4.2.3.2.1.2	LEA Administrator training	Completed	6/24/13	6/28/13	100%
1986	1.3.5.4.2.3.2.1.3	LEA Classroom Educator training	Completed	6/24/13	6/28/13	100%
1987	1.3.5.4.2.3.2.2	Scoring Training Agenda	Completed	7/5/13	7/5/13	100%
1988	1.3.5.4.2.3.2.2.1	Pilot 1 and Pilot 2 Participants	Completed	7/5/13	7/5/13	100%
1989	1.3.5.4.2.3.2.2.2	LEA Administrators	Completed	7/5/13	7/5/13	100%
1990	1.3.5.4.2.3.2.2.3	LEA Classroom Educators	Completed	7/5/13	7/5/13	100%
1991	1.3.5.4.2.3.2.3	Scoring Powerpoint Presentations	Completed	7/5/13	7/5/13	100%
1992	1.3.5.4.2.3.2.3.1	Scoring Training Program — Training Procedures Participant's Guide PPT	Completed	7/5/13	7/5/13	100%
1993	1.3.5.4.2.3.2.3.2	Participant Training Guide	Completed	7/5/13	7/5/13	100%
1994	1.3.5.4.2.3.2.4	Scoring Job Aids	Completed	7/5/13	7/5/13	100%
1995	1.3.5.4.2.3.2.4.1	Design Job Aids to support training for Pilot 1 and Pilot 2 Participants	Completed	7/5/13	7/5/13	100%
1996	1.3.5.4.2.3.2.4.2	Design Job Aids to support training for LEA Administrators	Completed	7/5/13	7/5/13	100%
1997	1.3.5.4.2.3.2.4.3	Design Job Aids to support training for LEA Classroom Educators	Completed	7/5/13	7/5/13	100%
1998	1.3.5.4.2.3.2.5	Scoring Training Survey	Completed	7/8/13	7/12/13	100%
1999	1.3.5.4.2.3.2.5.1	Create Survey for training participants	Completed	7/8/13	7/12/13	100%
2000	1.3.5.4.2.3.2.5.2	Develop training agenda for Pilot 1 and Pilot 2 Participants	Completed	7/8/13	7/12/13	100%
2001	1.3.5.4.2.3.2.5.3	Develop training agenda for LEA Administrators	Completed	7/8/13	7/12/13	100%
2002	1.3.5.4.2.3.2.5.4	Develop training agenda for LEA Classroom Educators	Completed	7/8/13	7/12/13	100%
2003	1.3.5.4.2.3.2.5.5	Internal Pearson Quality Review prior to release	Completed	7/8/13	7/12/13	100%
2004	1.3.5.4.2.4	Deliver	Overdue	7/2/13	7/25/13	61%
2005	1.3.5.4.2.4.1	Deliver to FDOE for Review	Completed	7/2/13	7/19/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2006	1.3.5.4.2.4.1.1	FDOE review and response to Training Calendar	Completed	7/2/13	7/9/13	100%
2007	1.3.5.4.2.4.1.2	FDOE review and response to Training Agendas	Completed	7/15/13	7/19/13	100%
2008	1.3.5.4.2.4.1.3	FDOE review and response to Training Powerpoint Presentations	Completed	7/15/13	7/19/13	100%
2009	1.3.5.4.2.4.1.4	FDOE review and response to Training Job Aid(s)	Completed	7/15/13	7/19/13	100%
2010	1.3.5.4.2.4.2	Final Revisions for FDOE Review	Overdue	7/22/13	7/25/13	0%
2011	1.3.5.4.2.4.2.1	FDOE review and response to Training Calendar	Overdue	7/23/13	7/25/13	0%
2012	1.3.5.4.2.4.2.2	FDOE review and response to Training Agendas	Overdue	7/22/13	7/24/13	0%
2013	1.3.5.4.2.4.2.3	FDOE review and response to Training Powerpoint Presentations	Overdue	7/22/13	7/24/13	0%
2014	1.3.5.4.2.4.2.4	FDOE review and response to Training Job Aid(s)	Overdue	7/22/13	7/24/13	0%
2015	1.3.5.4.2.4.2.5	FDOE Approves Final Revisions	Overdue	7/22/13	7/22/13	0%
2016	1.3.5.4.3	IBTP Assessment 101 Training (Commissioner Requested)	Completed	7/22/13	10/11/13	100%
2017	1.3.5.4.3.1	Discover	Completed	7/22/13	7/26/13	100%
2018	1.3.5.4.3.1.1	Identify training requirements	Completed	7/22/13	7/26/13	100%
2019	1.3.5.4.3.1.2	Identify Ireporting requirements	Completed	7/22/13	7/26/13	100%
2020	1.3.5.4.3.1.3	Identify training dates	Completed	7/22/13	7/26/13	100%
2021	1.3.5.4.3.1.4	Identify audience groups	Completed	7/22/13	7/26/13	100%
2022	1.3.5.4.3.2	Design	Completed	7/22/13	8/30/13	100%
2023	1.3.5.4.3.2.1	Training Materials	Completed	7/22/13	8/30/13	100%
2024	1.3.5.4.3.2.1.1	Topics	Completed	7/25/13	8/2/13	100%
2025	1.3.5.4.3.2.1.1.1	Identify topics that lack content	Completed	7/25/13	8/2/13	100%
2026	1.3.5.4.3.2.1.2	Training Calendar	Completed	7/26/13	7/26/13	100%
2027	1.3.5.4.3.2.1.2.1	Identify schedule of dates-time-resources training	Completed	7/26/13	7/26/13	100%
2028	1.3.5.4.3.2.1.3	Training Agenda	Completed	7/22/13	7/26/13	100%
2029	1.3.5.4.3.2.1.3.1	Design agenda of training topics	Completed	7/22/13	7/26/13	100%
2030	1.3.5.4.3.2.1.4	Powerpoint Presentation	Completed	7/25/13	8/14/13	100%
2031	1.3.5.4.3.2.1.4.1	Design Presentation Powerpoint of training topics	Completed	7/25/13	8/14/13	100%
2032	1.3.5.4.3.2.1.5	Job Aids	Completed	8/2/13	8/30/13	100%
2033	1.3.5.4.3.2.1.5.1	Design Job Aids to support training	Completed	8/2/13	8/30/13	100%
2034	1.3.5.4.3.2.1.6	Training Survey	Completed	8/2/13	8/9/13	100%
2035	1.3.5.4.3.2.1.6.1	Design survey questions for training participants	Completed	8/2/13	8/9/13	100%
2036	1.3.5.4.3.2.1.6.2	FDOE review and approves Training Survey	Completed	8/2/13	8/2/13	100%
2037	1.3.5.4.3.3	Develop	Completed	7/25/13	9/18/13	100%
2038	1.3.5.4.3.3.1	Training Materials	Completed	7/25/13	8/30/13	100%
2039	1.3.5.4.3.3.1.1	Topics	Completed	7/29/13	8/16/13	100%
2040	1.3.5.4.3.3.1.1.1	Develop Topic Content for Assessment 101 training	Completed	7/29/13	8/16/13	100%
2041	1.3.5.4.3.3.1.2	Training Calendar	Completed	7/25/13	7/25/13	100%
2042	1.3.5.4.3.3.1.2.1	Finalize calendar dates and Pearson Trainer	Completed	7/25/13	7/25/13	100%
2043	1.3.5.4.3.3.1.3	Platform Training Agenda	Completed	7/26/13	7/29/13	100%
2044	1.3.5.4.3.3.1.3.1	Finalize agenda of topics	Completed	7/26/13	7/29/13	100%
2045	1.3.5.4.3.3.1.4	Platform Powerpoint Presentations	Completed	7/26/13	8/30/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2046	1.3.5.4.3.3.1.4.1	Finalize Powerpoint presentation for training	Completed	7/26/13	8/30/13	100%
2047	1.3.5.4.3.3.1.5	Platform Job Aids	Completed	8/9/13	8/30/13	100%
2048	1.3.5.4.3.3.1.5.1	Finalize Job Aids for use during training	Completed	8/9/13	8/30/13	100%
2049	1.3.5.4.3.3.1.6	Platform Training Survey	Completed	8/9/13	8/30/13	100%
2050	1.3.5.4.3.3.1.6.1	Create Survey for training participants	Completed	8/9/13	8/30/13	100%
2051	1.3.5.4.3.3.2	Deliver to FDOE for Review	Completed	9/3/13	9/3/13	100%
2052	1.3.5.4.3.3.2.1	Training Calendar	Completed	9/3/13	9/3/13	100%
2053	1.3.5.4.3.3.2.2	Training Agendas	Completed	9/3/13	9/3/13	100%
2054	1.3.5.4.3.3.2.3	Powerpoint Presentation	Completed	9/3/13	9/3/13	100%
2055	1.3.5.4.3.3.2.4	Job Aids	Completed	9/3/13	9/3/13	100%
2056	1.3.5.4.3.3.3	FDOE Review and Feedback	Completed	9/4/13	9/10/13	100%
2057	1.3.5.4.3.3.3.1	FDOE review and response to Training Calendar	Completed	9/4/13	9/10/13	100%
2058	1.3.5.4.3.3.3.2	FDOE review and response to Training Agendas	Completed	9/4/13	9/10/13	100%
2059	1.3.5.4.3.3.3.3	FDOE review and response to Training Powerpoint Presentations	Completed	9/4/13	9/10/13	100%
2060	1.3.5.4.3.3.3.4	FDOE review and response to Training Job Aid(s)	Completed	9/4/13	9/10/13	100%
2061	1.3.5.4.3.3.4	Final Revision	Completed	9/11/13	9/18/13	100%
2062	1.3.5.4.3.3.4.1	FDOE review and response to Training Calendar	Completed	9/11/13	9/17/13	100%
2063	1.3.5.4.3.3.4.2	FDOE review and response to Training Agendas	Completed	9/11/13	9/17/13	100%
2064	1.3.5.4.3.3.4.3	FDOE review and response to Training Powerpoint Presentations	Completed	9/11/13	9/17/13	100%
2065	1.3.5.4.3.3.4.4	FDOE review and response to Training Job Aid(s)	Completed	9/11/13	9/17/13	100%
2066	1.3.5.4.3.3.4.5	FDOE Approves Assessment 101 Training Materials	Completed	9/18/13	9/18/13	100%
2067	1.3.5.4.3.4	Conduct Training	Completed	9/23/13	10/11/13	100%
2068	1.3.5.4.3.4.1	Session 1 - Assessment 101 Cohort 1 Training (Jacksonville - Regional F-2-F)	Completed	9/23/13	9/24/13	100%
2069	1.3.5.4.3.4.2	Instructor conducts Initial Debrief to acquire feedback on training	Completed	9/25/13	9/25/13	100%
2070	1.3.5.4.3.4.3	Make adjustments per feedback	Completed	9/26/13	10/2/13	100%
2071	1.3.5.4.3.4.4	Session 2 - Assessment 101 Cohort 2 Training (Orlando - Regional - F2F)	Completed	9/26/13	9/27/13	100%
2072	1.3.5.4.3.4.5	Instructor Conducts Initial Debrief to acquire feedback on training	Completed	9/30/13	9/30/13	100%
2073	1.3.5.4.3.4.6	Make adjustments per feedback	Completed	10/1/13	10/7/13	100%
2074	1.3.5.4.3.4.7	Survey Participants	Completed	9/24/13	9/27/13	100%
2075	1.3.5.4.3.4.7.1	Provide survey to training participants	Completed	9/24/13	9/27/13	100%
2076	1.3.5.4.3.4.8	Report Training Survey Results	Completed	9/30/13	10/11/13	100%
2077	1.3.5.4.3.4.8.1	Report results to FDOE	Completed	9/30/13	10/11/13	100%
2078	1.3.5.5	Spring 2014 IBTP Training (Train the Trainer)	Not Started	1/13/14	6/30/14	0%
2079	1.3.5.5.1	Scheduling Participants	Not Started	1/13/14	1/17/14	0%
2080	1.3.5.5.1.1	Publish Training Calendar to FDOE	Not Started	1/13/14	1/13/14	0%
2081	1.3.5.5.1.2	Invite - Recruit Participants to attend training	Not Started	1/14/14	1/14/14	0%
2082	1.3.5.5.1.3	Identify FDOE representative to attend training sessions and introduce program objectives	Not Started	1/14/14	1/14/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2083	1.3.5.5.1.4	Create Webex Sessions based on training dates and times	Not Started	1/14/14	1/16/14	0%
2084	1.3.5.5.1.5	Send calendar meeting invites	Not Started	1/17/14	1/17/14	0%
2085	1.3.5.5.2	Preparing Training Materials	Not Started	1/14/14	6/30/14	0%
2086	1.3.5.5.2.1	Item Writer Training	Not Started	1/14/14	1/15/14	0%
2087	1.3.5.5.2.1.1	Prepare training Agenda, Powerpoint Presentation, Job Aid(s), Participant Survey	Not Started	1/14/14	1/14/14	0%
2088	1.3.5.5.2.1.2	FDOE to review and approve training materials (Agenda, Powerpoint, Job Aid(s))	Not Started	1/15/14	1/15/14	0%
2089	1.3.5.5.2.2	Item Reviewer Training	Not Started	1/14/14	1/15/14	0%
2090	1.3.5.5.2.2.1	Prepare training Agenda, Powerpoint Presentation, Job Aid(s), Participant Survey	Not Started	1/14/14	1/14/14	0%
2091	1.3.5.5.2.2.2	FDOE to review and approve training materials (Agenda, Powerpoint, Job Aid(s))	Not Started	1/15/14	1/15/14	0%
2092	1.3.5.5.2.3	Assessment Concepts Training	Not Started	1/14/14	1/15/14	0%
2093	1.3.5.5.2.3.1	Prepare training Agenda, Powerpoint Presentation, Job Aid(s), Participant Survey	Not Started	1/14/14	1/14/14	0%
2094	1.3.5.5.2.3.2	FDOE to review and approve training materials (Agenda, Powerpoint, Job Aid(s))	Not Started	1/15/14	1/15/14	0%
2095	1.3.5.5.2.4	Scoring Training	Not Started	1/14/14	1/15/14	0%
2096	1.3.5.5.2.4.1	Prepare training Agenda, Powerpoint Presentation, Job Aid(s), Participant Survey	Not Started	1/14/14	1/14/14	0%
2097	1.3.5.5.2.4.2	FDOE to review and approve training materials (Agenda, Powerpoint, Job Aid(s))	Not Started	1/15/14	1/15/14	0%
2098	1.3.5.5.2.5	Using Data Training	Not Started	1/14/14	1/15/14	0%
2099	1.3.5.5.2.5.1	Prepare training Agenda, Powerpoint Presentation, Job Aid(s), Participant Survey	Not Started	1/14/14	1/14/14	0%
2100	1.3.5.5.2.5.2	FDOE to review and approve training materials (Agenda, Powerpoint, Job Aid(s))	Not Started	1/15/14	1/15/14	0%
2101	1.3.5.5.2.6	Create Assessments and Administer Tests	Not Started	1/14/14	6/30/14	0%
2102	1.3.5.5.2.6.1	Prepare training Agenda, Powerpoint Presentation, Job Aid(s), Participant Survey	Not Started	1/14/14	1/14/14	0%
2103	1.3.5.5.2.6.2	FDOE to review and approve training materials (Agenda, Powerpoint, Job Aid(s))	Not Started	1/15/14	1/15/14	0%
2104	1.3.5.5.2.6.3	Deliverable Activity 59 completed - Training for Florida educators and LEA curriculum specialists regarding how to develop high-quality assessments and assessment items to meet sustainability plan.	Not Started	6/30/14	6/30/14	0%
2105	1.3.5.6	Conducting Topic Training Sessions	In Progress	3/11/13	6/16/14	10%
2106	1.3.5.6.1	HtM (Hard to Measure) Schoolnet Platform	Completed	7/25/13	7/30/13	100%
2107	1.3.5.6.1.1	Onsite F2F Regional (St. Mary's, FL)	Completed	7/25/13	7/30/13	100%
2108	1.3.5.6.2	Item Writing and Reviewing	Overdue	8/13/13	8/16/13	0%
2109	1.3.5.6.2.1	Onsite F2F Regional	Overdue	8/13/13	8/14/13	0%
2110	1.3.5.6.2.2	Onsite F2F Regional	Overdue	8/15/13	8/16/13	0%
2111	1.3.5.6.3	Assessment Concepts	Overdue	9/17/13	9/20/13	0%
2112	1.3.5.6.3.1	Onsite F2F Regional	Overdue	9/17/13	9/18/13	0%
2113	1.3.5.6.3.2	Onsite F2F Regional	Overdue	9/19/13	9/20/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2114	1.3.5.6.4	Scoring	Overdue	10/1/13	10/4/13	0%
2115	1.3.5.6.4.1	Onsite F2F Regional	Overdue	10/1/13	10/2/13	0%
2116	1.3.5.6.4.2	Onsite F2F Regional	Overdue	10/3/13	10/4/13	0%
2117	1.3.5.6.5	Using Data	Not Started	10/17/13	10/22/13	0%
2118	1.3.5.6.5.1	Onsite F2F Regional	Not Started	10/17/13	10/18/13	0%
2119	1.3.5.6.5.2	Onsite F2F Regional	Not Started	10/21/13	10/22/13	0%
2120	1.3.5.6.6	Create Assessments and Administer Tests	Not Started	4/28/14	6/16/14	0%
2121	1.3.5.6.6.1	Onsite F2F Regional - Train the Trainer Educators - Orlando	Not Started	4/28/14	4/29/14	0%
2122	1.3.5.6.6.2	Onsite F2F Regional - Train the Trainer Educators - Orlando	Not Started	4/30/14	4/30/14	0%
2123	1.3.5.6.6.3	Onsite F2F Regional - Train the Trainer Educators - Orlando	Not Started	5/1/14	5/2/14	0%
2124	1.3.5.6.6.4	Onsite F2F Regional - Train the Trainer Educators - Orlando	Not Started	5/5/14	5/5/14	0%
2125	1.3.5.6.6.5	Onsite F2F Regional - Train the Trainer Educators - Tallahassee	Not Started	5/5/14	5/6/14	0%
2126	1.3.5.6.6.6	Onsite F2F Regional - Train the Trainer Educators - Tallahassee	Not Started	5/7/14	5/8/14	0%
2127	1.3.5.6.6.7	Onsite F2F Regional - Train the Trainer Educators - Tallahassee	Not Started	5/9/14	5/12/14	0%
2128	1.3.5.6.6.8	Onsite F2F Regional - Train the Trainer Educators - Tallahassee	Not Started	5/13/14	5/14/14	0%
2129	1.3.5.6.6.9	Onsite F2F Regional - Train the Trainer for Administrators - Orlando	Not Started	4/28/14	4/28/14	0%
2130	1.3.5.6.6.10	Onsite F2F Regional - Train the Trainer for Administrators - Orlando	Not Started	4/30/14	4/30/14	0%
2131	1.3.5.6.6.11	Onsite F2F Regional - Train the Trainer for Administrators - Orlando	Not Started	5/1/14	5/1/14	0%
2132	1.3.5.6.6.12	Onsite F2F Regional - Train the Trainer for Administrators - Orlando	Not Started	5/5/14	5/5/14	0%
2133	1.3.5.6.6.13	Onsite F2F Regional - Train the Trainer for Administrators - Tallahassee	Not Started	5/5/14	5/5/14	0%
2134	1.3.5.6.6.14	Onsite F2F Regional - Train the Trainer for Administrators - Tallahassee	Not Started	5/7/14	5/7/14	0%
2135	1.3.5.6.6.15	Onsite F2F Regional - Train the Trainer for Administrators - Tallahassee	Not Started	5/9/14	5/9/14	0%
2136	1.3.5.6.6.16	Onsite F2F Regional - Train the Trainer for Administrators - Tallahassee	Not Started	5/13/14	5/13/14	0%
2137	1.3.5.6.6.17	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/19/14	5/20/14	0%
2138	1.3.5.6.6.18	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/21/14	5/22/14	0%
2139	1.3.5.6.6.19	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/23/14	5/23/14	0%
2140	1.3.5.6.6.20	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/27/14	5/28/14	0%
2141	1.3.5.6.6.21	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/29/14	5/30/14	0%
2142	1.3.5.6.6.22	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/2/14	6/2/14	0%
2143	1.3.5.6.6.23	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/28/14	5/28/14	0%
2144	1.3.5.6.6.24	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/29/14	5/29/14	0%



## **Project Tasks**

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2145	1.3.5.6.6.25	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	5/30/14	5/30/14	0%
2146	1.3.5.6.6.26	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/2/14	6/2/14	0%
2147	1.3.5.6.6.27	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/3/14	6/3/14	0%
2148	1.3.5.6.6.28	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/4/14	6/4/14	0%
2149	1.3.5.6.6.29	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/5/14	6/5/14	0%
2150	1.3.5.6.6.30	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/6/14	6/6/14	0%
2151	1.3.5.6.6.31	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/9/14	6/9/14	0%
2152	1.3.5.6.6.32	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/10/14	6/10/14	0%
2153	1.3.5.6.6.33	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/11/14	6/11/14	0%
2154	1.3.5.6.6.34	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/12/14	6/12/14	0%
2155	1.3.5.6.6.35	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/13/14	6/13/14	0%
2156	1.3.5.6.6.36	Virtual Webinar Online - Open Enrollment / Any Staff	Not Started	6/16/14	6/16/14	0%
2157	1.3.5.6.7	Platform	In Progress	3/11/13	4/17/14	24%
2158	1.3.5.6.7.1	Equella	In Progress	3/11/13	1/17/14	56%
2159	1.3.5.6.7.1.1	Item Writing	In Progress	4/9/13	1/15/14	60%
2160	1.3.5.6.7.1.1.1	Webinar - Equella - Item Writing (Online)	Completed	4/9/13	4/9/13	100%
2161	1.3.5.6.7.1.1.2	Webinar - Equella - Item Writing (Online)	Completed	4/10/13	4/10/13	100%
2162	1.3.5.6.7.1.1.3	Webinar - Equella - Item Writing (Online)	Completed	4/15/13	4/15/13	100%
2163	1.3.5.6.7.1.1.4	Webinar - Equella - Item Writing (Online)	Not Started	1/14/14	1/14/14	0%
2164	1.3.5.6.7.1.1.5	Webinar - Equella - Item Writing (Online)	Not Started	1/15/14	1/15/14	0%
2165	1.3.5.6.7.1.2	Item Reviewing	In Progress	3/11/13	1/17/14	50%
2166	1.3.5.6.7.1.2.1	Webinar - Equella - Item Reviewing (Online)	Completed	3/11/13	3/11/13	100%
2167	1.3.5.6.7.1.2.2	Webinar - Equella - Item Reviewing (Online)	Completed	3/11/13	3/11/13	100%
2168	1.3.5.6.7.1.2.3	Webinar - Equella - Item Reviewing (Online)	Not Started	1/16/14	1/16/14	0%
2169	1.3.5.6.7.1.2.4	Webinar - Equella - Item Reviewing (Online)	Not Started	1/17/14	1/17/14	0%
2170	1.3.5.6.7.2	Schoolnet	Not Started	1/14/14	4/17/14	0%
2171	1.3.5.6.7.2.1	Webinar - Schoolnet IW/IR Introduction (Follow-up to Assessment 101)	Not Started	1/14/14	1/14/14	0%
2172	1.3.5.6.7.2.2	Webinar - Schoolnet IW/IR Introduction (Follow-up to Assessment 101)	Not Started	1/15/14	1/15/14	0%
2173	1.3.5.6.7.2.3	Webinar - Schoolnet IW/IR Introduction (Follow-up to Assessment 101)	Not Started	1/16/14	1/16/14	0%
2174	1.3.5.6.7.2.4	Webinar - Schoolnet IW/IR Introduction (Follow-up to Assessment 101)	Not Started	1/17/14	1/17/14	0%
2175	1.3.5.6.7.2.5	Webinar - Schoolnet - Item Writing and Item Reviewing (Online)	Not Started	4/7/14	4/7/14	0%
2176	1.3.5.6.7.2.6	Webinar - Schoolnet - Item Writing and Item Reviewing (Online)	Not Started	4/8/14	4/8/14	0%
2177	1.3.5.6.7.2.7	Webinar - Schoolnet - Item Writing and Item Reviewing (Online)	Not Started	4/9/14	4/9/14	0%
2178	1.3.5.6.7.2.8	Webinar - Schoolnet - Item Writing and Item Reviewing (Online)	Not Started	4/10/14	4/10/14	0%
2179	1.3.5.6.7.2.9	Webinar - Schoolnet - Item Writing and Item Reviewing (Online)	Not Started	4/11/14	4/11/14	0%
2180	1.3.5.6.7.2.10	Webinar - Schoolnet - Item Writing and Item Reviewing	Not Started	4/15/14	4/15/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		(Online)				
2181	1.3.5.6.7.2.11	Webinar - Schoolnet - Item Writing and Item Reviewing (Online)	Not Started	4/16/14	4/16/14	0%
2182	1.3.5.6.7.2.12	Webinar - Schoolnet - Item Writing and Item Reviewing (Online)	Not Started	4/17/14	4/17/14	0%
2183	1.3.6	Communications and Ancillaries	In Progress	6/28/13	6/30/14	65%
2184	1.3.6.1	Communications	In Progress	6/28/13	6/30/14	65%
2185	1.3.6.1.1	System Announcement Email to State, Statewide Organizations and LEAs Drafted and Internally Approved (Pearson)	Completed	9/5/13	9/6/13	100%
2186	1.3.6.1.2	System Announcement Email to State, Statewide Organizations and LEAs Delivered to FDOE	Completed	9/9/13	9/9/13	100%
2187	1.3.6.1.3	System Announcement Email to State, Statewide Organizations and LEAs Review by FDOE	In Progress	10/7/13	10/11/13	50%
2188	1.3.6.1.4	FDOE Approves System Announcement Email to State, Statewide Organizations and LEAs	Not Started	10/11/13	10/11/13	0%
2189	1.3.6.1.5	Send System Announcement Email to State, Statewide Organizations and LEAs	Not Started	10/14/13	10/14/13	0%
2190	1.3.6.1.6	Pilot and Item Tryout Solicitation for Volunteers Email to LEAs Drafted and Internally Approved	Completed	6/28/13	9/4/13	100%
2191	1.3.6.1.7	Pilot and Item Tryout Solicitation for Volunteers Email to LEAs Delivered to FDOE for Feedback/Approval	Completed	9/5/13	9/11/13	100%
2192	1.3.6.1.8	Send Pilot and Item Tryout Solicitation for Volunteers Email to LEAs	Completed	9/13/13	9/13/13	100%
2193	1.3.6.1.9	Districts/School Volunteer Responses Completed in Cvent	Completed	9/13/13	9/26/13	100%
2194	1.3.6.1.10	Spring Item Tryout Solicitation for Volunteers Email to LEAs Drafted and Internally Approved	Not Started	1/7/14	1/13/14	0%
2195	1.3.6.1.11	Spring Item Tryout Solicitation for Volunteers Email to LEAs Delivered to FDOE for Feedback/Approval	Not Started	1/14/14	1/21/14	0%
2196	1.3.6.1.12	Send Spring Item Tryout Solicitation for Volunteers Email to LEAs	Not Started	1/22/14	1/22/14	0%
2197	1.3.6.1.13	Districts/School Volunteer Responses Completed in Cvent	Not Started	1/23/14	2/5/14	0%
2198	1.3.6.1.14	IT Follow Up System Reminder Email to State, Statewide Organizations and LEAs Drafted and Internally Approved	Not Started	3/11/14	3/17/14	0%
2199	1.3.6.1.15	IT Follow Up System Reminder Email to State, Statewide Organizations and LEAs Delivered to FDOE for Feedback/Approval	Not Started	3/11/14	3/17/14	0%
2200	1.3.6.1.16	Send IT Follow Up System Reminder Email to State, Statewide Organizations and LEAs	Not Started	3/11/14	3/11/14	0%
2201	1.3.6.1.17	Deliverably Activity 58 Completed - Deliver approved communications to students, parents, and other public stakeholders regarding the capabilities of the item bank and test platform.	Not Started	6/30/14	6/30/14	0%
2202	1.3.7	Infrastructure	In Progress	7/6/12	7/8/14	40%
2203	1.3.7.1	Item Bank and Test Platform (contract deliverables)	In Progress	7/6/12	5/29/14	49%
2204	1.3.7.1.1	Deliverable Activity 10a - Phase 1 of Item Bank is operational - Store, Edit and Review Assessment Items (Item Bank only)	Completed	7/6/12	12/28/12	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2205	1.3.7.1.1.1	NWRDC stands up HW	Completed	7/6/12	8/14/12	100%
2206	1.3.7.1.1.1.1	Provide computing requirements	Completed	7/6/12	7/6/12	100%
2207	1.3.7.1.1.1.2	HS/OS Finalized with FDOE/NWRDC	Completed	7/9/12	8/14/12	100%
2208	1.3.7.1.1.1.3	NWRDC Stands up HW	Completed	7/23/12	8/10/12	100%
2209	1.3.7.1.1.1.4	Northwest Regional Data Center (NWRDC) Stand up of hardware completed	Completed	7/30/12	7/30/12	100%
2210	1.3.7.1.1.2	Item Bank (Equella) Installation in NWRDC	Completed	7/30/12	10/12/12	100%
2211	1.3.7.1.1.2.1	Test Environment(s) stood up	Completed	7/30/12	9/10/12	100%
2212	1.3.7.1.1.2.2	Test Environment Operational at NWRDC	Completed	9/11/12	9/11/12	100%
2213	1.3.7.1.1.2.3	Production Environment stood up	Completed	7/30/12	10/12/12	100%
2214	1.3.7.1.1.2.4	Production Environment Operational at NWRDC	Completed	9/11/12	9/11/12	100%
2215	1.3.7.1.1.3	Functionality Review	Completed	9/10/12	12/28/12	100%
2216	1.3.7.1.1.3.1	Create Functionality Review Use Cases	Completed	9/11/12	10/24/12	100%
2217	1.3.7.1.1.3.2	Provide for internal review	Completed	10/25/12	10/30/12	100%
2218	1.3.7.1.1.3.3	Internal Review	Completed	10/31/12	11/30/12	100%
2219	1.3.7.1.1.3.4	Update per internal review	Completed	12/3/12	12/12/12	100%
2220	1.3.7.1.1.3.5	Submit for FDOE review and feedback	Completed	12/13/12	12/13/12	100%
2221	1.3.7.1.1.3.6	FDOE reviews	Completed	9/10/12	10/3/12	100%
2222	1.3.7.1.1.3.7	Update per FDOE feedback	Completed	9/18/12	10/3/12	100%
2223	1.3.7.1.1.3.8	Provide final use cases to FDOE	Completed	9/24/12	9/24/12	100%
2224	1.3.7.1.1.3.9	FDOE reviews use cases	Completed	9/24/12	10/12/12	100%
2225	1.3.7.1.1.3.10	FLDOE approves use cases	Completed	10/1/12	10/1/12	100%
2226	1.3.7.1.1.3.11	Conduct review by appropriate FLDOE staff of IBTP full operation of all phase 1 components.	Completed	10/8/12	11/2/12	100%
2227	1.3.7.1.1.3.12	Complete Functionality Review of Phase 1 IBTP to identify areas of needed adjustment and develop corrective strategy/action	Completed	10/17/12	11/7/12	100%
2228	1.3.7.1.1.3.13	Make adjustments per the functionality review	Completed	11/8/12	12/10/12	100%
2229	1.3.7.1.1.3.14	Review proposed plan and edit as appropriate (i.e. agreed Equella adjustments and edit and appropriate)	Completed	12/11/12	12/27/12	100%
2230	1.3.7.1.1.3.15	Phase 1-FLDOE approves Technology System Functionality	Completed	12/28/12	12/28/12	100%
2231	1.3.7.1.2	Deliverable Activity 11a - IBTP Compatible for use by LEAs.	Completed	8/6/12	8/21/13	100%
2232	1.3.7.1.2.1	Technical Needs Assessment Plan Developed	Completed	8/6/12	2/26/13	100%
2233	1.3.7.1.2.2	Technical Needs Assessment Plan reviewed with the FDOE	Completed	2/27/13	2/27/13	100%
2234	1.3.7.1.2.3	Technical Needs Assessment Plan revised per FDOE Input	Completed	2/28/13	4/3/13	100%
2235	1.3.7.1.2.4	Technical Needs Assessment finalized and submitted to FDOE	Completed	4/4/13	4/4/13	100%
2236	1.3.7.1.2.5	Technical Needs Assessment delivered to LEAs and feedback received.	Completed	4/5/13	6/14/13	100%
2237	1.3.7.1.2.6	Feedback compiled	Completed	6/17/13	7/22/13	100%
2238	1.3.7.1.2.7	Feedback from LEAs reviewed with appropriate FLDOE staff.	Completed	7/23/13	7/23/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2239	1.3.7.1.2.8	Plan delivered to address technical needs assessment results.	Completed	7/24/13	8/20/13	100%
2240	1.3.7.1.2.9	FLDOE approves technical needs assessment plan for LEAs	Completed	8/21/13	8/21/13	100%
2241	1.3.7.1.3	Deliverable Activity 12a - Collaborate with FDOE to ensure the IBTP will meet the requirements for Single Sign On.	Completed	9/4/12	12/18/12	100%
2242	1.3.7.1.3.1	Conduct meeting with appropriate FDOE technology staff and SSO staff.	Completed	9/4/12	9/4/12	100%
2243	1.3.7.1.3.2	Detailed final plan meeting the requirements of Single Sign On	Completed	9/5/12	12/18/12	100%
2244	1.3.7.1.3.3	Submit SSO Plan to FDOE for review	Completed	10/3/12	10/3/12	100%
2245	1.3.7.1.3.4	FDOE reviews SSO Plan and provides feedback	Completed	10/3/12	10/11/12	100%
2246	1.3.7.1.3.5	Review proposed SSO plan and edit as appropriate	Completed	10/12/12	11/21/12	100%
2247	1.3.7.1.3.6	Provide final SSO plan to FDOE	Completed	11/26/12	11/28/12	100%
2248	1.3.7.1.3.7	FDOE Reviews plan and approves	Completed	11/29/12	12/5/12	100%
2249	1.3.7.1.3.8	FLDOE approves final Single Sign-on plan	Completed	11/29/12	11/29/12	100%
2250	1.3.7.1.4	Deliverable Activity 13a - Capability of providing secured, tiered access during the item review and development process for accessing, reviewing, commenting on, and editing assessment items.	In Progress	8/31/12	10/16/13	34%
2251	1.3.7.1.4.1	Meeting with appropriate FDOE staff to train and review proposed system for tiered access.	Completed	9/11/12	9/11/12	100%
2252	1.3.7.1.4.2	Edit process and system for secured, tiered access as appropriate	Completed	9/12/12	12/7/12	100%
2253	1.3.7.1.4.3	Meeting with appropriate FLDOE staff to train and review proposed system for designated 7.0.b.ix capabilities	Completed	9/26/12	9/26/12	100%
2254	1.3.7.1.4.4	Edit process and system for designated 7.0.b.ix capabilities as appropriate	Completed	9/27/12	10/17/12	100%
2255	1.3.7.1.4.5	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	10/4/12	10/10/12	100%
2256	1.3.7.1.4.6	Capability of providing secured, tiered access and successful transfer and use of all Hard-to-Measure project items into IBTP	Not Started	10/11/12	10/16/13	0%
2257	1.3.7.1.4.7	Meeting with appropriate FLDOE staff to train and review proposed system for submission of items from multiple sources	Completed	10/9/12	10/9/12	100%
2258	1.3.7.1.4.8	Edit process and system to allow items to be submitted from multiple sources	Completed	10/10/12	12/14/12	100%
2259	1.3.7.1.4.9	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/31/12	9/7/12	100%
2260	1.3.7.1.4.10	Successful transfer and use of all Hard-to-Measure project items into IBTP - Del 13a	Overdue	10/31/12	10/31/12	0%
2261	1.3.7.1.5	Deliverable Activity 14a - Capability for - input and edit: Graphics, including	In Progress	8/20/12	11/1/13	18%
2262	1.3.7.1.5.1	Meeting with appropriate FLDOE staff to train and review proposed system for designated 7.0.b.x capabilities	Completed	9/12/12	9/14/12	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2263	1.3.7.1.5.2	Edit process and system for designated 7.0.b.x capabilities as appropriate	Completed	9/12/12	11/5/12	100%
2264	1.3.7.1.5.3	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/20/12	9/10/12	100%
2265	1.3.7.1.5.4	Successful transfer and use of all Hard-to-Measure project items into IBTP - Del 14a.	Not Started	10/31/12	11/1/13	0%
2266	1.3.7.1.6	Deliverable Activity 15a - Allow assessment items to be submitted from multiple sources including: teacher-developed items; Contractor-provided items; Other vendor/publisher-provided items....	Overdue	8/20/12	3/6/13	98%
2267	1.3.7.1.6.1	Meeting with appropriate FLDOE staff to train and review proposed system for submission of items from multiple sources	Completed	9/12/12	9/14/12	100%
2268	1.3.7.1.6.2	Edit process and system to allow items to be submitted from multiple sources	Completed	9/12/12	3/6/13	100%
2269	1.3.7.1.6.3	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/20/12	9/10/12	100%
2270	1.3.7.1.6.4	Successful transfer and use of all Hard-to-Measure project items into IBTP - Del 15a	Overdue	10/31/12	11/2/12	0%
2271	1.3.7.1.7	Deliverable Activity 17 - Allow for secure storage, viewing, and online use of assessment items in several different formats, including, but not limited t	Overdue	8/17/12	3/7/13	98%
2272	1.3.7.1.7.1	Meeting with appropriate FLDOE staff to train and review proposed system for designated 7.0.c.iii capabilities.	Completed	9/13/12	9/17/12	100%
2273	1.3.7.1.7.2	Edit process and system for designated 7.0.c.iii capabilities.	Completed	9/13/12	3/7/13	100%
2274	1.3.7.1.7.3	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/17/12	9/4/12	100%
2275	1.3.7.1.7.4	Successful transfer and use of all HtM project items into IBTP - Del 17	Overdue	10/31/12	11/2/12	0%
2276	1.3.7.1.8	Deliverable Activity 16a - Provide a secure item management system that stores, allows for edits, and tracks changes to items.	In Progress	8/17/12	11/1/13	37%
2277	1.3.7.1.8.1	Meeting with appropriate FLDOE staff to train and review proposed system for a secure item management system that stores, allows for edits, and tracks changes to items.	Completed	10/10/12	10/10/12	100%
2278	1.3.7.1.8.2	Edit process and system - Provide a secure item management system that stores, allows for edits, and tracks changes to items.	Completed	10/11/12	5/24/13	100%
2279	1.3.7.1.8.3	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/20/12	9/17/12	100%
2280	1.3.7.1.8.4	Successful transfer from AIR of all Hard-to-Measure project items into Equella - Del 16a	Not Started	10/31/12	11/1/13	0%
2281	1.3.7.1.8.5	Deliverable Activity 18a - Provide an assessment item review process (including online synchronous and asynchronous review capabilities) for vetting by content experts and Florida K-12 educators...	In Progress	8/17/12	11/1/13	35%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2282	1.3.7.1.8.5.1	Meeting with appropriate FLDOE staff to train and review proposed system for Item Review	Completed	9/13/12	9/17/12	100%
2283	1.3.7.1.8.5.2	Edit process and system for the Item Review process	Completed	9/13/12	3/7/13	100%
2284	1.3.7.1.8.5.3	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/17/12	9/4/12	100%
2285	1.3.7.1.8.5.4	Successful transfer and use of all HtM project items into IBTP - Del 18a	Not Started	10/31/12	11/1/13	0%
2286	1.3.7.1.8.6	Operational Testing of Deliverables (from Deliverables 13 - 18)	Overdue	10/23/12	10/29/12	16%
2287	1.3.7.1.8.6.1	FDOE conducts Operational Testing for tiered access	Completed	10/23/12	10/25/12	100%
2288	1.3.7.1.8.6.2	FDOE conducts Operational Testing for designated 7.0.b.x capabilities and HTM items.	Overdue	10/23/12	10/25/12	0%
2289	1.3.7.1.8.6.3	FDOE conducts Operational Testing on the ability to submit items from multiple sources	Overdue	10/23/12	10/25/12	0%
2290	1.3.7.1.8.6.4	FDOE conducts Operational Testing for - Provide a secure item management system that stores, allows for edits, and tracks changes to items.	Overdue	10/23/12	10/25/12	0%
2291	1.3.7.1.8.6.5	FDOE conducts Operational Testing for designated 7.0.c.iii capabilities.	Overdue	10/23/12	10/25/12	0%
2292	1.3.7.1.8.6.6	FDOE conducts Operational Testing for the Item Review Process	Overdue	10/23/12	10/26/12	0%
2293	1.3.7.1.8.6.7	FLDOE approves operational tests (Deliverables 13 - 18)	Overdue	10/29/12	10/29/12	0%
2294	1.3.7.1.9	Deliverable Activity 35a - Functionality test: User Acceptance Test of item bank and test platform	Not Started	8/12/13	10/31/13	0%
2295	1.3.7.1.9.1	Deliverable Activity 35b - Create Functionality Test: User Acceptance Test of Item bank and Test Platform Plan	Not Started	8/12/13	10/14/13	0%
2296	1.3.7.1.9.2	Deliverable Activity 35c - Review Functionality Test: User Acceptance Test of Item bank and Test Platform Plan with FDOE	Not Started	10/15/13	10/21/13	0%
2297	1.3.7.1.9.3	Deliverable Activity 35d - Conduct meeting with FLDOE staff to discuss adjustments based on feedback of the User Acceptance/evaluation of system	Not Started	10/22/13	10/22/13	0%
2298	1.3.7.1.9.4	FDOE Approves Deliverable Activity 35 - Functionality Test: Use Cases	Not Started	10/31/13	10/31/13	0%
2299	1.3.7.1.10	Deliverable Activity 38a - Phase 3 of IBTP is operational. - Build and store assessments	Not Started	12/10/13	12/26/13	0%
2300	1.3.7.1.10.1	Operational testing and functionality review with FDOE (Del 38b, c, d)	Not Started	12/10/13	12/26/13	0%
2301	1.3.7.1.11	Deliverable Activity 39a - FL Interim Assessment IBTP must Build and store high-quality assessments that may be delivered in computer-based and paper-based formats from the collection	Not Started	12/10/13	12/13/13	0%
2302	1.3.7.1.11.1	Operational testing and functionality review with FDOE (Del 39b, and c)	Not Started	12/10/13	12/13/13	0%
2303	1.3.7.1.12	Deliverable Activity 40a - Phase 4 of IBTP is operational. - Collect and store item level data -	Not Started	11/6/13	2/26/14	0%
2304	1.3.7.1.13	Deliverable Activity 41a - Provide the capability to track accommodations (if any) developed for a given assessment item and accommodations (if any) provided for a given assessment item	Not Started	11/6/13	2/27/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2305	1.3.7.1.14	Deliverable Activity 43a - Phase 5 of IBTP is operational. - Export and print reports	Not Started	1/13/14	3/31/14	0%
2306	1.3.7.1.15	Deliverable Activity 45a - Phase 6 of item bank and test platform is fully operational.	Not Started	1/21/14	4/30/14	0%
2307	1.3.7.1.16	Deliverable Activity 46a - Provide accessibility to test-takers with special needs, through a combination of universal design principles and computer embedded supports	Not Started	3/6/14	4/15/14	0%
2308	1.3.7.1.16.1	Deliverable Activity 46b - Meeting with appropriate FLDOE staff to train and review proposed system.	Not Started	3/6/14	3/19/14	0%
2309	1.3.7.1.16.2	Deliverable Activity 46c - Edit process and system as appropriate	Not Started	3/25/14	3/31/14	0%
2310	1.3.7.1.16.3	Deliverable Activity 46d - Conduct Beta Test of IBTP to identify areas of needed adjustment and develop corrective strategy/actions.	Not Started	4/15/14	4/15/14	0%
2311	1.3.7.1.17	Deliverable Activity 48a - The Florida interim Assessment Item Bank and Test Platform will include emerging technology and standards for assessment item portability,	Not Started	3/17/14	4/25/14	0%
2312	1.3.7.1.17.1	Deliverable Activity 48b -Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	3/17/14	4/4/14	0%
2313	1.3.7.1.17.2	Deliverable Activity 48c - Conduct user acceptance/evaluation of system	Not Started	4/7/14	4/7/14	0%
2314	1.3.7.1.17.3	Deliverable Activity 48d - Conduct meeting with FLDOE staff to discuss adjustments based on Feedback	Not Started	4/18/14	4/18/14	0%
2315	1.3.7.1.17.4	Deliverable Activity 48e - The Department conducts testing and the FLDOE Contract Manager approves operational testing of Phase 6 components for fixed-form and adaptive assessments.	Not Started	4/21/14	4/25/14	0%
2316	1.3.7.1.18	Deliverable Activity 49a -The Florida IBTP will include emerging standards for common intellectual property policies for materials used for educational purposes	Not Started	3/17/14	4/28/14	0%
2317	1.3.7.1.18.1	Deliverable Activity 49b - Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	3/17/14	3/21/14	0%
2318	1.3.7.1.18.2	Deliverable Activity 49c - Conduct user acceptance/evaluation of system	Not Started	3/24/14	4/24/14	0%
2319	1.3.7.1.18.3	Deliverable Activity 49d - Conduct meeting with FLDOE staff to discuss adjustments based on Feedback.	Not Started	4/18/14	4/18/14	0%
2320	1.3.7.1.18.4	Deliverable 49e- FDOE conducts operational testing of Phase 6 components related to emerging standards common intellectual property policies	Not Started	4/21/14	4/25/14	0%
2321	1.3.7.1.18.5	Deliverable Activity 49 - FDOE Contract Manager approves operational testing of Phase 6 components related to emerging standards for common intellectual property policies for...	Not Started	4/28/14	4/28/14	0%
2322	1.3.7.1.19	Deliverable Activity 50a - The system shall be able to provide for a peak number of concurrent users of one million users by June 2014	Not Started	3/17/14	4/18/14	0%
2323	1.3.7.1.19.1	Deliverable Activity 50b - Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	3/17/14	4/4/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2324	1.3.7.1.19.2	Deliverable Activity 50c - Conduct user acceptance/evaluation of system	Not Started	4/7/14	4/7/14	0%
2325	1.3.7.1.19.3	Deliverable Activity 50d - Conduct meeting with FLDOE staff to discuss adjustments based on Feedback.	Not Started	4/18/14	4/18/14	0%
2326	1.3.7.1.20	Deliverable Activity 51a - Minimally, the system will: support the operating systems and browsers shown in table of RFP pg. 21; any commercial browser which achieves...	Not Started	3/17/14	4/28/14	0%
2327	1.3.7.1.20.1	Deliverable Activity 51b - Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	3/17/14	4/4/14	0%
2328	1.3.7.1.20.2	Deliverable Activity 51c - Conduct user acceptance/evaluation of system	Not Started	4/7/14	4/7/14	0%
2329	1.3.7.1.20.3	Deliverable Activity 51d - Conduct meeting with FLDOE staff to discuss adjustments based on Feedback	Not Started	4/18/14	4/18/14	0%
2330	1.3.7.1.20.4	Deliverable Activity 51e(1) - FLDOE conducts operational testing of Phase 6 components related to browser support.	Not Started	4/21/14	4/25/14	0%
2331	1.3.7.1.20.5	Deliverable Activity 51e(2) - FLDOE Contract Manager approves operational testing of Phase 6 components related to browser support.	Not Started	4/28/14	4/28/14	0%
2332	1.3.7.1.21	Deliverable Activity 52a - The Florida Interim Assessment Item Bank and Test Platform shall have the capability of allowing users to input and edit: Graphics, ...audio, video, and TEIs	Not Started	3/3/14	4/24/14	0%
2333	1.3.7.1.21.1	Deliverable Activity 52b - Meeting with appropriate FLDOE staff to train and review proposed system.	Not Started	3/3/14	3/3/14	0%
2334	1.3.7.1.21.2	Deliverable Activity 52c - Edit process and system as appropriate	Not Started	3/4/14	3/10/14	0%
2335	1.3.7.1.21.3	Deliverable Activity 52d - Meeting w/ all HTM Project leads on TEI item development and review in IBTP.	Not Started	3/25/14	3/25/14	0%
2336	1.3.7.1.21.4	Deliverable Activity 52e - Conduct Beta Test of IBTP to identify areas of needed adjustment and develop corrective strategy/actions	Not Started	3/25/14	3/25/14	0%
2337	1.3.7.1.21.5	Deliverable Activity 52f - Make adjustments/corrections as identified from review and Beta Test	Not Started	3/26/14	4/1/14	0%
2338	1.3.7.1.21.6	Deliverable Activity 52g(1) - FLDOE conducts operational testing of Phase 6 components related to user input for graphics	Not Started	4/17/14	4/18/14	0%
2339	1.3.7.1.21.7	Deliverable Activity 52g(2) - FLDOE Contract Manager approves operational testing of Phase 6 components related to user input for graphics	Not Started	4/24/14	4/24/14	0%
2340	1.3.7.1.22	Deliverable Activity 53a - Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	3/31/14	4/23/14	0%
2341	1.3.7.1.22.1	Deliverable Activity 53b - Conduct user acceptance/evaluation of system	Not Started	3/31/14	3/31/14	0%
2342	1.3.7.1.22.2	Deliverable Activity 53c - Conduct meeting with FLDOE staff to discuss adjustments based on Feedback	Not Started	4/15/14	4/15/14	0%
2343	1.3.7.1.22.3	Deliverable Activity 53d(1) - FLDOE conducts operational testing of Phase 6 components related to Single Sign-on capabilities.	Not Started	4/16/14	4/22/14	0%
2344	1.3.7.1.22.4	Deliverable Activity 53d(2) - FLDOE Contract Manager	Not Started	4/23/14	4/23/14	0%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		approves operational testing of Phase 6 components related to Single Sign-on capabilities.				
2345	1.3.7.1.23	Deliverable Activity 54a - Provide secure access to authorized LEA agents with a single-sign-on	Not Started	3/31/14	4/30/14	0%
2346	1.3.7.1.23.1	Deliverable Activity 54b - Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	3/31/14	3/31/14	0%
2347	1.3.7.1.23.2	Deliverable Activity 54c - Conduct user acceptance/evaluation of system	Not Started	4/1/14	4/4/14	0%
2348	1.3.7.1.23.3	Deliverable Activity 54d - Conduct meeting with FLDOE staff to discuss adjustments based on feedback	Not Started	4/16/14	4/17/14	0%
2349	1.3.7.1.23.4	Deliverable Activity 54e(1) - FLDOE conducts operational testing of Phase 6 components related to Single Sign-on capabilities	Not Started	4/23/14	4/29/14	0%
2350	1.3.7.1.23.5	Deliverable Activity 54e(1) - FLDOE Contract Manager approves operational testing of Phase 6 components related to Single Sign-on capabilities	Not Started	4/30/14	4/30/14	0%
2351	1.3.7.1.24	Deliverable Activity 55a - Be available for statewide continuous access and peak demands	Not Started	3/31/14	4/29/14	0%
2352	1.3.7.1.24.1	Deliverable 55b - Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	3/31/14	3/31/14	0%
2353	1.3.7.1.24.2	Deliverable Activity 55c - Conduct user acceptance/evaluation of system	Not Started	3/31/14	4/3/14	0%
2354	1.3.7.1.24.3	Deliverable Activity 55d - Conduct meeting with FLDOE staff to discuss adjustments based on Feedback	Not Started	4/16/14	4/17/14	0%
2355	1.3.7.1.24.4	Deliverable Activity 55e(1) - FLDOE conducts operational testing of Phase 6 components related to statewide continuous access and peak demand periods	Not Started	4/23/14	4/29/14	0%
2356	1.3.7.1.24.5	Deliverable Activity 55e(2) - FLDOE Contract Manager approves operational testing of Phase 6 components related to statewide continuous access and peak demand periods	Not Started	4/23/14	4/23/14	0%
2357	1.3.7.1.25	Deliverable Activity 56a - Functionality Test: User Acceptance Test of item bank and test platform.	Not Started	4/28/14	5/29/14	0%
2358	1.3.7.1.25.1	Deliverable Activity 56b - Conduct meeting with appropriate FLDOE staff to discuss proposed plan and edit as appropriate	Not Started	4/28/14	4/28/14	0%
2359	1.3.7.1.25.2	Deliverable Activity 56c - Conduct user acceptance/evaluation of system	Not Started	4/28/14	5/1/14	0%
2360	1.3.7.1.25.3	Deliverable Activity 56d - Conduct meeting with FLDOE staff to discuss adjustments based on feedback	Not Started	5/14/14	5/15/14	0%
2361	1.3.7.1.25.4	Deliverable Activity 56e(1) - FLDOE conducts operational testing (user acceptance test) of Phase 3-6 components and the interoperability of those components	Not Started	5/21/14	5/22/14	0%
2362	1.3.7.1.25.5	Deliverable Activity 56e(2) - FLDOE Contract Manager approves operational testing (user acceptance test) of Phase 3-6 components and the interoperability of those components	Not Started	5/29/14	5/29/14	0%
2363	1.3.7.2	Operations	In Progress	8/17/12	7/8/14	28%
2364	1.3.7.2.1	Determine Backup and Recovery and Data Retention Policy	Not Started	3/3/14	5/2/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2365	1.3.7.2.2	Identify and Document all Batch Processes	Not Started	3/3/14	5/2/14	0%
2366	1.3.7.2.3	Document Best Practices for Ongoing Maintenance	Not Started	3/3/14	5/2/14	0%
2367	1.3.7.2.4	Implement Monitoring Tools for Health Check and System Status	Not Started	3/3/14	5/2/14	0%
2368	1.3.7.2.5	Implement Monitoring Tools for Resource Utilization and Performance	Not Started	3/3/14	5/2/14	0%
2369	1.3.7.2.6	System Context Diagram	Not Started	3/3/14	3/14/14	0%
2370	1.3.7.2.7	Maintenance Patch Schedule	Not Started	8/1/13	7/8/14	0%
2371	1.3.7.2.7.1	Non Production Patch (monthly)	Not Started	8/1/13	6/30/14	0%
2372	1.3.7.2.7.2	Production Patch (monthly)	Not Started	8/8/13	7/8/14	0%
2373	1.3.7.2.8	Equella Infrastructure	In Progress	8/17/12	12/11/13	34%
2374	1.3.7.2.8.1	Patch Schedule - Patches applied as needed/required	Completed	11/5/13	11/5/13	100%
2375	1.3.7.2.8.2	Upgrade to Equella - Optional for FDOE to accept upgrade	Not Started	11/25/13	12/11/13	0%
2376	1.3.7.2.8.2.1	Determine AV Hardware Requirements	Not Started	11/25/13	11/25/13	0%
2377	1.3.7.2.8.2.2	Receive Patch from Dev	Not Started	11/26/13	11/26/13	0%
2378	1.3.7.2.8.2.3	Non Production Environment	Not Started	11/26/13	12/4/13	0%
2379	1.3.7.2.8.2.3.1	Apply Upgrade Patch	Not Started	11/26/13	11/27/13	0%
2380	1.3.7.2.8.2.3.1.1	Configure SQL Server	Not Started	11/26/13	11/27/13	0%
2381	1.3.7.2.8.2.3.1.2	Configure Web Components	Not Started	11/26/13	11/27/13	0%
2382	1.3.7.2.8.2.3.1.3	Configure Analysis Components	Not Started	11/26/13	11/27/13	0%
2383	1.3.7.2.8.2.3.1.4	Configure File Server Components	Not Started	11/26/13	11/27/13	0%
2384	1.3.7.2.8.2.3.1.5	Configure Process Server Components	Not Started	11/26/13	11/27/13	0%
2385	1.3.7.2.8.2.3.1.6	Configure ETL Components	Not Started	11/26/13	11/27/13	0%
2386	1.3.7.2.8.2.3.1.7	Configure Integration Components (Equella, CET, SSO)	Not Started	11/26/13	11/27/13	0%
2387	1.3.7.2.8.2.3.2	Validate Patch in Non Production Environment	Not Started	12/2/13	12/4/13	0%
2388	1.3.7.2.8.2.4	Production Environment	Not Started	12/5/13	12/11/13	0%
2389	1.3.7.2.8.2.4.1	Apply Upgrade Patch	Not Started	12/5/13	12/6/13	0%
2390	1.3.7.2.8.2.4.1.1	Configure SQL Server	Not Started	12/5/13	12/6/13	0%
2391	1.3.7.2.8.2.4.1.2	Configure Web Components	Not Started	12/5/13	12/6/13	0%
2392	1.3.7.2.8.2.4.1.3	Configure Analysis Components	Not Started	12/5/13	12/6/13	0%
2393	1.3.7.2.8.2.4.1.4	Configure File Server Components	Not Started	12/5/13	12/6/13	0%
2394	1.3.7.2.8.2.4.1.5	Configure Process Server Components	Not Started	12/5/13	12/6/13	0%
2395	1.3.7.2.8.2.4.1.6	Configure ETL Components	Not Started	12/5/13	12/6/13	0%
2396	1.3.7.2.8.2.4.1.7	Configure Integration Components (Equella, CET, SSO)	Not Started	12/5/13	12/6/13	0%
2397	1.3.7.2.8.2.4.2	Validate Patch in Production Environment	Not Started	12/9/13	12/11/13	0%
2398	1.3.7.2.8.3	Deliverable Activity 16a - Provide a secure item management system that stores, allows for edits, and tracks changes to items.	Overdue	8/17/12	6/20/13	18%
2399	1.3.7.2.8.3.1	Meeting with appropriate FLDOE staff to train and review proposed system for a secure item management system that stores, allows for edits, and tracks changes to items.	Completed	10/10/12	10/10/12	100%
2400	1.3.7.2.8.3.2	Edit process and system - Provide a secure item management system that stores, allows for edits, and	Completed	10/11/12	12/10/12	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		tracks changes to items.				
2401	1.3.7.2.8.3.3	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/20/12	8/23/12	100%
2402	1.3.7.2.8.3.4	Successful transfer from AIR of all Hard-to-Measure project items into Equella	Overdue	8/17/12	6/20/13	0%
2403	1.3.7.2.8.4	Deliverable Activity 18a - Provide an assessment item review process (including online synchronous and asynchronous review capabilities) for vetting by content experts and Florida K-12 educators...	Overdue	8/17/12	11/7/12	92%
2404	1.3.7.2.8.4.1	Meeting with appropriate FLDOE staff to train and review proposed system for Item Review	Completed	9/13/12	9/13/12	100%
2405	1.3.7.2.8.4.2	Edit process and system for the Item Review process	Completed	9/13/12	11/7/12	100%
2406	1.3.7.2.8.4.3	Meeting w/ all HtM Project leads on transfer of items process and training for item creation and review in IBTP.	Completed	8/17/12	8/22/12	100%
2407	1.3.7.2.8.4.4	Successful transfer and use of all HtM project items into IBTP.	Overdue	10/31/12	10/31/12	0%
2408	1.3.7.2.8.4.5	Operational Testing of Deliverables (from Deliverables 13 - 18)	Overdue	10/23/12	10/24/12	44%
2409	1.3.7.2.8.4.5.1	FDOE conducts Operational Testing for tiered access - Del 13d	Completed	10/23/12	10/23/12	100%
2410	1.3.7.2.8.4.5.2	FDOE conducts Operational Testing for designated 7.0.b.x capabilities and HTM items - Del 14f	Overdue	10/23/12	10/23/12	0%
2411	1.3.7.2.8.4.5.3	FDOE conducts Operational Testing on the ability to submit items from multiple sources - Del 15f	Overdue	10/23/12	10/23/12	0%
2412	1.3.7.2.8.4.5.4	FDOE conducts Operational Testing for - Provide a secure item management system that stores, allows for edits, and tracks changes to items - Del 16f	Completed	10/23/12	10/23/12	100%
2413	1.3.7.2.8.4.5.5	FDOE conducts Operational Testing for designated 7.0.c.iii capabilities - Del 17f	Completed	10/23/12	10/23/12	100%
2414	1.3.7.2.8.4.5.6	FDOE conducts Operational Testing for the Item Review Process - Del 18f	Completed	10/23/12	10/23/12	100%
2415	1.3.7.2.8.4.5.7	FLDOE approves operational tests (Deliverables 13 - 18)	Overdue	10/24/12	10/24/12	0%
2416	1.3.7.2.8.5	Phase 2 of IBTP is operational - Export and print items (note - per the contract, accommodations were moved to PH 4) with item-level accommodations (Item Bank only) Deliverable Activity 28a	Overdue	3/11/13	10/9/13	56%
2417	1.3.7.2.8.5.1	Create functionality review use cases	Completed	3/11/13	4/5/13	100%
2418	1.3.7.2.8.5.2	Provide for Pearson internal review	Completed	4/8/13	4/8/13	100%
2419	1.3.7.2.8.5.3	Pearson Internal Review	Completed	4/9/13	4/22/13	100%
2420	1.3.7.2.8.5.4	Update per Pearson internal review	Completed	4/23/13	4/29/13	100%
2421	1.3.7.2.8.5.5	Pearson Submits for FDOE review and feedback - Submission 1	Completed	4/30/13	4/30/13	100%
2422	1.3.7.2.8.5.6	Conduct review of designated functionality for Ph 2 to ID areas of needed adjustment and develop corrective strategy/action - Del 28b	Completed	5/29/13	5/29/13	100%
2423	1.3.7.2.8.5.7	FDOE Provides Feedback	Completed	5/30/13	6/5/13	100%
2424	1.3.7.2.8.5.8	Update per FDOE feedback	Completed	5/8/13	5/21/13	100%
2425	1.3.7.2.8.5.9	Pearson Provides Use Cases to FDOE - Submission 2	Completed	5/22/13	5/22/13	100%

## **Project Tasks**

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2426	1.3.7.2.8.5.10	Conduct review of designated functionality for Ph 2 to ID areas of needed adjustment and develop corrective strategy/action - Del 28b	Completed	5/29/13	5/29/13	100%
2427	1.3.7.2.8.5.11	Conduct review by appropriate FLDOE staff of IBTP full operation of all phase 2 components - Del 28c	Overdue	5/23/13	5/23/13	0%
2428	1.3.7.2.8.5.12	FDOE provides feedback for Use Cases	Overdue	5/24/13	5/24/13	0%
2429	1.3.7.2.8.5.13	Pearson adjusts code to correct print functionality	Overdue	8/14/13	9/25/13	0%
2430	1.3.7.2.8.5.14	Pearson conducts internal testing for print functionality	Overdue	9/26/13	9/27/13	0%
2431	1.3.7.2.8.5.15	Provide Use Cases to FDOE - Submission 3	Overdue	9/30/13	10/2/13	0%
2432	1.3.7.2.8.5.16	Complete Functionality Review of Phase 2 IBTP to identify areas of needed adjustment and develop corrective strategy/action - Del 28d	Overdue	10/3/13	10/3/13	0%
2433	1.3.7.2.8.5.17	FDOE Provides Final Feedback	Overdue	10/4/13	10/7/13	0%
2434	1.3.7.2.8.5.18	FLDOE approves use cases	Overdue	10/8/13	10/8/13	0%
2435	1.3.7.2.8.5.19	Make adjustments/correctives as identified from Functionality Review - Del 28e	Overdue	10/4/13	10/7/13	0%
2436	1.3.7.2.8.5.20	Phase 2-FDOE Approves Complete Functionality Review of IBTP - Deliverable Activity 28	Overdue	10/9/13	10/9/13	0%
2437	1.3.7.2.9	Schoolnet Infrastructure	In Progress	6/17/13	3/13/14	43%
2438	1.3.7.2.9.1	Install and Configure Baseline Schoolnet (15.0)	Completed	6/17/13	11/27/13	100%
2439	1.3.7.2.9.1.1	Non Production Environment	Completed	6/17/13	9/3/13	100%
2440	1.3.7.2.9.1.1.1	Validate Hardware and OS Setup	Completed	6/17/13	6/21/13	100%
2441	1.3.7.2.9.1.1.2	Configure SQL Server	Completed	6/17/13	6/21/13	100%
2442	1.3.7.2.9.1.1.3	Configure Web Components	Completed	6/17/13	6/21/13	100%
2443	1.3.7.2.9.1.1.4	Configure Analysis Components	Completed	6/17/13	6/21/13	100%
2444	1.3.7.2.9.1.1.5	Configure File Server Components	Completed	6/17/13	6/21/13	100%
2445	1.3.7.2.9.1.1.6	Configure Process Server Components	Completed	6/17/13	6/21/13	100%
2446	1.3.7.2.9.1.1.7	Configure ETL Components	Completed	6/24/13	9/3/13	100%
2447	1.3.7.2.9.1.1.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Completed	6/24/13	7/8/13	100%
2448	1.3.7.2.9.1.1.7.2	Copy data scripts from SN Test to SN Production	Completed	7/9/13	7/22/13	100%
2449	1.3.7.2.9.1.1.7.3	Test linked server connection and ETL components	Completed	7/23/13	8/5/13	100%
2450	1.3.7.2.9.1.1.7.4	Create domain account to be used by ETL	Completed	8/6/13	9/3/13	100%
2451	1.3.7.2.9.1.1.7.5	Configure domain account as SQL Server Agent account on ETL	Completed	8/6/13	8/19/13	100%
2452	1.3.7.2.9.1.1.7.6	Set up linked server connection from CET Non Prod to SN	Completed	8/20/13	9/3/13	100%
2453	1.3.7.2.9.1.2	Production Environment	Completed	9/4/13	11/27/13	100%
2454	1.3.7.2.9.1.2.1	Validate Hardware and OS Setup	Completed	9/4/13	9/10/13	100%
2455	1.3.7.2.9.1.2.2	Configure SQL Server	Completed	9/11/13	9/17/13	100%
2456	1.3.7.2.9.1.2.3	Configure Web Components	Completed	9/18/13	9/24/13	100%
2457	1.3.7.2.9.1.2.4	Configure Analysis Components	Completed	9/25/13	10/1/13	100%
2458	1.3.7.2.9.1.2.5	Configure File Server Components	Completed	10/2/13	10/8/13	100%
2459	1.3.7.2.9.1.2.6	Configure Process Server Components	Completed	10/9/13	10/15/13	100%
2460	1.3.7.2.9.1.2.7	Configure ETL Components	Completed	10/16/13	11/27/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2461	1.3.7.2.9.1.2.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Completed	10/16/13	10/22/13	100%
2462	1.3.7.2.9.1.2.7.2	Copy data scripts from SN Test to SN Production	Completed	10/23/13	10/29/13	100%
2463	1.3.7.2.9.1.2.7.3	Test linked server connection and ETL components	Completed	10/30/13	11/5/13	100%
2464	1.3.7.2.9.1.2.7.4	Create domain account to be used by ETL	Completed	11/6/13	11/20/13	100%
2465	1.3.7.2.9.1.2.7.5	Configure domain account as SQL Server Agent account on ETL	Completed	11/6/13	11/13/13	100%
2466	1.3.7.2.9.1.2.7.6	Set up linked server connection from CET Prod to SN	Completed	11/14/13	11/20/13	100%
2467	1.3.7.2.9.1.2.7.7	Make changes to cube processing server security (same as on Test)	Completed	11/21/13	11/27/13	100%
2468	1.3.7.2.9.2	Upgrade to Schoolnet 15.1	Completed	8/12/13	8/30/13	100%
2469	1.3.7.2.9.2.1	Determine AV Hardware Requirements	Completed	8/12/13	8/16/13	100%
2470	1.3.7.2.9.2.2	Receive Patch from Dev	Completed	8/16/13	8/16/13	100%
2471	1.3.7.2.9.2.3	Non Production Environment	Completed	8/19/13	8/28/13	100%
2472	1.3.7.2.9.2.3.1	Validate Hardware and OS Setup	Completed	8/19/13	8/23/13	100%
2473	1.3.7.2.9.2.3.2	Configure SQL Server	Completed	8/19/13	8/23/13	100%
2474	1.3.7.2.9.2.3.3	Configure Web Components	Completed	8/19/13	8/23/13	100%
2475	1.3.7.2.9.2.3.4	Configure Analysis Components	Completed	8/19/13	8/23/13	100%
2476	1.3.7.2.9.2.3.5	Configure File Server Components	Completed	8/19/13	8/23/13	100%
2477	1.3.7.2.9.2.3.6	Configure Process Server Components	Completed	8/19/13	8/23/13	100%
2478	1.3.7.2.9.2.3.7	Configure ETL Components	Completed	8/19/13	8/28/13	100%
2479	1.3.7.2.9.2.3.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Completed	8/19/13	8/28/13	100%
2480	1.3.7.2.9.2.3.7.2	Copy data scripts from SN Test to SN Production	Completed	8/19/13	8/28/13	100%
2481	1.3.7.2.9.2.3.7.3	Test linked server connection and ETL components	Completed	8/19/13	8/28/13	100%
2482	1.3.7.2.9.2.3.7.4	Create domain account to be used by ETL	Completed	8/19/13	8/28/13	100%
2483	1.3.7.2.9.2.3.7.5	Configure domain account as SQL Server Agent account on ETL	Completed	8/19/13	8/28/13	100%
2484	1.3.7.2.9.2.3.7.6	Set up linked server connection from CET Non Prod to SN	Completed	8/19/13	8/28/13	100%
2485	1.3.7.2.9.2.4	Production Environment	Completed	8/26/13	8/30/13	100%
2486	1.3.7.2.9.2.4.1	Validate Hardware and OS Setup	Completed	8/26/13	8/30/13	100%
2487	1.3.7.2.9.2.4.2	Configure SQL Server	Completed	8/26/13	8/30/13	100%
2488	1.3.7.2.9.2.4.3	Configure Web Components	Completed	8/26/13	8/30/13	100%
2489	1.3.7.2.9.2.4.4	Configure Analysis Components	Completed	8/26/13	8/30/13	100%
2490	1.3.7.2.9.2.4.5	Configure File Server Components	Completed	8/26/13	8/30/13	100%
2491	1.3.7.2.9.2.4.6	Configure Process Server Components	Completed	8/26/13	8/30/13	100%
2492	1.3.7.2.9.2.4.7	Configure ETL Components	Completed	8/29/13	8/30/13	100%
2493	1.3.7.2.9.2.4.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Completed	8/29/13	8/30/13	100%
2494	1.3.7.2.9.2.4.7.2	Copy data scripts from SN Test to SN Production	Completed	8/29/13	8/30/13	100%
2495	1.3.7.2.9.2.4.7.3	Test linked server connection and ETL components	Completed	8/29/13	8/30/13	100%
2496	1.3.7.2.9.2.4.7.4	Create domain account to be used by ETL	Completed	8/29/13	8/30/13	100%
2497	1.3.7.2.9.2.4.7.5	Configure domain account as SQL Server Agent account	Completed	8/29/13	8/30/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		on ETL				
2498	1.3.7.2.9.2.4.7.6	Set up linked server connection from CET Prod to SN	Completed	8/29/13	8/30/13	100%
2499	1.3.7.2.9.2.4.7.7	Make changes to cube processing server security (same as on Test)	Completed	8/29/13	8/30/13	100%
2500	1.3.7.2.9.3	Upgrade to Schoolnet 15.2	Not Started	10/10/13	10/31/13	0%
2501	1.3.7.2.9.3.1	Determine AV Hardware Requirements	Not Started	10/10/13	10/16/13	0%
2502	1.3.7.2.9.3.2	Receive Patch from Dev	Not Started	10/17/13	10/17/13	0%
2503	1.3.7.2.9.3.3	Non Production Environment	Not Started	10/17/13	10/28/13	0%
2504	1.3.7.2.9.3.3.1	Validate Hardware and OS Setup	Not Started	10/18/13	10/24/13	0%
2505	1.3.7.2.9.3.3.2	Configure SQL Server	Not Started	10/18/13	10/24/13	0%
2506	1.3.7.2.9.3.3.3	Configure Web Components	Not Started	10/18/13	10/24/13	0%
2507	1.3.7.2.9.3.3.4	Configure Analysis Components	Not Started	10/18/13	10/24/13	0%
2508	1.3.7.2.9.3.3.5	Configure File Server Components	Not Started	10/18/13	10/24/13	0%
2509	1.3.7.2.9.3.3.6	Configure Process Server Components	Not Started	10/18/13	10/24/13	0%
2510	1.3.7.2.9.3.3.7	Configure ETL Components	Not Started	10/17/13	10/28/13	0%
2511	1.3.7.2.9.3.3.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Not Started	10/17/13	10/28/13	0%
2512	1.3.7.2.9.3.3.7.2	Copy data scripts from SN Test to SN Production	Not Started	10/17/13	10/28/13	0%
2513	1.3.7.2.9.3.3.7.3	Test linked server connection and ETL components	Not Started	10/17/13	10/28/13	0%
2514	1.3.7.2.9.3.3.7.4	Create domain account to be used by ETL	Not Started	10/17/13	10/28/13	0%
2515	1.3.7.2.9.3.3.7.5	Configure domain account as SQL Server Agent account on ETL	Not Started	10/17/13	10/28/13	0%
2516	1.3.7.2.9.3.3.7.6	Set up linked server connection from CET Non Prod to SN	Not Started	10/17/13	10/28/13	0%
2517	1.3.7.2.9.3.4	Production Environment	Not Started	10/25/13	10/31/13	0%
2518	1.3.7.2.9.3.4.1	Validate Hardware and OS Setup	Not Started	10/25/13	10/31/13	0%
2519	1.3.7.2.9.3.4.2	Configure SQL Server	Not Started	10/25/13	10/31/13	0%
2520	1.3.7.2.9.3.4.3	Configure Web Components	Not Started	10/25/13	10/31/13	0%
2521	1.3.7.2.9.3.4.4	Configure Analysis Components	Not Started	10/25/13	10/31/13	0%
2522	1.3.7.2.9.3.4.5	Configure File Server Components	Not Started	10/25/13	10/31/13	0%
2523	1.3.7.2.9.3.4.6	Configure Process Server Components	Not Started	10/25/13	10/31/13	0%
2524	1.3.7.2.9.3.4.7	Configure ETL Components	Not Started	10/29/13	10/31/13	0%
2525	1.3.7.2.9.3.4.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Not Started	10/29/13	10/31/13	0%
2526	1.3.7.2.9.3.4.7.2	Copy data scripts from SN Test to SN Production	Not Started	10/29/13	10/30/13	0%
2527	1.3.7.2.9.3.4.7.3	Test linked server connection and ETL components	Not Started	10/29/13	10/30/13	0%
2528	1.3.7.2.9.3.4.7.4	Create domain account to be used by ETL	Not Started	10/29/13	10/30/13	0%
2529	1.3.7.2.9.3.4.7.5	Configure domain account as SQL Server Agent account on ETL	Not Started	10/29/13	10/30/13	0%
2530	1.3.7.2.9.3.4.7.6	Set up linked server connection from CET Prod to SN	Not Started	10/29/13	10/30/13	0%
2531	1.3.7.2.9.3.4.7.7	Make changes to cube processing server security (same as on Test)	Not Started	10/29/13	10/30/13	0%
2532	1.3.7.2.9.4	Upgrade to Schoolnet 15.3	Not Started	12/9/13	1/3/14	0%
2533	1.3.7.2.9.4.1	Determine AV Hardware Requirements	Not Started	12/9/13	12/13/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2534	1.3.7.2.9.4.2	Receive Patch from Dev	Not Started	12/13/13	12/13/13	0%
2535	1.3.7.2.9.4.3	Non Production Environment	Not Started	12/16/13	12/27/13	0%
2536	1.3.7.2.9.4.3.1	Validate Hardware and OS Setup	Not Started	12/16/13	12/20/13	0%
2537	1.3.7.2.9.4.3.2	Configure SQL Server	Not Started	12/16/13	12/20/13	0%
2538	1.3.7.2.9.4.3.3	Configure Web Components	Not Started	12/16/13	12/20/13	0%
2539	1.3.7.2.9.4.3.4	Configure Analysis Components	Not Started	12/16/13	12/20/13	0%
2540	1.3.7.2.9.4.3.5	Configure File Server Components	Not Started	12/16/13	12/20/13	0%
2541	1.3.7.2.9.4.3.6	Configure Process Server Components	Not Started	12/16/13	12/20/13	0%
2542	1.3.7.2.9.4.3.7	Configure ETL Components	Not Started	12/16/13	12/27/13	0%
2543	1.3.7.2.9.4.3.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Not Started	12/16/13	12/27/13	0%
2544	1.3.7.2.9.4.3.7.2	Copy data scripts from SN Test to SN Production	Not Started	12/16/13	12/27/13	0%
2545	1.3.7.2.9.4.3.7.3	Test linked server connection and ETL components	Not Started	12/16/13	12/27/13	0%
2546	1.3.7.2.9.4.3.7.4	Create domain account to be used by ETL	Not Started	12/16/13	12/27/13	0%
2547	1.3.7.2.9.4.3.7.5	Configure domain account as SQL Server Agent account on ETL	Not Started	12/16/13	12/27/13	0%
2548	1.3.7.2.9.4.3.7.6	Set up linked server connection from CET Non Prod to SN	Not Started	12/16/13	12/27/13	0%
2549	1.3.7.2.9.4.4	Production Environment	Not Started	12/23/13	1/3/14	0%
2550	1.3.7.2.9.4.4.1	Validate Hardware and OS Setup	Not Started	12/23/13	1/3/14	0%
2551	1.3.7.2.9.4.4.2	Configure SQL Server	Not Started	12/23/13	12/30/13	0%
2552	1.3.7.2.9.4.4.3	Configure Web Components	Not Started	12/23/13	12/30/13	0%
2553	1.3.7.2.9.4.4.4	Configure Analysis Components	Not Started	12/23/13	12/30/13	0%
2554	1.3.7.2.9.4.4.5	Configure File Server Components	Not Started	12/23/13	12/30/13	0%
2555	1.3.7.2.9.4.4.6	Configure Process Server Components	Not Started	12/23/13	12/30/13	0%
2556	1.3.7.2.9.4.4.7	Configure ETL Components	Not Started	12/30/13	12/31/13	0%
2557	1.3.7.2.9.4.4.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Not Started	12/30/13	12/31/13	0%
2558	1.3.7.2.9.4.4.7.2	Copy data scripts from SN Test to SN Production	Not Started	12/30/13	12/31/13	0%
2559	1.3.7.2.9.4.4.7.3	Test linked server connection and ETL components	Not Started	12/30/13	12/31/13	0%
2560	1.3.7.2.9.4.4.7.4	Create domain account to be used by ETL	Not Started	12/30/13	12/31/13	0%
2561	1.3.7.2.9.4.4.7.5	Configure domain account as SQL Server Agent account on ETL	Not Started	12/30/13	12/31/13	0%
2562	1.3.7.2.9.4.4.7.6	Set up linked server connection from CET Prod to SN	Not Started	12/30/13	12/31/13	0%
2563	1.3.7.2.9.4.4.7.7	Make changes to cube processing server security (same as on Test)	Not Started	12/30/13	12/31/13	0%
2564	1.3.7.2.9.5	Upgrade to Schoolnet 15.4	Not Started	1/2/14	3/13/14	0%
2565	1.3.7.2.9.5.1	Determine AV Hardware Requirements	Not Started	1/2/14	1/8/14	0%
2566	1.3.7.2.9.5.2	Receive Patch from Dev	Not Started	2/28/14	2/28/14	0%
2567	1.3.7.2.9.5.3	Non Production Environment	Not Started	1/9/14	3/6/14	0%
2568	1.3.7.2.9.5.3.1	Validate Hardware and OS Setup	Not Started	2/28/14	3/6/14	0%
2569	1.3.7.2.9.5.3.2	Configure SQL Server	Not Started	2/28/14	3/6/14	0%
2570	1.3.7.2.9.5.3.3	Configure Web Components	Not Started	2/28/14	3/6/14	0%
2571	1.3.7.2.9.5.3.4	Configure Analysis Components	Not Started	2/28/14	3/6/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2572	1.3.7.2.9.5.3.5	Configure File Server Components	Not Started	2/28/14	3/6/14	0%
2573	1.3.7.2.9.5.3.6	Configure Process Server Components	Not Started	2/28/14	3/6/14	0%
2574	1.3.7.2.9.5.3.7	Configure ETL Components	Not Started	1/9/14	1/21/14	0%
2575	1.3.7.2.9.5.3.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Not Started	1/9/14	1/21/14	0%
2576	1.3.7.2.9.5.3.7.2	Copy data scripts from SN Test to SN Production	Not Started	1/9/14	1/21/14	0%
2577	1.3.7.2.9.5.3.7.3	Test linked server connection and ETL components	Not Started	1/9/14	1/21/14	0%
2578	1.3.7.2.9.5.3.7.4	Create domain account to be used by ETL	Not Started	1/9/14	1/21/14	0%
2579	1.3.7.2.9.5.3.7.5	Configure domain account as SQL Server Agent account on ETL	Not Started	1/9/14	1/21/14	0%
2580	1.3.7.2.9.5.3.7.6	Set up linked server connection from CET Non Prod to SN	Not Started	1/9/14	1/21/14	0%
2581	1.3.7.2.9.5.4	Production Environment	Not Started	1/22/14	3/13/14	0%
2582	1.3.7.2.9.5.4.1	Validate Hardware and OS Setup	Not Started	3/7/14	3/13/14	0%
2583	1.3.7.2.9.5.4.2	Configure SQL Server	Not Started	3/7/14	3/13/14	0%
2584	1.3.7.2.9.5.4.3	Configure Web Components	Not Started	3/7/14	3/13/14	0%
2585	1.3.7.2.9.5.4.4	Configure Analysis Components	Not Started	3/7/14	3/13/14	0%
2586	1.3.7.2.9.5.4.5	Configure File Server Components	Not Started	3/7/14	3/13/14	0%
2587	1.3.7.2.9.5.4.6	Configure Process Server Components	Not Started	3/7/14	3/13/14	0%
2588	1.3.7.2.9.5.4.7	Configure ETL Components	Not Started	1/22/14	1/23/14	0%
2589	1.3.7.2.9.5.4.7.1	Install ETL by creating ETL databases on ECS-PAIBSNPRC04 Server	Not Started	1/22/14	1/23/14	0%
2590	1.3.7.2.9.5.4.7.2	Copy data scripts from SN Test to SN Production	Not Started	1/22/14	1/23/14	0%
2591	1.3.7.2.9.5.4.7.3	Test linked server connection and ETL components	Not Started	1/22/14	1/23/14	0%
2592	1.3.7.2.9.5.4.7.4	Create domain account to be used by ETL	Not Started	1/22/14	1/23/14	0%
2593	1.3.7.2.9.5.4.7.5	Configure domain account as SQL Server Agent account on ETL	Not Started	1/22/14	1/23/14	0%
2594	1.3.7.2.9.5.4.7.6	Set up linked server connection from CET Prod to SN	Not Started	1/22/14	1/23/14	0%
2595	1.3.7.2.9.5.4.7.7	Make changes to cube processing server security (same as on Test)	Not Started	1/22/14	1/23/14	0%
2596	1.3.7.2.10	Classroom Enrollment Tool (CET) Integration	Completed	9/4/13	11/14/13	100%
2597	1.3.7.2.10.1	ETL Integration Design	Completed	9/4/13	9/4/13	100%
2598	1.3.7.2.10.2	Develop ETL Scripts	Completed	9/5/13	9/5/13	100%
2599	1.3.7.2.10.3	Test ETL Scripts	Completed	9/6/13	9/6/13	100%
2600	1.3.7.2.10.4	Deploy ETL	Completed	11/14/13	11/14/13	100%
2601	1.3.7.2.11	Data import and testing	Completed	3/18/13	6/18/13	100%
2602	1.3.7.2.11.1	Prepare Classroom Enrollment Tool Data	Completed	3/18/13	6/18/13	100%
2603	1.3.7.2.11.1.1	Identify required data elements	Completed	3/18/13	3/22/13	100%
2604	1.3.7.2.11.1.2	Perform gap analysis with FDOE CET and resolve data gaps	Completed	3/18/13	3/29/13	100%
2605	1.3.7.2.11.1.3	CET tool schema available	Completed	5/6/13	5/6/13	100%
2606	1.3.7.2.11.1.4	CET tool reference data (code files) are available	Completed	5/7/13	5/7/13	100%
2607	1.3.7.2.11.1.5	FDOE develops test data file in CET for import to Schoolnet	Completed	5/7/13	6/18/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2608	1.3.7.2.11.1.6	FDOE develops test data file from Pilot Schools in CET for import to Schoolnet	Completed	5/7/13	6/18/13	100%
2609	1.3.7.2.11.1.7	Initial development of transfer scripts from CET to Schoolnet	Completed	5/7/13	5/28/13	100%
2610	1.3.7.2.11.1.8	Test initial load of roster data and return validation/error/issues data	Completed	5/29/13	5/30/13	100%
2611	1.3.7.2.12	Schoolnet application design and configuration	Completed	6/24/13	7/9/13	100%
2612	1.3.7.2.12.1	Design mySchoolnet	Completed	6/24/13	6/28/13	100%
2613	1.3.7.2.12.2	Design and configure Assessment Admin	Completed	6/24/13	6/28/13	100%
2614	1.3.7.2.12.3	Design and configure School and District data	Completed	6/24/13	6/28/13	100%
2615	1.3.7.2.12.4	Design Schoolnet application permissioning	Completed	6/24/13	6/28/13	100%
2616	1.3.7.2.12.5	FDOE sign off on all Schoolnet design documents	Completed	7/1/13	7/9/13	100%
2617	1.3.7.2.13	Validate Schoolnet performance	Not Started	11/1/13	2/11/14	0%
2618	1.3.7.2.13.1	Identify performance test requirements	Not Started	11/1/13	11/15/13	0%
2619	1.3.7.2.13.2	Develop performance test scripts	Not Started	11/18/13	12/3/13	0%
2620	1.3.7.2.13.3	Complete Pearson system performance and load testing	Not Started	1/2/14	1/8/14	0%
2621	1.3.7.2.13.4	Complete remediation plan	Not Started	1/9/14	1/17/14	0%
2622	1.3.7.2.13.5	Provide Pearson system performance testing results to FDOE	Not Started	1/21/14	1/21/14	0%
2623	1.3.7.2.13.6	Perform system performance and load testing for item tryouts on IBTP production site	Not Started	1/22/14	2/11/14	0%
2624	1.3.7.2.14	Support IBTP user acceptance testing	Not Started	2/12/14	3/21/14	0%
2625	1.3.7.2.14.1	Determine Roles and Responsibilities	Not Started	2/12/14	2/18/14	0%
2626	1.3.7.2.14.2	Define Requirements	Not Started	2/19/14	2/25/14	0%
2627	1.3.7.2.14.3	Plan for Pearson Support	Not Started	2/26/14	2/26/14	0%
2628	1.3.7.2.14.4	Define Test Cases	Not Started	2/27/14	3/7/14	0%
2629	1.3.7.2.14.5	FDOE Completes User Acceptance Testing	Not Started	3/10/14	3/14/14	0%
2630	1.3.7.2.14.6	Perform Online M/C testing simulation	Not Started	3/10/14	3/14/14	0%
2631	1.3.7.2.14.7	FDOE Performs user functionality testing and approve	Not Started	3/17/14	3/21/14	0%
2632	1.3.7.2.15	Milestone - Schoolnet System Ready for Tryouts	Not Started	3/24/14	3/24/14	0%
2633	1.3.8	Florida Interim Math Assessments - Deliverable 57	In Progress	1/14/13	4/11/14	13%
2634	1.3.8.1	Del 57 - A standards-based interim assessment system for K - 12 mathematics, based on the CCSS, that provides screening, progress monitoring, and diagnostic capabilities.	Completed	1/14/13	8/28/13	100%
2635	1.3.8.1.1	Review the test design for FAIR (the reading assessment system is the model)	Completed	1/14/13	1/14/13	100%
2636	1.3.8.1.2	Confirm the focus/purpose of the assessments	Completed	1/15/13	1/15/13	100%
2637	1.3.8.1.3	Confirm with FDOE the number of items desired on each assessment by grade level	Completed	1/16/13	1/16/13	100%
2638	1.3.8.1.4	FDOE Approval of FAIM Plan	Completed	8/28/13	8/28/13	100%
2639	1.3.8.2	Test Creation Specifications	Overdue	8/28/13	9/20/13	29%
2640	1.3.8.2.1	Prepare Test Creation Specifications	Completed	8/28/13	9/4/13	100%
2641	1.3.8.2.2	Deliver Test Creation Specifications to FDOE	Overdue	9/5/13	9/5/13	0%
2642	1.3.8.2.3	FDOE Feedback on Test Creation Specifications	Overdue	9/5/13	9/11/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2643	1.3.8.2.4	Incorporate Feedback and Provide Test Creation Specs to FDOE	Overdue	9/12/13	9/18/13	0%
2644	1.3.8.2.5	FDOE Approval of Test Creation Specs	Overdue	9/19/13	9/20/13	0%
2645	1.3.8.3	Test Blueprints	Overdue	8/28/13	9/20/13	29%
2646	1.3.8.3.1	Prepare Test Blueprints (1 per grade)	Completed	8/28/13	9/4/13	100%
2647	1.3.8.3.2	Deliver Test Blueprint to FDOE	Completed	9/5/13	9/5/13	100%
2648	1.3.8.3.3	FDOE Feedback on Test Blueprint	Overdue	9/5/13	9/11/13	0%
2649	1.3.8.3.4	Pearson edits specs and blueprints based on FDOE input	Overdue	9/12/13	9/18/13	0%
2650	1.3.8.3.5	FDOE Approval of Test Blueprints	Overdue	9/19/13	9/20/13	0%
2651	1.3.8.4	FDOE Reviews and Approves Assessments	Not Started	9/23/13	10/17/13	0%
2652	1.3.8.4.1	Establish Statistical Targets for Assessment	Overdue	9/23/13	9/27/13	0%
2653	1.3.8.4.2	Psychometric Research Services and CSS select operationally scored items (field-tested fall 2013) from the Interim Assessment Item Bank that meet content and psychometric targets	Not Started	9/30/13	10/16/13	0%
2654	1.3.8.4.3	CSS and Psychometric Research Services agree that operational items meet statistical and content requirements	Not Started	10/17/13	10/17/13	0%
2655	1.3.8.5	Build two forms at each grade level using Rasch Model to build parallel test pre-equated to same difficulty	Not Started	10/18/13	4/11/14	0%
2656	1.3.8.5.1	Complete CSS checklist	Not Started	10/18/13	10/24/13	0%
2657	1.3.8.5.2	Complete Psychometric Research Services checklist	Not Started	2/21/14	2/26/14	0%
2658	1.3.8.5.3	Prepare assessments for FDOE review	Not Started	2/27/14	2/28/14	0%
2659	1.3.8.5.4	FDOE reviews and approves Mathematics Interim Assessments at Grades K-12	Not Started	3/3/14	3/4/14	0%
2660	1.3.8.5.5	Complete Schoolnet preparation for availability to districts	Not Started	3/5/14	3/6/14	0%
2661	1.3.8.5.6	Supply ongoing training materials to FDOE for use by LEA's (basics of test construction, how to build tests in Schoolnet	Not Started	3/7/14	3/7/14	0%
2662	1.3.8.5.7	Conduct user acceptance/evaluation of interim math assessment system	Not Started	3/5/14	3/6/14	0%
2663	1.3.8.5.8	Compile and document feedback	Not Started	3/7/14	3/10/14	0%
2664	1.3.8.5.9	Conduct meeting with FLDOE staff to adjust math assessment based on feedback.	Not Started	3/11/14	3/11/14	0%
2665	1.3.8.5.10	Conduct meeting with appropriate FLDOE staff to review and edit as appropriate	Not Started	3/12/14	3/13/14	0%
2666	1.3.8.5.11	FLDOE conducts operational testing of the standards-based interim assessment system for K-12 mathematics.	Not Started	3/14/14	4/10/14	0%
2667	1.3.8.5.12	FLDOE Contract Manager approves operational testing of the standards-based interim assessment system for K-12 mathematics	Not Started	4/11/14	4/11/14	0%
2668	1.3.9	Pilot 1	Completed	3/11/13	1/6/14	100%
2669	1.3.9.1	Prepare for Pilot 1	Completed	3/11/13	1/6/14	100%
2670	1.3.9.1.1	FDOE Confirms Pilot1 District/Schools	Completed	7/15/13	7/15/13	100%
2671	1.3.9.1.2	Set up SNMP connection for messaging on SN Production	Completed	3/11/13	7/31/13	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2672	1.3.9.1.3	Send sa password to FDOE (James)	Completed	8/1/13	8/2/13	100%
2673	1.3.9.1.4	Confirm Infrastructure Setup Complete	Completed	3/11/13	8/5/13	100%
2674	1.3.9.1.5	Take initial back up SN Production database and set up regular database backups	Completed	3/11/13	1/6/14	100%
2675	1.3.9.1.6	Prepare CET Data	Completed	7/31/13	8/5/13	100%
2676	1.3.9.1.6.1	Combine Survey data with more current roster data for clients that don't participate in CET pilot	Completed	8/1/13	8/1/13	100%
2677	1.3.9.1.6.2	Data (test survey and CET Pilot (2012/2013 data from MD, Bay, St. Lucie) available in CET Production	Completed	7/31/13	7/31/13	100%
2678	1.3.9.1.6.3	Move data from CET production to Schoolnet production	Completed	7/31/13	7/31/13	100%
2679	1.3.9.1.6.4	Data from Miami Dade available in CET Production	Completed	8/1/13	8/1/13	100%
2680	1.3.9.1.6.5	Move data for Miami Dade from CET Production to Schoolnet Production	Completed	8/1/13	8/1/13	100%
2681	1.3.9.1.6.6	Validate baseline data moved from CET Production	Completed	8/1/13	8/5/13	100%
2682	1.3.9.1.7	Prepare Schoolnet Site	Completed	7/26/13	8/5/13	100%
2683	1.3.9.1.7.1	Configure SN production site per design documents	Completed	7/26/13	7/26/13	100%
2684	1.3.9.1.7.2	Set up generic non-teacher logins in SN Production	Completed	8/1/13	8/1/13	100%
2685	1.3.9.1.7.3	Receive welcome message for scopes	Completed	7/29/13	7/29/13	100%
2686	1.3.9.1.7.4	Configure welcome message for scopes in SN Production	Completed	7/29/13	7/29/13	100%
2687	1.3.9.1.7.5	Input Pilot 1 sample items (25) to SN Production	Completed	7/30/13	7/30/13	100%
2688	1.3.9.1.7.6	Create test form (1) using Pilot 1 sample items	Completed	7/31/13	7/31/13	100%
2689	1.3.9.1.7.7	Schedule test form to sample students per data transferred from CET Production	Completed	8/5/13	8/5/13	100%
2690	1.3.9.1.7.8	Send teacher and non-teacher logins to participating districts	Completed	8/5/13	8/5/13	100%
2691	1.3.9.1.8	Test Schoolnet Site	Completed	8/5/13	8/8/13	100%
2692	1.3.9.1.8.1	Test student logins	Completed	8/5/13	8/5/13	100%
2693	1.3.9.1.8.2	Test teacher/administrator logins	Completed	8/6/13	8/6/13	100%
2694	1.3.9.1.8.3	Dry Run of Training and Platform Walk thru	Completed	8/7/13	8/7/13	100%
2695	1.3.9.1.8.4	Pearson notifies FDOE that platform is available for their review/walk thru	Completed	8/8/13	8/8/13	100%
2696	1.3.9.2	Administer Pilot 1	Completed	7/15/13	8/23/13	100%
2697	1.3.9.2.1	Volunteers Contacted	Completed	8/1/13	8/14/13	100%
2698	1.3.9.2.2	FDOE Approves Pilot 1 related Training Material (priority list provided to FDOE on 7/17)	Completed	7/15/13	8/2/13	100%
2699	1.3.9.2.3	Communication to districts to include training information, system requirements and readiness checklists	Completed	8/2/13	8/6/13	100%
2700	1.3.9.2.4	Training Scheduled	Completed	8/5/13	8/8/13	100%
2701	1.3.9.2.5	Pilot 1 Training - (Introduction and Platform) - 3 sessions	Completed	8/7/13	8/8/13	100%
2702	1.3.9.2.6	Site Readiness Checklist Completed	Completed	8/9/13	8/9/13	100%
2703	1.3.9.2.7	Pilot 1 Training - Scoring - 2 sessions	Completed	8/12/13	8/15/13	100%
2704	1.3.9.2.8	Administer Pilot 1	Completed	8/12/13	8/23/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2705	1.3.9.2.9	Administer Pilot 1 - Plan Date	Completed	8/19/13	8/23/13	100%
2706	1.3.9.2.10	Backup post-Pilot 1 Database	Completed	8/19/13	8/19/13	100%
2707	1.3.9.3	Analyze Pilot 1 Results	Completed	8/19/13	8/30/13	100%
2708	1.3.9.3.1	Analyze results of Pilot 1 Surveys/Feedback	Completed	8/19/13	8/23/13	100%
2709	1.3.9.3.2	Prepare remediation for Pilot 1 results	Completed	8/26/13	8/30/13	100%
2710	1.3.10	Pilot 2 - Conducted Sept. 18 - 24, 2013	Completed	8/1/13	10/10/13	100%
2711	1.3.10.1	Goals and Objectives	Completed	9/18/13	9/24/13	100%
2712	1.3.10.1.1	Test Equella/SN Integration	Completed	9/18/13	9/24/13	100%
2713	1.3.10.1.2	Validate CET Integration with IBTP	Completed	9/18/13	9/24/13	100%
2714	1.3.10.1.3	Teacher/Student Integration with IBTP	Completed	9/18/13	9/24/13	100%
2715	1.3.10.1.4	Validate Tools	Completed	9/18/13	9/24/13	100%
2716	1.3.10.1.5	Validate LEA Technology Requirements	Completed	9/18/13	9/24/13	100%
2717	1.3.10.2	Program	Completed	8/21/13	9/27/13	100%
2718	1.3.10.2.1	Identify Participants	Completed	8/21/13	9/13/13	100%
2719	1.3.10.2.1.1	FDOE identifies participants	Completed	8/21/13	9/3/13	100%
2720	1.3.10.2.1.2	Invitation sent to LEAs (M-D, Bay, St. Lucie, Hillsborough, Brevard)	Completed	9/10/13	9/11/13	100%
2721	1.3.10.2.1.3	Obtain confirmation from LEAs	Completed	9/12/13	9/13/13	100%
2722	1.3.10.2.1.3.1	LEAs provide spreadsheet of Admin users to FDOE	Completed	9/12/13	9/13/13	100%
2723	1.3.10.2.2	Training and Communications	Completed	8/22/13	9/18/13	100%
2724	1.3.10.2.2.1	Revised Training Material to FDOE for Review	Completed	8/22/13	8/27/13	100%
2725	1.3.10.2.2.2	FDOE Reviews and Approves Training Materials	Completed	8/28/13	9/9/13	100%
2726	1.3.10.2.2.3	Revised Communications To FDOE for Review	Completed	8/28/13	8/29/13	100%
2727	1.3.10.2.2.4	FDOE Reviews and Approves Communication	Completed	8/30/13	8/30/13	100%
2728	1.3.10.2.2.5	Prepare Login and Information Sheets for FDOE review	Completed	9/16/13	9/16/13	100%
2729	1.3.10.2.2.6	FDOE Reviews and Approves Login and Information Sheets (EARLIER?)	Completed	9/17/13	9/17/13	100%
2730	1.3.10.2.2.7	Provide LEA Logins and updated communication to participating schools	Completed	9/18/13	9/18/13	100%
2731	1.3.10.2.3	Pilot 2 Orientation and Training	Completed	9/18/13	9/26/13	100%
2732	1.3.10.2.3.1	Instructions Details Provided to LEA/Schools	Completed	9/18/13	9/18/13	100%
2733	1.3.10.2.3.2	Deliver LEA/School IT Resources Training	Completed	9/19/13	9/20/13	100%
2734	1.3.10.2.3.3	Deliver Administrators Training	Completed	9/19/13	9/20/13	100%
2735	1.3.10.2.3.4	Deliver Teacher Training	Completed	9/19/13	9/20/13	100%
2736	1.3.10.2.3.5	Deliver Scoring Training (Admins & Teachers)	Completed	9/23/13	9/24/13	100%
2737	1.3.10.2.3.6	Conduct Student Platform Training (by Teachers)	Completed	9/25/13	9/26/13	100%
2738	1.3.10.2.4	Forms Build and Validation	Completed	8/21/13	9/19/13	100%
2739	1.3.10.2.4.1	Pilot 2 Test Maps Created and Provided to the Platform Team	Completed	8/21/13	8/21/13	100%
2740	1.3.10.2.4.2	Assessment Creation (Pearson) - 13 forms	Completed	9/10/13	9/16/13	100%
2741	1.3.10.2.4.3	Validate Assessments (Pearson)	Completed	9/17/13	9/17/13	100%
2742	1.3.10.2.4.4	Assessment Scheduling (Pearson)	Completed	9/17/13	9/18/13	100%
2743	1.3.10.2.4.5	CS Reviews Forms (daily as they are setup)	Completed	9/17/13	9/17/13	100%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2744	1.3.10.2.4.6	Key Check Completed	Completed	9/17/13	9/19/13	100%
2745	1.3.10.2.5	Call Center/Support	Completed	9/19/13	9/27/13	100%
2746	1.3.10.2.5.1	Provide Call Center procedures to LEAs	Completed	9/19/13	9/19/13	100%
2747	1.3.10.2.5.2	Build/Update FAQ's	Completed	9/19/13	9/25/13	100%
2748	1.3.10.2.5.3	Activate Call Center	Completed	9/26/13	9/26/13	100%
2749	1.3.10.2.5.4	Capture and Report Lessons Learned	Completed	9/25/13	9/27/13	100%
2750	1.3.10.3	Technology	Completed	8/1/13	9/17/13	100%
2751	1.3.10.3.1	Prepare CET Data	Completed	8/1/13	9/13/13	100%
2752	1.3.10.3.1.1	Restore empty core database (Pearson)	Completed	8/1/13	8/1/13	100%
2753	1.3.10.3.1.2	Reconfigure site (Pearson)	Completed	9/3/13	9/3/13	100%
2754	1.3.10.3.1.3	FDOE collects CET 2013-14 data	Completed	9/9/13	9/10/13	100%
2755	1.3.10.3.1.4	Pilot 2 2013-14 baseline data available on CET Production (FDOE)	Completed	9/11/13	9/11/13	100%
2756	1.3.10.3.1.5	Re-populate SN with CET Production data for 2013-14 (Pearson)	Completed	9/11/13	9/11/13	100%
2757	1.3.10.3.1.6	Review baseline section data validation reports (FDOE, Pearson)	Completed	9/12/13	9/12/13	100%
2758	1.3.10.3.1.7	Remediate data validation issues (FDOE)	Completed	9/13/13	9/13/13	100%
2759	1.3.10.3.2	Prepare Schoolnet Site	Completed	9/6/13	9/17/13	100%
2760	1.3.10.3.2.1	Import Item Data from EQUELLA to Schoolnet (Pearson)	Completed	9/6/13	9/9/13	100%
2761	1.3.10.3.2.2	Encode AV Item Content - potential for long-running encoding processes (Pearson)	Completed	9/10/13	9/10/13	100%
2762	1.3.10.3.2.3	Validate item data - concentrate on 'new' item types and functionality (i.e. AV data) (Pearson)	Completed	9/11/13	9/11/13	100%
2763	1.3.10.3.2.4	FDOE provides non-teacher staff template to Pearson	Completed	9/16/13	9/16/13	100%
2764	1.3.10.3.2.5	Load non-teaching staff (Pearson)	Completed	9/16/13	9/16/13	100%
2765	1.3.10.3.2.6	Create generic Schoolnet Accounts (Pearson)	Completed	9/17/13	9/17/13	100%
2766	1.3.10.3.3	Schoolnet Site QC/Preparation	Completed	9/12/13	9/16/13	100%
2767	1.3.10.3.3.1	Validate student and roster data imported from CET	Completed	9/16/13	9/16/13	100%
2768	1.3.10.3.3.2	Refresh section data from CET (ongoing) (Pearson)	Completed	9/12/13	9/12/13	100%
2769	1.3.10.4	Administer Pilot 2	Completed	9/18/13	9/24/13	100%
2770	1.3.10.4.1	Pilot 2 Participant Window	Completed	9/18/13	9/24/13	100%
2771	1.3.10.4.2	Administer Pilot 2 - Plan Date	Completed	9/18/13	9/24/13	100%
2772	1.3.10.4.3	Send participant reminders	Completed	9/18/13	9/18/13	100%
2773	1.3.10.4.4	Send participant reminders	Completed	9/20/13	9/20/13	100%
2774	1.3.10.5	Analyze Pilot 2 Results	Completed	9/25/13	10/10/13	100%
2775	1.3.10.5.1	Analyze results of Pilot 2	Completed	9/25/13	9/26/13	100%
2776	1.3.10.5.2	Prepare remediation for Pilot 2 results	Completed	9/27/13	10/3/13	100%
2777	1.3.10.5.3	Debrief LEAs immediately following Pilot 2 (FDOE)	Completed	9/25/13	9/25/13	100%
2778	1.3.10.5.4	Provide Survey Results	Completed	10/4/13	10/10/13	100%
2779	1.3.10.5.5	Cleanup Pilot data from production	Completed	9/26/13	9/26/13	100%
2780	1.3.11	Fall Item Tryouts - Conducted Oct. 14 - Nov. 1, 2013	In Progress	7/11/13	2/3/14	22%
2781	1.3.11.1	Goals and Objectives	Not Started	10/14/13	11/8/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2782	1.3.11.1.1	Field Test Batches 1-5 Items (with the exception of AP)	Not Started	10/14/13	11/8/13	0%
2783	1.3.11.1.2	Validate CET Integration with IBTP	Not Started	10/14/13	11/8/13	0%
2784	1.3.11.1.3	Teacher/Student Integration with IBTP	Not Started	10/14/13	11/8/13	0%
2785	1.3.11.1.4	Validate LEA Technology Requirements	Not Started	10/14/13	11/8/13	0%
2786	1.3.11.1.5	Validate Quality of Training Materials	Not Started	10/14/13	11/8/13	0%
2787	1.3.11.2	Program	In Progress	7/11/13	12/16/13	39%
2788	1.3.11.2.1	Identify Participants	In Progress	7/11/13	10/15/13	56%
2789	1.3.11.2.1.1	Initial Memo to LEAs Submitted	Completed	7/11/13	7/11/13	100%
2790	1.3.11.2.1.2	Coordinate Notification Campaign for LEAs with FDOE	Completed	8/22/13	9/19/13	100%
2791	1.3.11.2.1.3	FDOE Email Districts Link Reminder (Secondary Call for Participants)	Completed	9/3/13	9/3/13	100%
2792	1.3.11.2.1.4	FDOE Email Districts Link Reminder (Final Call for Participants)	Completed	9/18/13	9/18/13	100%
2793	1.3.11.2.1.5	Provide Weekly Cvent Reports to FDOE	Not Started	8/2/13	10/15/13	0%
2794	1.3.11.2.1.6	Integrate Psychometric Input with Weekly Report Results (%)	Completed	8/2/13	9/19/13	100%
2795	1.3.11.2.1.7	Finalize Participant List	Completed	9/18/13	9/19/13	100%
2796	1.3.11.2.1.8	GO - NO GO DECISION by Commissioner	Completed	9/23/13	10/1/13	100%
2797	1.3.11.2.1.8.1	Final Counts for Participants Provided	Completed	9/23/13	9/23/13	100%
2798	1.3.11.2.1.8.2	Final Technology Readiness Factors Gathered	Completed	9/23/13	9/23/13	100%
2799	1.3.11.2.1.8.3	RTTT Program Team Briefs Commissioner	Completed	9/24/13	9/26/13	100%
2800	1.3.11.2.1.8.4	FDOE prepares/sends final Communication for LEAs	Completed	10/1/13	10/1/13	100%
2801	1.3.11.2.2	Training and Communications (Preparation)	Overdue	8/27/13	10/3/13	44%
2802	1.3.11.2.2.1	Training Scheduled	Completed	8/27/13	8/27/13	100%
2803	1.3.11.2.2.2	Confirm Instructor/Facilitator	Completed	8/28/13	8/29/13	100%
2804	1.3.11.2.2.3	Training Invitation sent to LEAs (district, schools) Participants	Completed	9/9/13	9/19/13	100%
2805	1.3.11.2.2.4	Revised Training Material to FDOE for Review	Completed	9/26/13	9/27/13	100%
2806	1.3.11.2.2.5	FDOE Reviews and Approves Training Materials	Overdue	9/30/13	10/1/13	0%
2807	1.3.11.2.2.6	Prepare Login and Information Sheets for FDOE review	Overdue	9/19/13	9/27/13	0%
2808	1.3.11.2.2.7	FDOE Reviews and Approves Login and Information Sheets (EARLIER?)	Overdue	9/19/13	9/20/13	0%
2809	1.3.11.2.2.8	Provide LEA Logins and updated communication to participating schools (including training information)	Overdue	9/25/13	10/3/13	0%
2810	1.3.11.2.3	Fall IT Orientation and Training (Execution)	In Progress	10/4/13	10/11/13	62%
2811	1.3.11.2.3.1	Deliver LEA/School IT Resources Training	Completed	10/7/13	10/10/13	100%
2812	1.3.11.2.3.1.1	LEA/School IT Resource Training Session One - Fall Item Tryouts	Completed	10/7/13	10/7/13	100%
2813	1.3.11.2.3.1.2	LEA/School IT Resource Training Session Two - Fall Item Tryouts	Completed	10/10/13	10/10/13	100%
2814	1.3.11.2.3.2	Deliver Administrators Training	Completed	10/4/13	10/7/13	100%
2815	1.3.11.2.3.3	Deliver Teacher Training	Completed	10/4/13	10/7/13	100%
2816	1.3.11.2.3.4	Deliver Scoring Training (Admins & Teachers)	Completed	10/8/13	10/9/13	100%
2817	1.3.11.2.3.5	Conduct Student Platform Training (by Teachers)	Not Started	10/7/13	10/11/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2818	1.3.11.2.4	Forms Build and Validation	Not Started	9/3/13	11/25/13	0%
2819	1.3.11.2.4.1	Completed Test Maps Provided to the Program Team	Completed	9/3/13	9/3/13	100%
2820	1.3.11.2.4.2	Assessment Creation (see Forms Development)	Not Started	11/19/13	11/19/13	0%
2821	1.3.11.2.4.3	Completed Form Assignment Matrix Provided to Program Team	Not Started	11/19/13	11/25/13	0%
2822	1.3.11.2.4.4	Assessment Scheduling (Pearson)	Not Started	11/19/13	11/25/13	0%
2823	1.3.11.2.5	Call Center/Support	Not Started	9/27/13	12/16/13	0%
2824	1.3.11.2.5.1	Provide Call Center procedures to LEAs	Not Started	10/4/13	10/11/13	0%
2825	1.3.11.2.5.2	Build/Update FAQ's	Overdue	9/27/13	9/30/13	0%
2826	1.3.11.2.5.3	Activate Call Center	Not Started	10/14/13	12/11/13	0%
2827	1.3.11.2.5.4	Capture and Report Lessons Learned	Not Started	12/12/13	12/16/13	0%
2828	1.3.11.3	Technology	In Progress	9/3/13	11/22/13	27%
2829	1.3.11.3.1	Prepare CET Data	In Progress	9/3/13	11/1/13	15%
2830	1.3.11.3.1.1	Restore empty core database (PROD OR DEV?) (Pearson)	Completed	9/3/13	9/3/13	100%
2831	1.3.11.3.1.2	Reconfigure site (Pearson)	Completed	9/4/13	9/6/13	100%
2832	1.3.11.3.1.3	FDOE collects CET 2013-14 data (rolling)	In Progress	9/9/13	10/11/13	25%
2833	1.3.11.3.1.4	Re-populate SN with CET Production data for 2013-14 (rolling) (Pearson)	Not Started	9/9/13	10/11/13	0%
2834	1.3.11.3.1.5	Remediate data validation issues (rolling) (FDOE)	Not Started	10/14/13	11/1/13	0%
2835	1.3.11.3.2	Prepare Schoolnet Site	In Progress	9/3/13	10/14/13	76%
2836	1.3.11.3.2.1	Import Item Data from EQUELLA to Schoolnet (Pearson)	Completed	9/3/13	9/9/13	100%
2837	1.3.11.3.2.2	Validate item data (rolling)	In Progress	9/10/13	10/14/13	75%
2838	1.3.11.3.2.3	FDOE provides non-teacher staff template to Pearson	Overdue	9/20/13	9/24/13	50%
2839	1.3.11.3.2.4	Pearson loads bulk upload template (IBTP)	Overdue	9/25/13	9/25/13	50%
2840	1.3.11.3.3	Schoolnet Site QC/Preparation	Not Started	10/14/13	11/22/13	0%
2841	1.3.11.3.3.1	Validate student and CET data imported from CET	Not Started	11/4/13	11/4/13	0%
2842	1.3.11.3.3.2	Refresh section data from CET (ongoing) (Pearson)	Not Started	10/14/13	11/22/13	0%
2843	1.3.11.4	Administer Fall Item Tryouts	Not Started	11/7/13	1/6/14	0%
2844	1.3.11.4.1	Administer Item Tryouts and Performance Tasks - Plan Date	Not Started	11/8/13	12/10/13	0%
2845	1.3.11.4.2	Monitor Participation and Provide Weekly Reports	Not Started	11/18/13	12/17/13	0%
2846	1.3.11.4.3	Send participant Opening Day reminders	Not Started	11/7/13	11/7/13	0%
2847	1.3.11.4.4	Send participant mid-point reminders	Not Started	11/25/13	11/25/13	0%
2848	1.3.11.4.5	Item Tryout Scoring	Not Started	11/8/13	1/6/14	0%
2849	1.3.11.4.5.1	SchoolNet Scoring (Multiple Choice)	Not Started	11/8/13	12/3/13	0%
2850	1.3.11.4.5.2	Local Scoring (Short Response)	Not Started	12/11/13	1/6/14	0%
2851	1.3.11.4.5.2.1	Districts select scoring committees	Not Started	12/11/13	12/24/13	0%
2852	1.3.11.4.5.2.2	Scoring committees complete short response scoring	Not Started	12/26/13	1/2/14	0%
2853	1.3.11.4.5.2.3	Short response scores are entered into Schoolnet	Not Started	1/3/14	1/6/14	0%
2854	1.3.11.5	Analyze Administration/Process Results	Not Started	12/4/13	2/3/14	0%
2855	1.3.11.5.1	Analyze Survey Results and Feedback	Not Started	12/4/13	12/10/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2856	1.3.11.5.2	Prepare remediation for Survey Results and Feedback	Not Started	12/11/13	12/17/13	0%
2857	1.3.11.5.3	Debrief LEAs immediately following Fall Tryouts (FDOE)	Not Started	12/13/13	12/13/13	0%
2858	1.3.11.5.4	Provide Survey Results to FDOE	Not Started	12/11/13	12/17/13	0%
2859	1.3.11.5.5	Brief Commissioner on Item Tryout Results	Not Started	12/18/13	12/18/13	0%
2860	1.3.11.5.6	Cleanup Fall Item Tryout data from production	Not Started	2/3/14	2/3/14	0%
2861	1.3.11.5.7	Deliverable Activity 34a - Fall Item Tryouts Completed and Approved by FDOE	Not Started	1/30/14	1/30/14	0%
2862	1.3.11.6	Item Statistics	Not Started	1/7/14	1/31/14	0%
2863	1.3.11.6.1	Conduct Psychometric Statistical Analysis	Not Started	1/7/14	1/29/14	0%
2864	1.3.11.6.1.1	Generate Preliminary Reports	Not Started	1/7/14	1/9/14	0%
2865	1.3.11.6.1.2	Complete Key Analysis	Not Started	1/7/14	1/8/14	0%
2866	1.3.11.6.1.3	Generate Key Report	Not Started	1/7/14	1/7/14	0%
2867	1.3.11.6.1.4	Complete TMRS Item Analysis (Classical and IRT)	Not Started	1/8/14	1/14/14	0%
2868	1.3.11.6.1.5	Internal Review of Report Analysis	Not Started	1/15/14	1/17/14	0%
2869	1.3.11.6.1.6	Internal Review of Online Reports	Not Started	1/21/14	1/22/14	0%
2870	1.3.11.6.1.7	Prepare Item Tryout Results Reports	Not Started	1/23/14	1/29/14	0%
2871	1.3.11.6.2	Provide Item Statistical Report to FDOE	Not Started	1/30/14	1/31/14	0%
2872	1.3.11.6.2.1	Provide Item Statistical Report to FDOE	Not Started	1/30/14	1/30/14	0%
2873	1.3.11.6.2.2	Review Report with FDOE	Not Started	1/30/14	1/31/14	0%
2874	1.3.12	Hard to Measure (HtM)	In Progress	7/10/12	2/10/14	29%
2875	1.3.12.1	Training	Completed	9/18/12	9/20/12	100%
2876	1.3.12.1.1	Training of FDOE in item creation and review in IBTP (i.e. this is system tng)	Completed	9/18/12	9/18/12	100%
2877	1.3.12.1.2	FDOE prepared to support HtM in IBTP	Completed	9/18/12	9/19/12	100%
2878	1.3.12.1.3	Train HtM in item creation and review in IBTP (i.e. this is system tng)	Completed	9/19/12	9/19/12	100%
2879	1.3.12.1.4	Training Complete for Hard-to-Measure personnel	Completed	9/20/12	9/20/12	100%
2880	1.3.12.2	Migration of HtM project items to IBTP (from AIR)	In Progress	7/10/12	10/30/13	3%
2881	1.3.12.2.1	Provide QTI requirements to FDOE	Completed	7/10/12	7/10/12	100%
2882	1.3.12.2.2	Review QTI requirements with AIR/FDOE	Completed	7/20/12	7/20/12	100%
2883	1.3.12.2.3	FDOE/AIR provides sample QTI files	Completed	8/6/12	8/6/12	100%
2884	1.3.12.2.4	Testing of QTI importing	Overdue	8/27/13	10/7/13	0%
2885	1.3.12.2.5	QTI process completed and ready for use for HtM items	Not Started	10/16/13	10/16/13	0%
2886	1.3.12.2.6	Formatting Items	Not Started	9/25/13	10/16/13	0%
2887	1.3.12.2.7	Formatting, Exemplars, Rubrics and Outstanding Items Rec'd from AIR	Overdue	9/18/13	10/8/13	0%
2888	1.3.12.2.8	HtM items imported into Item Bank (Equella) (This is a goal, commitment is Oct 31)	Not Started	10/17/13	10/23/13	0%
2889	1.3.12.2.9	Hard-to-Measure items moved to NWRDC Item Bank complete	Not Started	10/24/13	10/24/13	0%
2890	1.3.12.2.10	HtM Team Reviews Miami-Dade Items in Equella	Not Started	10/24/13	10/30/13	0%
2891	1.3.12.3	HtM Configuration	Completed	8/20/12	9/28/12	100%
2892	1.3.12.3.1	Requirements gathering	Completed	8/20/12	9/10/12	100%
2893	1.3.12.3.2	Schema	Completed	8/27/12	9/17/12	100%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2894	1.3.12.3.3	Collection	Completed	8/27/12	9/17/12	100%
2895	1.3.12.3.4	Advanced Search	Completed	9/4/12	9/24/12	100%
2896	1.3.12.3.5	Browse Hierarchy	Completed	9/4/12	9/24/12	100%
2897	1.3.12.3.6	Hard-to-Measure Team ready to create items in Item Bank (Equella) (This is a goal, commitment is Oct 31)	Completed	9/20/12	9/20/12	100%
2898	1.3.12.3.7	Security & Identity Management	Completed	9/10/12	9/28/12	100%
2899	1.3.12.4	HtM Item Tryouts - Conducted Nov. 4 - 22, 2013	In Progress	4/30/13	2/10/14	18%
2900	1.3.12.4.1	Goals and Objectives	Not Started	11/4/13	11/25/13	0%
2901	1.3.12.4.1.1	Test Item Tryouts Batches 1-4 Items	Not Started	11/4/13	11/25/13	0%
2902	1.3.12.4.1.2	Validate CET Integration with IBTP/HtM	Not Started	11/4/13	11/25/13	0%
2903	1.3.12.4.1.3	Teacher/Student Integration with IBTP/HtM	Not Started	11/4/13	11/25/13	0%
2904	1.3.12.4.1.4	Validate LEA Technology Requirements for HtM	Not Started	11/4/13	11/25/13	0%
2905	1.3.12.4.1.4.1	Audio Capture	Not Started	11/4/13	11/25/13	0%
2906	1.3.12.4.1.4.2	Video Capture	Not Started	11/4/13	11/25/13	0%
2907	1.3.12.4.1.5	Validate Quality of Training Materials	Not Started	11/4/13	11/25/13	0%
2908	1.3.12.4.1.6	Validate Scoring	Not Started	11/4/13	11/25/13	0%
2909	1.3.12.4.2	Program	Not Started	10/18/13	10/21/13	0%
2910	1.3.12.4.2.1	Identify HtM Participants	Not Started	10/18/13	10/21/13	0%
2911	1.3.12.4.2.1.1	Initial Memo to HtM LEA Leads Submitted	Not Started	10/18/13	10/18/13	0%
2912	1.3.12.4.2.1.2	Finalize Participant List	Not Started	10/18/13	10/18/13	0%
2913	1.3.12.4.2.1.3	GO - NO GO DECISION by Commissioner	Not Started	10/18/13	10/21/13	0%
2914	1.3.12.4.2.1.3.1	Final Counts for Participants Provided	Not Started	10/18/13	10/18/13	0%
2915	1.3.12.4.2.1.3.2	Final Technology Readiness Factors Gathered	Not Started	10/18/13	10/18/13	0%
2916	1.3.12.4.2.1.3.3	RTTT Program Team Briefs Commissioner	Not Started	10/18/13	10/18/13	0%
2917	1.3.12.4.2.1.3.4	FDOE prepares/sends final Communication for LEAs	Not Started	10/21/13	10/21/13	0%
2918	1.3.12.4.3	HtM Training	In Progress	4/30/13	12/3/13	42%
2919	1.3.12.4.3.1	Create & Deliver HtM Training Materials to FDOE	Overdue	4/30/13	7/9/13	44%
2920	1.3.12.4.3.1.1	Powerpoints	Completed	6/24/13	7/8/13	100%
2921	1.3.12.4.3.1.1.1	Design Powerpoint slide-deck for LEA Administrators	Completed	6/24/13	6/28/13	100%
2922	1.3.12.4.3.1.1.2	FDOE quality review of Powerpoint for LEA Administrators	Completed	7/1/13	7/8/13	100%
2923	1.3.12.4.3.1.1.3	Design Powerpoint slide-deck for LEA Classroom Teachers	Completed	6/24/13	6/28/13	100%
2924	1.3.12.4.3.1.1.4	FDOE quality review of Powerpoint for LEA Classroom Teachers	Completed	7/1/13	7/1/13	100%
2925	1.3.12.4.3.1.2	Job Aids	Completed	6/24/13	7/1/13	100%
2926	1.3.12.4.3.1.2.1	Design Job Aid materials to assist Teachers	Completed	6/24/13	6/28/13	100%
2927	1.3.12.4.3.1.2.2	FDOE quality review of Job Aid to assist Teachers	Completed	7/1/13	7/1/13	100%
2928	1.3.12.4.3.1.2.3	Design Job Aid materials to assist Students	Completed	6/24/13	6/28/13	100%
2929	1.3.12.4.3.1.2.4	FDOE quality review of Job Aid to assist Teachers	Completed	7/1/13	7/1/13	100%
2930	1.3.12.4.3.1.3	Training Calendar	Overdue	4/30/13	6/3/13	26%
2931	1.3.12.4.3.1.3.1	Identify schedule of dates - times - resources for LEA Administrator training	Overdue	4/30/13	5/31/13	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2932	1.3.12.4.3.1.3.2	Identify schedule of dates-times-resources for LEA Classroom Teacher training	Overdue	4/30/13	5/31/13	50%
2933	1.3.12.4.3.1.3.3	FDOE Review Feedback Due	Overdue	6/3/13	6/3/13	50%
2934	1.3.12.4.3.1.4	Pearson Revision and Final Delivery	Overdue	7/2/13	7/9/13	0%
2935	1.3.12.4.3.1.4.1	Roll-out Training agenda	Overdue	7/2/13	7/2/13	0%
2936	1.3.12.4.3.1.4.2	Roll-out Powerpoint for LEA Administrators	Overdue	7/2/13	7/5/13	0%
2937	1.3.12.4.3.1.4.3	Roll-out Powerpoint for LEA Classroom Teachers	Overdue	7/2/13	7/9/13	0%
2938	1.3.12.4.3.1.4.4	Roll-out Job Aids for Teachers	Overdue	7/2/13	7/5/13	0%
2939	1.3.12.4.3.1.4.5	Roll-out Job Aids for Students	Overdue	7/2/13	7/9/13	0%
2940	1.3.12.4.3.2	Training Communications for LEAs (Preparation)	In Progress	7/2/13	10/22/13	97%
2941	1.3.12.4.3.2.1	Training Scheduled	Completed	9/16/13	9/16/13	100%
2942	1.3.12.4.3.2.2	Confirm Instructor/Facilitator	Completed	9/17/13	9/17/13	100%
2943	1.3.12.4.3.2.3	Training Invitation sent to LEAs (district, schools) Participants	Completed	9/18/13	9/20/13	100%
2944	1.3.12.4.3.2.4	Revised Training Material to FDOE for Review	Completed	7/2/13	7/23/13	100%
2945	1.3.12.4.3.2.5	FDOE Reviews and Approves Training Materials	Completed	7/24/13	8/6/13	100%
2946	1.3.12.4.3.2.6	Prepare Login and Information Sheets for FDOE review	Completed	7/24/13	7/30/13	100%
2947	1.3.12.4.3.2.7	FDOE Reviews and Approves Login and Information Sheets	Completed	7/31/13	8/1/13	100%
2948	1.3.12.4.3.2.8	Provide LEA Logins and updated communication to participating schools	Not Started	10/22/13	10/22/13	0%
2949	1.3.12.4.3.3	HtM Orientation and Training for LEAs (Execution)	Not Started	10/22/13	11/6/13	0%
2950	1.3.12.4.3.3.1	Instructions Details Provided to LEA/Schools	Not Started	10/22/13	10/22/13	0%
2951	1.3.12.4.3.3.2	Deliver LEA/School IT Resources Training	Not Started	10/23/13	10/24/13	0%
2952	1.3.12.4.3.3.3	Deliver Administrators Training	Not Started	10/25/13	10/28/13	0%
2953	1.3.12.4.3.3.4	Deliver Teacher Training	Not Started	10/29/13	10/30/13	0%
2954	1.3.12.4.3.3.5	Deliver Scoring Training (Admins & Teachers)	Not Started	10/31/13	11/1/13	0%
2955	1.3.12.4.3.3.6	Conduct Student Platform Training (by Teachers)	Not Started	10/31/13	11/6/13	0%
2956	1.3.12.4.3.4	Forms Build and Validation	Not Started	10/24/13	11/7/13	0%
2957	1.3.12.4.3.4.1	Completed Test Maps Provided FDOE	Not Started	10/24/13	10/30/13	0%
2958	1.3.12.4.3.4.2	Assessment Creation by FDOE	Not Started	10/31/13	11/5/13	0%
2959	1.3.12.4.3.4.3	Assessment Scheduling by FDOE	Not Started	11/6/13	11/7/13	0%
2960	1.3.12.4.3.5	Call Center/Support	Not Started	10/17/13	12/3/13	0%
2961	1.3.12.4.3.5.1	Provide Call Center procedures to LEAs	Not Started	10/17/13	10/17/13	0%
2962	1.3.12.4.3.5.2	Build/Update FAQ's - FDOE	Not Started	10/18/13	10/21/13	0%
2963	1.3.12.4.3.5.3	Activate Call Center	Not Started	10/22/13	11/26/13	0%
2964	1.3.12.4.3.5.4	Capture and Report Lessons Learned	Not Started	11/27/13	12/3/13	0%
2965	1.3.12.4.4	Technology	Not Started	10/4/13	11/14/13	0%
2966	1.3.12.4.4.1	Prepare CET Data	Not Started	10/22/13	11/1/13	0%
2967	1.3.12.4.4.1.1	FDOE collects CET 2013-14 data (on-going)	Not Started	10/22/13	10/22/13	0%
2968	1.3.12.4.4.1.2	New HtM LEAs Training on CET (FDOE)	Not Started	10/25/13	10/25/13	0%
2969	1.3.12.4.4.1.3	New HtM LEAs Populate Enrollment Data to CET	Not Started	10/28/13	10/30/13	0%
2970	1.3.12.4.4.1.4	HtM Tryout data available on CET Production (FDOE)	Not Started	10/31/13	11/1/13	0%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
2971	1.3.12.4.4.2	Prepare Schoolnet Site	Not Started	10/4/13	11/14/13	0%
2972	1.3.12.4.4.2.1	Import HtM Data from EQUELLA to Schoolnet (Pearson)	Overdue	10/4/13	10/7/13	0%
2973	1.3.12.4.4.2.2	Validate item data	Overdue	10/8/13	10/8/13	0%
2974	1.3.12.4.4.2.3	FDOE provides non-teacher staff template to Pearson	Not Started	10/28/13	11/12/13	0%
2975	1.3.12.4.4.2.4	Pearson loads bulk upload template (HtM)	Not Started	11/13/13	11/13/13	0%
2976	1.3.12.4.4.2.5	Generate Schoolnet Accounts	Not Started	11/14/13	11/14/13	0%
2977	1.3.12.4.5	Administer HtM Item Tryouts	Not Started	11/1/13	12/30/13	0%
2978	1.3.12.4.5.1	Send participant Opening Day reminders	Not Started	11/1/13	11/1/13	0%
2979	1.3.12.4.5.2	Administer HtM Tryouts and Performing Arts - Plan Date	Not Started	11/4/13	11/25/13	0%
2980	1.3.12.4.5.3	Administer HtM Tryouts and Performing Arts - Tracking Date	Not Started	11/8/13	12/3/13	0%
2981	1.3.12.4.5.4	Send participant Mid-point reminders	Not Started	11/15/13	11/15/13	0%
2982	1.3.12.4.5.5	Monitor Participation and Provide Weekly Reports	Not Started	11/15/13	12/9/13	0%
2983	1.3.12.4.5.6	HtM Tryout Scoring	Not Started	11/8/13	12/30/13	0%
2984	1.3.12.4.5.6.1	SchoolNet Scoring (Multiple Choice)	Not Started	11/8/13	12/2/13	0%
2985	1.3.12.4.5.6.2	HtM Project Level Scoring (Short Response)	Not Started	12/2/13	12/30/13	0%
2986	1.3.12.4.6	Analyze Administration/Process Results	Not Started	1/6/14	1/17/14	0%
2987	1.3.12.4.6.1	Analyze Survey Results and Feedback	Not Started	1/6/14	1/7/14	0%
2988	1.3.12.4.6.2	Prepare remediation for Survey Results and Feedback	Not Started	1/8/14	1/9/14	0%
2989	1.3.12.4.6.3	HtM Leads Submit Report to FLDOE	Not Started	1/10/14	1/10/14	0%
2990	1.3.12.4.6.4	Debrief HtM LEAs immediately following HtM Tryouts (FDOE)	Not Started	1/13/14	1/15/14	0%
2991	1.3.12.4.6.5	Brief Commissioner on HtM Tryout Results	Not Started	1/16/14	1/16/14	0%
2992	1.3.12.4.6.6	HtM Tryouts Completed and Approved by FDOE	Not Started	1/17/14	1/17/14	0%
2993	1.3.12.4.7	Item Statistics	Not Started	1/15/14	2/10/14	0%
2994	1.3.12.4.7.1	Conduct Psychometric Statistical Analysis (Resource?)	Not Started	1/15/14	2/10/14	0%
2995	1.3.12.4.7.1.1	Generate Preliminary Reports	Not Started	1/15/14	1/17/14	0%
2996	1.3.12.4.7.1.2	Complete Key Analysis	Not Started	1/21/14	1/22/14	0%
2997	1.3.12.4.7.1.3	Generate Key Report	Not Started	1/21/14	1/21/14	0%
2998	1.3.12.4.7.1.4	Internal Review of Report Analysis	Not Started	1/28/14	1/30/14	0%
2999	1.3.12.4.7.1.5	Internal Review of Online Reports	Not Started	1/31/14	2/3/14	0%
3000	1.3.12.4.7.1.6	Prepare Item Tryout Results Reports	Not Started	2/4/14	2/10/14	0%
3001	1.3.13	Spring Item Tryouts - Grades 9-12	Not Started	11/18/13	5/1/14	0%
3002	1.3.13.1	Goals and Objectives	Not Started	3/10/14	3/28/14	0%
3003	1.3.13.1.1	Field Test Batches 6-9 Items	Not Started	3/10/14	3/28/14	0%
3004	1.3.13.1.2	Validate CET Integration with IBTP	Not Started	3/10/14	3/28/14	0%
3005	1.3.13.1.3	Teacher/Student Integration with IBTP	Not Started	3/10/14	3/28/14	0%
3006	1.3.13.1.4	Validate Form Development (Identify select audience to include district and teachers)	Not Started	3/10/14	3/28/14	0%
3007	1.3.13.1.5	Validate LEA Technology Requirements	Not Started	3/10/14	3/28/14	0%
3008	1.3.13.1.6	Validate Quality of Training Materials	Not Started	3/10/14	3/28/14	0%
3009	1.3.13.1.7	Validate Access Points 9-12 (Batches 1-9)	Not Started	3/10/14	3/28/14	0%
3010	1.3.13.2	Program	Not Started	11/18/13	4/2/14	0%

## **Project Tasks**

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
3011	1.3.13.2.1	Identify Participants	Not Started	11/18/13	2/18/14	0%
3012	1.3.13.2.1.1	Initial Memo to LEAs Submitted	Not Started	11/18/13	11/18/13	0%
3013	1.3.13.2.1.2	Coordinate Notification Campaign for LEAs with FDOE	Not Started	11/19/13	1/27/14	0%
3014	1.3.13.2.1.3	Email Districts Cvent Link Reminder (Secondary Call for Participants)	Not Started	1/13/14	1/13/14	0%
3015	1.3.13.2.1.4	Email Districts Cvent Link Reminder (Final Call for Participants)	Not Started	1/24/14	1/24/14	0%
3016	1.3.13.2.1.5	Provide Weekly Cvent Reports to FDOE	Not Started	11/19/13	2/3/14	0%
3017	1.3.13.2.1.6	Integrate Psychometric Input with Weekly Report Results (%)	Not Started	11/19/13	2/3/14	0%
3018	1.3.13.2.1.7	Finalize Participant List	Not Started	2/4/14	2/5/14	0%
3019	1.3.13.2.1.8	GO - NO GO DECISION by Commissioner	Not Started	2/7/14	2/18/14	0%
3020	1.3.13.2.1.8.1	Final Counts for Participants Provided	Not Started	2/7/14	2/7/14	0%
3021	1.3.13.2.1.8.2	Final Technology Readiness Factors Gathered	Not Started	2/7/14	2/7/14	0%
3022	1.3.13.2.1.8.3	RTTT Program Team Briefs Commissioner	Not Started	2/10/14	2/11/14	0%
3023	1.3.13.2.1.8.4	FDOE prepares/sends final Communication for LEAs	Not Started	2/12/14	2/18/14	0%
3024	1.3.13.2.2	Training and Communications (Preparation)	Not Started	1/28/14	3/13/14	0%
3025	1.3.13.2.2.1	Training Scheduled	Not Started	1/30/14	2/5/14	0%
3026	1.3.13.2.2.2	Confirm Instructor/Facilitator	Not Started	2/6/14	2/12/14	0%
3027	1.3.13.2.2.3	Training Invitation sent to LEAs (district, schools) Participants	Not Started	2/19/14	2/20/14	0%
3028	1.3.13.2.2.4	Revised Training Material to FDOE for Review	Not Started	1/28/14	2/10/14	0%
3029	1.3.13.2.2.5	FDOE Reviews and Approves Training Materials	Not Started	2/11/14	2/19/14	0%
3030	1.3.13.2.2.6	Prepare Login and Information Sheets for FDOE review	Not Started	2/5/14	2/11/14	0%
3031	1.3.13.2.2.7	FDOE Reviews and Approves Login and Information Sheets	Not Started	2/12/14	2/13/14	0%
3032	1.3.13.2.2.8	Provide LEA Logins and updated communication to participating schools (including training information)	Not Started	2/14/14	2/24/14	0%
3033	1.3.13.2.2.9	Provide Technology Specs to District Technical Coordinator	Not Started	3/13/14	3/13/14	0%
3034	1.3.13.2.3	Grades 9-12 Item Tryout Orientation and Training (Execution)	Not Started	3/3/14	3/12/14	0%
3035	1.3.13.2.3.1	Deliver LEA/School IT Resources Training	Not Started	3/3/14	3/4/14	0%
3036	1.3.13.2.3.2	Deliver Administrators Training (to include creating a form in Sn)	Not Started	3/3/14	3/4/14	0%
3037	1.3.13.2.3.3	Deliver Teacher Training (to include creating a form in Sn)	Not Started	3/5/14	3/6/14	0%
3038	1.3.13.2.3.4	Deliver Scoring Training (Admins & Teachers)	Not Started	3/6/14	3/7/14	0%
3039	1.3.13.2.3.5	Conduct Student Platform Training (by Teachers)	Not Started	3/6/14	3/12/14	0%
3040	1.3.13.2.4	Forms Build and Validation	Not Started	2/3/14	3/11/14	0%
3041	1.3.13.2.4.1	Completed Test Maps Provided to the Program Team	Not Started	2/3/14	2/3/14	0%
3042	1.3.13.2.4.2	Assessment Creation (see Forms Development)	Not Started	2/26/14	2/26/14	0%
3043	1.3.13.2.4.3	Completed Form Assignment Matrix Provided to Program Team	Not Started	2/6/14	2/12/14	0%
3044	1.3.13.2.4.4	Assessment Scheduling (Pearson)	Not Started	3/5/14	3/11/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
3045	1.3.13.2.5	Call Center/Support - Pearson	Not Started	3/3/14	4/2/14	0%
3046	1.3.13.2.5.1	Build/Update FAQ's	Not Started	3/3/14	3/4/14	0%
3047	1.3.13.2.5.2	Activate Call Center	Not Started	3/5/14	3/28/14	0%
3048	1.3.13.2.5.3	Capture and Report Lessons Learned	Not Started	3/31/14	4/2/14	0%
3049	1.3.13.3	Technology	Not Started	1/2/14	3/26/14	0%
3050	1.3.13.3.1	Prepare CET Data	Not Started	1/2/14	3/26/14	0%
3051	1.3.13.3.1.1	Restore empty core database (PROD OR DEV?) (Pearson)	Not Started	1/2/14	1/8/14	0%
3052	1.3.13.3.1.2	Reconfigure site (Pearson)	Not Started	1/9/14	1/13/14	0%
3053	1.3.13.3.1.3	FDOE collects initial CET 2013-14 data	Not Started	2/19/14	3/4/14	0%
3054	1.3.13.3.1.4	Re-populate SN with CET Production data for 2013-14 (Pearson)	Not Started	1/14/14	1/14/14	0%
3055	1.3.13.3.1.5	Remediate data validation issues (FDOE)	Not Started	1/14/14	3/26/14	0%
3056	1.3.13.3.2	Prepare Schoolnet Site	Not Started	1/14/14	2/17/14	0%
3057	1.3.13.3.2.1	Import Item Data from EQUELLA to Schoolnet (Pearson)	Not Started	1/14/14	1/21/14	0%
3058	1.3.13.3.2.2	Validate item data	Not Started	1/22/14	1/28/14	0%
3059	1.3.13.3.2.3	FDOE provides non-teacher staff template to Pearson	Not Started	2/6/14	2/12/14	0%
3060	1.3.13.3.2.4	Pearson loads bulk upload template (IBTP)	Not Started	2/13/14	2/17/14	0%
3061	1.3.13.3.3	Schoolnet Site QC/Preparation	Not Started	1/14/14	3/11/14	0%
3062	1.3.13.3.3.1	Validate student and CET data imported from CET	Not Started	3/3/14	3/5/14	0%
3063	1.3.13.3.3.2	Refresh section data from CET (ongoing) (Pearson)	Not Started	1/14/14	3/11/14	0%
3064	1.3.13.4	Administer Grades 9-12 Item Tryouts	Not Started	2/17/14	4/11/14	0%
3065	1.3.13.4.1	Administer Item Tryouts - Plan Date	Not Started	3/10/14	3/28/14	0%
3066	1.3.13.4.2	Administer Item Tryouts - Performance Task window	Not Started	3/10/14	3/28/14	0%
3067	1.3.13.4.3	Monitor Participation and Provide Weekly Reports	Not Started	3/17/14	4/11/14	0%
3068	1.3.13.4.4	Send participant Opening Day reminders	Not Started	3/7/14	3/7/14	0%
3069	1.3.13.4.5	Send participant mid-point reminders	Not Started	3/17/14	3/17/14	0%
3070	1.3.13.4.6	Item Tryout Scoring	Not Started	2/17/14	4/4/14	0%
3071	1.3.13.4.6.1	SchoolNet Scoring (Multiple Choice)	Not Started	3/17/14	3/28/14	0%
3072	1.3.13.4.6.2	Local Scoring (Short Response)	Not Started	2/17/14	4/4/14	0%
3073	1.3.13.4.6.2.1	Districts select scoring committees	Not Started	2/17/14	2/28/14	0%
3074	1.3.13.4.6.2.2	Scoring committees complete short response scoring	Not Started	3/3/14	3/7/14	0%
3075	1.3.13.4.6.2.3	Short response scores are entered into Schoolnet	Not Started	3/18/14	4/4/14	0%
3076	1.3.13.5	Analyze Administration/Process Results	Not Started	4/2/14	4/14/14	0%
3077	1.3.13.5.1	Analyze Survey Results and Feedback	Not Started	4/7/14	4/9/14	0%
3078	1.3.13.5.2	Prepare remediation for Survey Results and Feedback	Not Started	4/10/14	4/14/14	0%
3079	1.3.13.5.3	Debrief LEAs immediately following Fall Tryouts (FDOE)	Not Started	4/2/14	4/2/14	0%
3080	1.3.13.5.4	Provide Survey Results to FDOE	Not Started	4/10/14	4/14/14	0%
3081	1.3.13.5.5	Brief Commissioner on Item Tryout Results	Not Started	4/7/14	4/7/14	0%
3082	1.3.13.6	Item Statistics	Not Started	4/7/14	5/1/14	0%
3083	1.3.13.6.1	Conduct Psychometric Statistical Analysis	Not Started	4/7/14	4/28/14	0%
3084	1.3.13.6.1.1	Generate Preliminary Reports	Not Started	4/7/14	4/9/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
3085	1.3.13.6.1.2	Complete Key Analysis	Not Started	4/7/14	4/8/14	0%
3086	1.3.13.6.1.3	Generate Key Report	Not Started	4/7/14	4/7/14	0%
3087	1.3.13.6.1.4	Complete TMRS Item Analysis (Classical and IRT)	Not Started	4/8/14	4/14/14	0%
3088	1.3.13.6.1.5	Internal Review of Report Analysis	Not Started	4/15/14	4/17/14	0%
3089	1.3.13.6.1.6	Internal Review of Online Reports	Not Started	4/18/14	4/21/14	0%
3090	1.3.13.6.1.7	Prepare Item Tryout Results Reports	Not Started	4/22/14	4/28/14	0%
3091	1.3.13.6.2	Provide Item Statistical Report to FDOE	Not Started	4/29/14	5/1/14	0%
3092	1.3.13.6.2.1	Provide Item Statistical Report to FDOE	Not Started	4/29/14	4/29/14	0%
3093	1.3.13.6.2.2	Review Report with FDOE	Not Started	4/30/14	5/1/14	0%
3094	1.3.13.6.3	Deliverable Activity 34a - 9-12 Item Tryouts Completed and Approved by FDOE	Not Started	5/1/14	5/1/14	0%
3095	1.3.14	Integrated System Test (Phase 6)	Not Started	12/2/13	4/8/14	0%
3096	1.3.14.1	Goals	Not Started	3/10/14	4/3/14	0%
3097	1.3.14.1.1	Validate all systems/subsystems operate collaboratively (IBTP, SSO, CET)	Not Started	3/10/14	4/3/14	0%
3098	1.3.14.1.2	Validate security	Not Started	3/10/14	4/3/14	0%
3099	1.3.14.1.3	Validate functional performance to include Load	Not Started	3/10/14	4/3/14	0%
3100	1.3.14.1.4	Validate data migration	Not Started	3/10/14	4/3/14	0%
3101	1.3.14.1.5	Validate report generation	Not Started	3/10/14	4/3/14	0%
3102	1.3.14.2	Prep for IST	Not Started	12/2/13	4/8/14	0%
3103	1.3.14.2.1	Map out Test Sequence	Not Started	1/6/14	1/10/14	0%
3104	1.3.14.2.2	Develop scenario formats	Not Started	1/13/14	1/15/14	0%
3105	1.3.14.2.3	Assign Test scenarios	Not Started	1/16/14	1/17/14	0%
3106	1.3.14.2.4	Write Test Scenarios	Not Started	1/21/14	3/3/14	0%
3107	1.3.14.2.5	Validate Test Scripts and Sequence	Not Started	3/4/14	3/6/14	0%
3108	1.3.14.2.6	Build Final Test Plan	Not Started	3/7/14	3/13/14	0%
3109	1.3.14.2.7	Test environment setup	Not Started	1/2/14	1/21/14	0%
3110	1.3.14.2.7.1	Build PROD, TEST, DEV to match	Not Started	1/2/14	1/8/14	0%
3111	1.3.14.2.7.2	Validate Test matches PROD environment	Not Started	1/9/14	1/10/14	0%
3112	1.3.14.2.7.3	Validate System Admin Setup	Not Started	1/13/14	1/14/14	0%
3113	1.3.14.2.7.4	Validate roles and security	Not Started	1/15/14	1/21/14	0%
3114	1.3.14.2.8	Determine outside resource requirements	Not Started	1/21/14	2/3/14	0%
3115	1.3.14.2.8.1	SSO integration and support	Not Started	1/21/14	1/21/14	0%
3116	1.3.14.2.8.2	CET Support for IST	Not Started	1/21/14	1/21/14	0%
3117	1.3.14.2.8.3	LEA support for IST	Not Started	1/21/14	1/23/14	0%
3118	1.3.14.2.8.4	IST Pearson Support	Not Started	1/21/14	2/3/14	0%
3119	1.3.14.2.9	GO - NO GO Decision for IST	Not Started	3/4/14	3/4/14	0%
3120	1.3.14.2.10	Coordinate Load Runner Activities for Load Testing	Not Started	12/2/13	3/10/14	0%
3121	1.3.14.2.10.1	PO for Load Runner is Complete	Not Started	12/2/13	1/10/14	0%
3122	1.3.14.2.10.2	Coordinate joint meeting on Load Runner for IST	Not Started	1/13/14	1/17/14	0%
3123	1.3.14.2.10.3	Develop test scripts for loas testing	Not Started	1/21/14	3/10/14	0%
3124	1.3.14.2.11	Execute IST	Not Started	3/3/14	4/4/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
3125	1.3.14.2.11.1	Test Environment is set up for phase 1 of IST	Not Started	3/3/14	3/7/14	0%
3126	1.3.14.2.11.2	IST Testing begins	Not Started	3/10/14	3/10/14	0%
3127	1.3.14.2.11.3	Production Environment is set for phase 2 of IST Load testing	Not Started	3/31/14	3/31/14	0%
3128	1.3.14.2.11.4	IST Phase 2 Load Testing begins	Not Started	4/1/14	4/3/14	0%
3129	1.3.14.2.11.5	IST Complete	Not Started	4/4/14	4/4/14	0%
3130	1.3.14.2.12	Lessons Learned	Not Started	4/4/14	4/8/14	0%
3131	1.3.14.2.13	Apply Updates and Changes for UAT	Not Started	4/4/14	4/4/14	0%
3132	1.3.15	User Acceptance Test	Not Started	1/13/14	5/12/14	0%
3133	1.3.15.1	Goals	Not Started	4/7/14	4/15/14	0%
3134	1.3.15.1.1	Obtain User Acceptance for IBTP, SSO, CET	Not Started	4/7/14	4/15/14	0%
3135	1.3.15.1.2	Approve security	Not Started	4/7/14	4/15/14	0%
3136	1.3.15.1.3	Approve functional performance	Not Started	4/7/14	4/15/14	0%
3137	1.3.15.1.4	Approve data migration	Not Started	4/7/14	4/15/14	0%
3138	1.3.15.1.5	Approve report generation	Not Started	4/7/14	4/15/14	0%
3139	1.3.15.2	Validate Schoolnet performance	Not Started	4/4/14	5/12/14	0%
3140	1.3.15.2.1	Identify performance test requirements	Not Started	4/4/14	4/14/14	0%
3141	1.3.15.2.2	Develop performance test scripts	Not Started	4/15/14	4/23/14	0%
3142	1.3.15.2.3	Complete Pearson system performance and load testing	Not Started	4/24/14	4/30/14	0%
3143	1.3.15.2.4	Complete remediation plan	Not Started	5/1/14	5/9/14	0%
3144	1.3.15.2.5	Provide Pearson system performance testing results to FDOE	Not Started	5/12/14	5/12/14	0%
3145	1.3.15.3	Support IBTP user acceptance testing	Not Started	2/17/14	3/26/14	0%
3146	1.3.15.3.1	Determine Roles and Responsibilities	Not Started	2/17/14	2/21/14	0%
3147	1.3.15.3.2	Define Requirements	Not Started	2/24/14	2/28/14	0%
3148	1.3.15.3.3	Plan for Pearson Support	Not Started	3/3/14	3/3/14	0%
3149	1.3.15.3.4	Define Test Cases	Not Started	3/4/14	3/12/14	0%
3150	1.3.15.3.5	FDOE Completes UAT prep	Not Started	3/13/14	3/19/14	0%
3151	1.3.15.3.6	Perform Online M/C testing simulation	Not Started	3/13/14	3/19/14	0%
3152	1.3.15.3.7	Perform user functionality testing and approve	Not Started	3/20/14	3/26/14	0%
3153	1.3.15.3.8	Milestone - Schoolnet System Ready for Tryouts	Not Started	3/26/14	3/26/14	0%
3154	1.3.15.4	Prep for UAT (Ensure no impact to Scoring Data)	Not Started	1/13/14	3/28/14	0%
3155	1.3.15.4.1	UAT Scripts	Not Started	1/13/14	3/28/14	0%
3156	1.3.15.4.1.1	Map out Test Script Sequence	Not Started	1/13/14	1/15/14	0%
3157	1.3.15.4.1.2	Develop scenario formats	Not Started	1/13/14	1/15/14	0%
3158	1.3.15.4.1.3	Assign Test scenarios	Not Started	1/16/14	1/17/14	0%
3159	1.3.15.4.1.4	Write Test Scenarios	Not Started	1/21/14	3/24/14	0%
3160	1.3.15.4.1.5	Validate Test Scripts and Sequence	Not Started	3/25/14	3/28/14	0%
3161	1.3.15.4.2	PROD Environment Setup for UAT	Not Started	3/28/14	3/28/14	0%
3162	1.3.15.4.2.1	Setup PROD for UAT	Not Started	3/28/14	3/28/14	0%
3163	1.3.15.4.2.2	Validate System Admin Setup	Not Started	3/28/14	3/28/14	0%
3164	1.3.15.4.2.3	Validate roles and security	Not Started	3/28/14	3/28/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
3165	1.3.15.4.2.4	Migrate CET Data	Not Started	3/28/14	3/28/14	0%
3166	1.3.15.4.3	Determine UAT Resource Requirements	Not Started	1/31/14	2/3/14	0%
3167	1.3.15.4.3.1	FDOE Leadership	Not Started	1/31/14	2/3/14	0%
3168	1.3.15.4.3.2	FDOE K-12	Not Started	1/31/14	2/3/14	0%
3169	1.3.15.4.3.3	FDOE ARM	Not Started	1/31/14	2/3/14	0%
3170	1.3.15.4.3.4	LEAs	Not Started	1/31/14	2/3/14	0%
3171	1.3.15.4.3.5	Pearson Team	Not Started	1/31/14	2/3/14	0%
3172	1.3.15.5	Conduct UAT GO LIVE PREP	Not Started	3/3/14	3/28/14	0%
3173	1.3.15.6	GO - NO GO Decision for UAT	Not Started	4/1/14	4/1/14	0%
3174	1.3.15.7	Execute UAT	Not Started	4/7/14	4/18/14	0%
3175	1.3.15.8	Lessons Learned	Not Started	4/21/14	4/24/14	0%
3176	1.3.15.9	Apply Updates and Changes to IBTP	Not Started	4/21/14	4/25/14	0%
3177	1.4	Spring Item Tryouts - Grades K-8	Not Started	1/10/14	7/2/14	0%
3178	1.4.1	Goals and Objectives	Not Started	5/12/14	5/23/14	0%
3179	1.4.1.1	Field Test Batches 6-9 Items	Not Started	5/12/14	5/23/14	0%
3180	1.4.1.2	Validate CET Integration with IBTP	Not Started	5/12/14	5/23/14	0%
3181	1.4.1.3	Teacher/Student Integration with IBTP	Not Started	5/12/14	5/23/14	0%
3182	1.4.1.4	Validate Form Development (Identify select audience to include district and teachers)	Not Started	5/12/14	5/23/14	0%
3183	1.4.1.5	Validate LEA Technology Requirements	Not Started	5/12/14	5/23/14	0%
3184	1.4.1.6	Validate Quality of Training Materials	Not Started	5/12/14	5/23/14	0%
3185	1.4.1.7	Validate Access Points K-8	Not Started	5/12/14	5/23/14	0%
3186	1.4.2	Program K8 Tryouts	Not Started	1/10/14	6/23/14	0%
3187	1.4.2.1	Identify Participants	Not Started	1/10/14	4/17/14	0%
3188	1.4.2.1.1	Initial Memo to LEAs Submitted	Not Started	1/10/14	1/10/14	0%
3189	1.4.2.1.2	Coordinate Notification Campaign for LEAs with FDOE	Not Started	1/13/14	2/24/14	0%
3190	1.4.2.1.3	Email Districts Cvent Link Reminder (Secondary Call for Participants)	Not Started	2/11/14	2/11/14	0%
3191	1.4.2.1.4	Email Districts Cvent Link Reminder (Final Call for Participants)	Not Started	2/21/14	2/21/14	0%
3192	1.4.2.1.5	Provide Weekly Cvent Reports to FDOE	Not Started	1/13/14	3/3/14	0%
3193	1.4.2.1.6	Integrate Psychometric Input with Weekly Report Results (%)	Not Started	1/13/14	3/3/14	0%
3194	1.4.2.1.7	Finalize Participant List	Not Started	3/4/14	3/5/14	0%
3195	1.4.2.1.8	GO - NO GO DECISION by Commissioner	Not Started	4/11/14	4/17/14	0%
3196	1.4.2.1.8.1	Final Counts for Participants Provided	Not Started	4/11/14	4/11/14	0%
3197	1.4.2.1.8.2	Final Technology Readiness Factors Gathered	Not Started	4/11/14	4/11/14	0%
3198	1.4.2.1.8.3	RTTT Program Team Briefs Commissioner	Not Started	4/14/14	4/15/14	0%
3199	1.4.2.1.8.4	FDOE prepares/sends final Communication for LEAs	Not Started	4/16/14	4/17/14	0%
3200	1.4.2.2	Training and Communications (Preparation)	Not Started	3/3/14	5/5/14	0%
3201	1.4.2.2.1	Training Scheduled	Not Started	3/6/14	3/6/14	0%
3202	1.4.2.2.2	Confirm Instructor/Facilitator	Not Started	4/16/14	4/17/14	0%
3203	1.4.2.2.3	Training Invitation sent to LEAs (district, schools)	Not Started	3/7/14	3/10/14	0%



## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
		Participants				
3204	1.4.2.2.4	Revised Training Material to FDOE for Review	Not Started	3/3/14	3/14/14	0%
3205	1.4.2.2.5	FDOE Reviews and Approves Training Materials	Not Started	3/17/14	3/21/14	0%
3206	1.4.2.2.6	Prepare Login and Information Sheets for FDOE review	Not Started	3/3/14	3/11/14	0%
3207	1.4.2.2.7	FDOE Reviews and Approves Login and Information Sheets (EARLIER?)	Not Started	3/3/14	3/4/14	0%
3208	1.4.2.2.8	Provide LEA Logins and updated communication to participating schools (including training information)	Not Started	4/25/14	5/5/14	0%
3209	1.4.2.3	K-8 Orientation and Training (Execution)	Not Started	5/5/14	6/23/14	0%
3210	1.4.2.3.1	Deliver LEA/School IT Resources Training (1 tng per wk)	Not Started	5/12/14	6/16/14	0%
3211	1.4.2.3.2	Deliver Administrators Training (1 tng per wk)	Not Started	5/12/14	6/16/14	0%
3212	1.4.2.3.3	Deliver Teacher Training	Not Started	5/5/14	5/13/14	0%
3213	1.4.2.3.4	Deliver Scoring Training (Admins & Teachers)	Not Started	6/17/14	6/23/14	0%
3214	1.4.2.3.5	Conduct Student Platform Training (by Teachers)	Not Started	5/8/14	5/15/14	0%
3215	1.4.2.4	Forms Build and Validation	Not Started	3/25/14	5/7/14	0%
3216	1.4.2.4.1	Completed Test Maps Provided to the Program Team	Not Started	3/25/14	4/14/14	0%
3217	1.4.2.4.2	Assessment Creation (see Forms Development)	Not Started	4/15/14	5/5/14	0%
3218	1.4.2.4.3	Completed Form Assignment Matrix Provided to Program Team	Not Started	4/15/14	4/21/14	0%
3219	1.4.2.4.4	Assessment Scheduling (Pearson)	Not Started	4/17/14	5/7/14	0%
3220	1.4.2.5	Call Center/Support - Pearson	Not Started	4/3/14	5/8/14	0%
3221	1.4.2.5.1	Update FAQ's	Not Started	4/3/14	4/4/14	0%
3222	1.4.2.5.2	Activate Call Center	Not Started	4/7/14	5/5/14	0%
3223	1.4.2.5.3	Capture and Report Lessons Learned	Not Started	5/6/14	5/8/14	0%
3224	1.4.3	Technology	Not Started	4/1/14	5/23/14	0%
3225	1.4.3.1	Prepare CET Data	Not Started	4/1/14	5/23/14	0%
3226	1.4.3.1.1	FDOE collects CET 2013-14 data	Not Started	4/1/14	4/10/14	0%
3227	1.4.3.1.2	Re-populate SN with CET Production data for 2013-14 (Pearson)	Not Started	4/11/14	4/11/14	0%
3228	1.4.3.1.3	Remediate data validation issues (FDOE)	Not Started	4/11/14	5/23/14	0%
3229	1.4.3.2	Prepare Item Bank Test Platform Site	Not Started	4/18/14	4/29/14	0%
3230	1.4.3.2.1	FDOE provides non-teacher staff template to Pearson	Not Started	4/18/14	4/24/14	0%
3231	1.4.3.2.2	Pearson loads bulk upload template (IBTP)	Not Started	4/25/14	4/29/14	0%
3232	1.4.3.3	IBTP QC/Preparation	Not Started	5/9/14	5/22/14	0%
3233	1.4.3.3.1	Validate student and CET data imported from CET	Not Started	5/9/14	5/9/14	0%
3234	1.4.3.3.2	Refresh section data from CET (ongoing) (Pearson)	Not Started	5/12/14	5/22/14	0%
3235	1.4.4	Administer K-8 Item Tryouts	Not Started	5/5/14	6/5/14	0%
3236	1.4.4.1	Administer Item Tryouts and Performance Tasks - Plan Date	Not Started	5/12/14	5/23/14	0%
3237	1.4.4.2	Monitor Participation and Provide Weekly Reports	Not Started	5/19/14	6/2/14	0%
3238	1.4.4.3	Send participant Opening Day reminders	Not Started	5/9/14	5/9/14	0%
3239	1.4.4.4	Send participant mid-point reminders	Not Started	5/19/14	5/19/14	0%
3240	1.4.4.5	Item Tryout Scoring	Not Started	5/5/14	6/5/14	0%

## Project Tasks

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
3241	1.4.4.5.1	SchoolNet Scoring (Multiple Choice)	Not Started	5/12/14	6/2/14	0%
3242	1.4.4.5.2	Local Scoring (Short Response)	Not Started	5/5/14	6/5/14	0%
3243	1.4.4.5.2.1	Districts select scoring committees	Not Started	5/5/14	5/16/14	0%
3244	1.4.4.5.2.2	Scoring committees complete short response scoring	Not Started	5/19/14	6/2/14	0%
3245	1.4.4.5.2.3	Short response scores are entered into Schoolnet	Not Started	6/3/14	6/4/14	0%
3246	1.4.4.5.2.4	K-8 Tryouts Complete	Not Started	6/5/14	6/5/14	0%
3247	1.4.5	Analyze Administration/Process Results	Not Started	5/27/14	7/2/14	0%
3248	1.4.5.1	Analyze Survey Results and Feedback	Not Started	5/27/14	6/2/14	0%
3249	1.4.5.2	Prepare remediation for Survey Results and Feedback	Not Started	6/3/14	6/9/14	0%
3250	1.4.5.3	Debrief LEAs immediately following Fall Tryouts (FDOE)	Not Started	5/28/14	5/28/14	0%
3251	1.4.5.4	Provide Survey Results to FDOE	Not Started	6/3/14	6/9/14	0%
3252	1.4.5.5	Brief Commissioner on Item Tryout Results	Not Started	6/2/14	6/2/14	0%
3253	1.4.5.6	Cleanup Fall Item Tryout data from production	Not Started	7/2/14	7/2/14	0%
3254	1.4.5.7	Deliverable Activity 34a - K-8 Tryouts Completed and Approved by FDOE	Not Started	6/30/14	6/30/14	0%
3255	1.4.6	Item Statistics	Not Started	6/6/14	7/1/14	0%
3256	1.4.6.1	Conduct Psychometric Statistical Analysis	Not Started	6/6/14	6/27/14	0%
3257	1.4.6.1.1	Generate Preliminary Reports Extended Response and PT	Not Started	6/6/14	6/10/14	0%
3258	1.4.6.1.2	Generate Preliminary Reports Selected Response Items	Not Started	6/6/14	6/10/14	0%
3259	1.4.6.1.3	Complete Key Analysis	Not Started	6/6/14	6/9/14	0%
3260	1.4.6.1.4	Generate Key Report	Not Started	6/6/14	6/6/14	0%
3261	1.4.6.1.5	Complete TMRS Item Analysis (Classical and IRT)	Not Started	6/9/14	6/13/14	0%
3262	1.4.6.1.6	Internal Review of Report Analysis	Not Started	6/16/14	6/18/14	0%
3263	1.4.6.1.7	Internal Review of Online Reports	Not Started	6/19/14	6/20/14	0%
3264	1.4.6.1.8	Prepare Item Tryout Results Reports	Not Started	6/23/14	6/27/14	0%
3265	1.4.6.2	Provide Item Statistical Report to FDOE	Not Started	6/30/14	7/1/14	0%
3266	1.4.6.2.1	Provide Item Statistical Report to FDOE	Not Started	6/30/14	6/30/14	0%
3267	1.4.6.2.2	Review Report with FDOE	Not Started	6/30/14	7/1/14	0%
3268	1.4.7	Prep for GO LIVE	Not Started	5/5/14	6/17/14	0%
3269	1.4.7.1	Final Prep for all environments	Not Started	5/5/14	6/17/14	0%
3270	1.4.7.1.1	Dev	Not Started	5/5/14	5/6/14	0%
3271	1.4.7.1.2	Test	Not Started	5/7/14	5/8/14	0%
3272	1.4.7.1.3	PROD Environment Setup for UAT	Not Started	5/9/14	5/12/14	0%
3273	1.4.7.1.4	CET	Not Started	5/13/14	5/19/14	0%
3274	1.4.7.1.5	SSO	Not Started	5/13/14	5/19/14	0%
3275	1.4.7.1.6	Documentation (i.e. Clean Use Cases)	Not Started	5/20/14	6/17/14	0%
3276	1.4.7.1.7	Final Training Materials Provided to FDOE	Not Started	5/20/14	6/17/14	0%
3277	1.4.7.1.8	Final Guidelines to GO LIVE	Not Started	5/20/14	5/27/14	0%
3278	1.5	Project Transition	Not Started	8/16/13	6/23/14	0%
3279	1.5.1	Transition Plan	Not Started	8/16/13	2/27/14	0%
3280	1.5.1.1	Pearson creates Transition Plan	Not Started	8/16/13	10/21/13	0%



## **Project Tasks**

Number	WBS	Task Name	Task Status	Planned Start	Planned Finish	Percent Complete
3281	1.5.1.2	Pearson Internal Review and Approval of Transition Plan	Not Started	10/22/13	10/29/13	0%
3282	1.5.1.3	Deliver Transition Plan to FDOE - Submission 1	Not Started	10/30/13	10/30/13	0%
3283	1.5.1.4	FDOE Reviews and provides feedback Transition Plan Sub 1	Not Started	10/31/13	11/12/13	0%
3284	1.5.1.5	Receive Transition Plan Sub 1 Feedback from FDOE	Not Started	11/13/13	11/22/13	0%
3285	1.5.1.6	Pearson Incorporates Edits and Internal Review of Transition Plan	Not Started	11/25/13	12/24/13	0%
3286	1.5.1.7	Deliver Transition Plan to FDOE - Submission 2	Not Started	12/26/13	12/26/13	0%
3287	1.5.1.8	FDOE Reviews and provides feedback Transition Plan Sub 2	Not Started	12/27/13	1/8/14	0%
3288	1.5.1.9	Receive Transition Plan Feedback from FDOE	Not Started	1/9/14	1/21/14	0%
3289	1.5.1.10	Pearson Incorporates Edits and Internal Review of Transition Plan	Not Started	1/22/14	2/18/14	0%
3290	1.5.1.11	Deliver Transition Plan (Submission 3) to FDOE for Approval	Not Started	2/19/14	2/19/14	0%
3291	1.5.1.12	FDOE Reviews Transition Plan Sub 3	Not Started	2/20/14	2/26/14	0%
3292	1.5.1.13	FDOE Approves Transition Plan	Not Started	2/27/14	2/27/14	0%
3293	1.5.2	FDOE Call Center Training/Support	Not Started	4/7/14	5/2/14	0%
3294	1.5.2.1	Provide Existing IBTP FAQs	Not Started	4/7/14	4/8/14	0%
3295	1.5.2.2	Determine Training Resources	Not Started	4/9/14	4/11/14	0%
3296	1.5.2.3	Conduct Call Center Training	Not Started	4/28/14	5/2/14	0%
3297	1.5.2.4	Call Center Go-Live	Not Started	5/2/14	5/2/14	0%
3298	1.5.3	Lessons Learned	Not Started	6/10/14	6/23/14	0%
3299	1.5.3.1	Conduct Lessons Learned Workshop	Not Started	6/10/14	6/12/14	0%
3300	1.5.3.2	Compile Lessons Learned Report	Not Started	6/18/14	6/20/14	0%
3301	1.5.3.3	Deliver Lessons Learned Report to FDOE	Not Started	6/23/14	6/23/14	0%
3302	1.5.4	Budget Review	Not Started	5/16/14	5/30/14	0%
3303	1.6	Project Complete	Not Started	6/17/14	6/30/14	0%
3304	1.6.1	Archive all IBTP Project Related Documents	Not Started	6/17/14	6/30/14	0%
3305	1.6.2	Project Complete	Not Started	6/30/14	6/30/14	0%

# SCHEDULE IV-B FOR STATEWIDE LONGITUDINAL DATA SYSTEMS

For Fiscal Year 2014-15



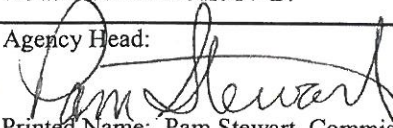
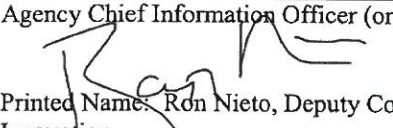
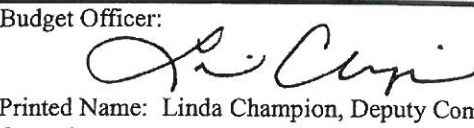
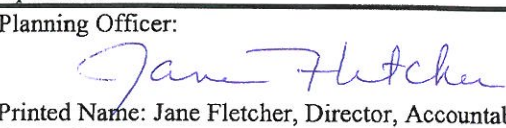
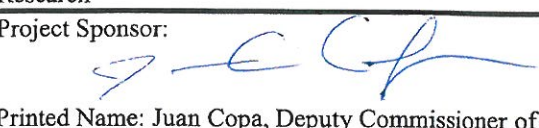
October 15, 2013

DEPARTMENT OF EDUCATION

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**I. Schedule IV-B Cover Sheet**

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Education	Schedule IV-B Submission Date: October 15, 2013
Project Name: Statewide Longitudinal Data Systems	Is this project included in the Agency's LRPP? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
FY 2014-15 LBR Issue Code: N/A In Base Budget	FY 2014-15 LBR Issue Title: N/A In Base Budget
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Juan Copa, Deputy Commissioner of Accountability, Research and Measurement , 850-245-0744, Juan.Copa@fldoe.org	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date: 10/14/13
Agency Chief Information Officer (or equivalent):  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date: 10/15/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date: 10/14/13
Planning Officer:  Printed Name: Jane Fletcher, Director, Accountability and Policy Research	Date: 10/15/13
Project Sponsor:  Printed Name: Juan Copa, Deputy Commissioner of Accountability, Research and Measurement	Date: 10/14/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Beth Anne Posey, 850-245-9073, BethAnne.Posey@fldoe.org
Cost Benefit Analysis:	Beth Anne Posey, 850-245-9073, BethAnne.Posey@fldoe.org
Risk Analysis:	Beth Anne Posey, 850-245-9073, BethAnne.Posey@fldoe.org
Technology Planning:	Beth Anne Posey, 850-245-9073, BethAnne.Posey@fldoe.org
Project Planning:	Beth Anne Posey, 850-245-9073, BethAnne.Posey@fldoe.org



## General Guidelines

The Schedule IV-B contains more detailed information on information technology (IT) projects than is included in the D-3A issue narrative submitted with an agency's Legislative Budget Request (LBR). The Schedule IV-B compiles the analyses and data developed by the agency during the initiation and planning phases of the proposed IT project. A Schedule IV-B must be completed for all IT projects when the total cost (all years) of the project is \$1 million or more.

Schedule IV-B is not required for requests to:

- Continue existing hardware and software maintenance agreements,
- Renew existing software licensing agreements, or
- Replace desktop units ("refresh") with new technology that is similar to the technology currently in use.

## Documentation Requirements

The type and complexity of an IT project determines the level of detail an agency should submit for the following documentation requirements:

- Background and Strategic Needs Assessment
- Baseline Analysis
- Proposed Business Process Requirements
- Functional and Technical Requirements
- Success Criteria
- Benefits Realization
- Cost Benefit Analysis
- Major Project Risk Assessment
- Risk Assessment Summary
- Current Information Technology Environment
- Current Hardware/Software Inventory
- Proposed Solution Description
- Project Management Planning

Compliance with s. 216.023(4)(a)10, F.S. is also required if the total cost for all years of the project is \$10 million or more.

A description of each IV-B component is provided within this general template for the benefit of the Schedule IV-B authors. These descriptions and this guidelines section should be removed prior to the submission of the document.

Sections of the Schedule IV-B may be authored in software applications other than MS Word, such as MS Project and Visio. Submission of these documents in their native file formats is encouraged for proper analysis.

The revised Schedule IV-B includes two required templates, the Cost Benefit Analysis and Major Project Risk Assessment workbooks. For all other components of the Schedule IV-B, agencies should submit their own planning documents and tools to demonstrate their level of readiness to implement the proposed IT project. It is also necessary to assemble all Schedule IV-B components into one PDF file for submission to the Florida Fiscal Portal and to ensure that all personnel can open component files and that no component of the Schedule has been omitted.

Submit all component files of the agency's Schedule IV-B in their native file formats to the Office of Policy and Budget and the Legislature at [IT@LASPBS.STATE.FL.US](mailto:IT@LASPBS.STATE.FL.US). Reference the D-3A issue code and title in the subject line.

## II. Schedule IV-B Business Case – Strategic Needs Assessment

### A. Background and Strategic Needs Assessment

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

1. Business Need
2. Business Objectives

*NOTE: For IT projects with total cost in excess of \$10 million, the business objectives described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

---

### B. Baseline Analysis

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

1. Current Business Process(es)

*NOTE: If an agency has completed a workflow analysis, include through file insertion or attachment the analyses documentation developed and completed by the agency.*

---

2. Assumptions and Constraints

### C. Proposed Business Process Requirements

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

1. Proposed Business Process Requirements
2. Business Solution Alternatives
3. Rationale for Selection
4. Recommended Business Solution

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

---

### D. Functional and Technical Requirements

*Purpose: To identify the functional and technical system requirements that must be met by the project.*

Include through file insertion or attachment the functional and technical requirements analyses documentation developed and completed by the agency.

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

### III. Success Criteria

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1				
2				

### IV. Schedule IV-B Benefits Realization and Cost Benefit Analysis

#### A. Benefits Realization Table

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

For each tangible benefit, identify the recipient of the benefit, how and when it is realized, how the realization will be measured, and how the benefit will be measured to include estimates of tangible benefit amounts.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Date (MM/YY)
1					
2					

#### B. Cost Benefit Analysis (CBA)

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

##### 1. The Cost-Benefit Analysis Forms

The chart below summarizes the required CBA Forms which are included as Appendix A on the Florida Fiscal Portal and must be completed and submitted with the Schedule IV-B.

Cost Benefit Analysis	
Form	Description of Data Captured
CBA Form 1 - Net Tangible Benefits	Agency Program Cost Elements: Existing program operational costs versus the expected program operational costs resulting from this project. The agency needs to identify the expected changes in operational costs for the

Cost Benefit Analysis	
Form	Description of Data Captured
	<p>program(s) that will be impacted by the proposed project.</p> <p>Tangible Benefits: Estimates for tangible benefits resulting from implementation of the proposed IT project, which correspond to the benefits identified in the Benefits Realization Table. These estimates appear in the year the benefits will be realized.</p>
CBA Form 2 - Project Cost Analysis	<p>Baseline Project Budget: Estimated project costs.</p> <p>Project Funding Sources: Identifies the planned sources of project funds, e.g., General Revenue, Trust Fund, Grants.</p> <p>Characterization of Project Cost Estimate.</p>
CBA Form 3 - Project Investment Summary	<p>Investment Summary Calculations: Summarizes total project costs and net tangible benefits and automatically calculates:</p> <ul style="list-style-type: none"> <li>• Return on Investment</li> <li>• Payback Period</li> <li>• Breakeven Fiscal Year</li> <li>• Net Present Value</li> <li>• Internal Rate of Return</li> </ul>

## V. Schedule IV-B Major Project Risk Assessment

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

*NOTE: All multi-year projects must update the Risk Assessment Component of the Schedule IV-B along with any other components that have been changed from the original Feasibility Study.*

The Risk Assessment Tool and Risk Assessment Summary are included in Appendix B on the Florida Fiscal Portal and must be completed and submitted with the agency’s Schedule IV-B.

### A. Risk Assessment Summary

Appendix B on the Florida Fiscal Portal includes the Risk Assessment Summary. After answering the questions on the Risk Assessment Tool, the Risk Assessment Summary is automatically populated.

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.



## VI. Schedule IV-B Technology Planning

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

### A. Current Information Technology Environment

#### 1. Current System

- a. *Description of current system*
- b. *Current system resource requirements*
- c. *Current system performance*

#### 2. Information Technology Standards

### B. Current Hardware and/or Software Inventory

*NOTE: Current customers of a primary data center would obtain this information from the primary data center.*

---

### C. Proposed Solution Description

1. Summary description of proposed system
2. Resource and summary level funding requirements for proposed solution (if known)

### D. Capacity Planning

*(historical and current trends versus projected requirements)*

## VII. Schedule IV-B Project Management Planning

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

Include through file insertion or attachment the agency's project management plan and any associated planning tools/documents.

*NOTE: For IT projects with total cost in excess of \$10 million, the project scope, business objectives, and timelines described in this section must be consistent with existing or proposed substantive policy required in s. 216.023(4)(a)10, F.S.*

---

## VIII. Appendices

Number and include all required spreadsheets along with any other tools, diagrams, charts, etc. chosen to accompany and support the narrative data provided by the agency within the Schedule IV-B.

The Department will provide a completed Schedule IV-B within 30 days. Please see attached Operational Work Plan.

### Appendix A – Operational Work Plan



SLDS Operational  
Work Plan for review c



**FLORIDA DEPARTMENT OF  
EDUCATION**  
DIVISION OF ACCOUNTABILITY, RESEARCH, AND  
MEASUREMENT  
**OPERATIONAL WORK PLAN**  
FOR  
**STATEWIDE LONGITUDINAL  
EDUCATION DATA SYSTEM**

**FISCAL YEAR 2013-2014**

SECOND QUARTER  
PREPARED ON 10/02/2013

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**REVISION HISTORY:**

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## SECTION 1 – OVERALL PROJECT PLAN

### *I. Background*

In 2003, the Florida Department of Education (FLDOE) launched the nation's first integrated statewide longitudinal education data system. In this context, "integrated" means that the system contains comprehensive data which span education sectors ranging from prekindergarten through public schools, postsecondary education, and into workforce experiences over relatively long periods of time.

Florida's education data resources include (but are not limited to) those used by school districts, colleges, workforce development, and universities, as well state-level systems for pre-kindergarten and K-12 reporting, the Florida College System (FCS), the Florida Education and Training Placement Information Program (FETPIP), Teacher Certification and related systems, the Office of Student Financial Assistance (OSFA), the state university system, transcripts, course code directories, facilities, and finance systems.

These systems contain a broad variety of data about students and staff. While much of the content is statutorily required either by the state or federal government, the systems support administrative functions including reporting, policy development, and decision-making. The content is aggregated and made available to education decision makers at all levels, as well as in collaboration with other agencies. These "other" agencies include the Department of Children and Families (DCF), the Department of Economic Opportunity (DEO), and the courts, among others, with the goal of value-added reporting, policy development, decision support, and evaluation of policies, projects, and programs.

The FLDOE Education Data Warehouse (EDW) is a longitudinal data base which incorporates data from different sources. The four largest contributors are the staff and student databases for prekindergarten and K-12 reporting, career and adult education (or workforce education), the Florida colleges and state universities. Other resources include student financial aid, student assessment, facilities, special education, English language learners, early childhood programs, human resources, finance, and employment information.

Education data elements are collected in response to state or federal legislation. The individual data systems evolved independently to receive and manage detailed data in accord with requirements across many years. While there were periodic efforts to coordinate certain definitions of data elements and other system attributes, the systems operate with many unique attributes including their hardware and software platforms. They are among the biggest education data management operations in the United States and have been in place since the early 1990s. As a result they are true legacy data systems in need of updating and upgrading their operations. In many cases, local education agencies are operating with technologies which are more current than the state level systems they report into.

### *II. Project Charter*

The Statewide Longitudinal Data System (SLDS) program is supported by a combination of federal grant funding and state resources to enable the FLDOE to deepen its commitment to providing timely, actionable, high quality data to stakeholders. In the coming fiscal year, the department will upgrade key education data systems to improve data management, decision-

making, more efficient collection, broader accessibility, and tighter security. To reach the programmatic goals of the grants there are underlying infrastructure and technology components to be achieved as well.

Overcoming the incompatibility between outdated platforms with newer, more efficient technologies drives the need to design and implement an enterprise-level data processing environment, strategically consolidating assets and minimizing toolsets. Improved data management and data quality processes will enable the FLDOE to be more responsive to key executive and legislative interests as well as to the general public while reducing administrative processing costs. The growth of stakeholders' interest in accessing education information in a user-friendly environment reflects the need for new data access venues. This level of interest is also reflected ever-expanding numbers of requests for access to Florida's comprehensive education data resources. The demands for access to more data, specifically data which addresses the policy and program issues coupled with heightened concern about confidentiality and data security necessitates thorough and comprehensive data governance processes which oversee all aspects of data collection, storage, and use.

Starting in 2005, the federal government, based largely on education data experiences in Florida with its longitudinal data system, began providing funding opportunities to states to build similar systems. Initially, these grants focused on states which had no state-level data collection systems, especially related to K12 staff and student data. To assist the state to improve its data collection efforts, the FLDOE adopted a strategy of proposing that federal resources be sought and used to demonstrate "next steps" processes which would ultimately have to be addressed by states which were new to these systems. "Next steps" include adopting more modern support hardware and software technologies, more nimble and responsive data collection and reporting, improved data security, and more defined and consistent data governance mechanisms. FLDOE made a compelling case around these issues and was awarded federal grants to address them.

The grants along with available state funds provided FLDOE with an unprecedented opportunity to address the types of issues discussed above as well as update long existing data collection, reporting, and support systems. The grants will expire by June 30, 2014. To maximize the opportunities that grant funds offer the department was engaged in an executive assessment of work completed and tasks yet to perform. This involved leveraging considerable work that had been done to date. Further, the assessment identified work yet to complete and began to pursue a strategy of defining deliverables and procuring, assistance around completing the deliverables. To unify the grant efforts, four goal areas were agreed to and project efforts were aligned within each. The four goals are discussed in the next section of the plan.

## ***A. Scope Statement***

The scope of this effort is on completing the deliverables associated with the federal grants and outlining the steps necessary to move them toward full implementation.

Goal 1: Design and Implement an "Enterprise-Level" data processing environment for education staff and student data managed by the FLDOE and characterized by common hardware, software, processing protocols, definitions where appropriate, and other conventions.

Goal 2: Update and upgrade the student and staff data collection reporting systems consistent with the enterprise-level environment in a manner that meets statewide business requirements, improves data quality, reporting frequencies, and enhances efficiencies.

Goal 3: Facilitate and provide access to statewide P20/W education data to stakeholders including the general public, elected officials, administrators, program managers and others in a manner which meets their business needs and adds value to other data sources.

Goal 4: Establish a Department-wide data governance process that combines the interests of business units with executive direction around a common vision of coordinated service levels to education entities across the state.

## ***B. Project Objectives and Business Benefits***

The following conventions apply to abbreviations and acronyms used in the table below:

- “SLDS 3” indicates the following text is consistent with the intent of the grant document in the file R3 - SLDS 2009 Grant Program Narrative.pdf.
- “SLDS 4” indicates the following text is consistent with the intent of the grant document in the file R4 - ARRA SLDS Grant Narrative (Searchable).pdf.
- Numbers in parentheses [e.g.: (19 of 119)] refer to the page numbers of the associated grant document, as counted by Adobe Acrobat Reader. These are NOT the page numbers listed in the grant documents themselves; those page numbers are not unique to their documents, but rather are reused in each section of those documents.
- “SLDS GR” indicates the following text is consistent with the intent of the Legislative General Revenue appropriation for the SLDS programs, Line 138.

Project Objective:	Business Benefit:
<p><b>Goal 1:</b> Design and Implement an “Enterprise-Level” data processing environment for education staff and student data managed by the FLDOE characterized by common hardware, software, processing protocols, definitions where appropriate, and other conventions.</p>	
<p><u>SLDS 3 - 3: Metadata Application</u></p> <ul style="list-style-type: none"> <li>• The enterprise-wide Metadata Application proposed here will contain data element definitions, table values associated with the data elements, transformation rules applied to the data elements, and business rules applied for reporting purposes. Because the information will be contained in a consolidated tool, a change to a table value in PK12 will be changed one place and will filter down to the PK12 data dictionary, the transformation rules applied to the data element, business rules applied to the data element, and the Education Data Warehouse (EDW) data dictionary. (8 of 23)</li> <li>• The Metadata Application will be a tool for the general public, data requestors, the Data Governance Committee, and FLDOE’s MIS staff to access this information. Access to the business rules applied to data elements and student subsets for the purposes of federal and state reporting will be of particular interest to data requestors so that they are aware of any limitations on the use of the data. Likewise, the transformation rules will be of particular interest to data requestors so that they are aware of any imputations the data have undergone during the ETL process. (8 of 23)</li> <li>• The Metadata Application will be a self-service tool employed by many different audiences. Therefore, it will have an interface that will make navigation through the tool intuitive to users. (9 of 23)</li> </ul>	<p>The enhanced metadata application will encompass FLDOE's major data systems, resulting in:</p> <ul style="list-style-type: none"> <li>• Improved documentation of business rules</li> <li>• Improved documentation of transformation processes</li> <li>• Established reporting functionality with statistical and interdependency information about data</li> <li>• Streamlined identification of useful data elements</li> </ul>
<p><u>SLDS 4 - 4: Data Analysis Tool</u></p> <ul style="list-style-type: none"> <li>• The data analysis tool will work with data from the EDW to provide evaluation and analysis of Florida’s education policies and practices. (15 of 119)</li> <li>• It will allow FLDOE to determine best practices to highlight with the Local Education Agencies and to identify potential program/policy areas in need of attention before they become an issue. (15 of 119)</li> <li>• The data analysis tool will equip FLDOE with the ability to analyze vast amounts of data in a short period of time, primarily focusing on the anomalies which potentially flag areas in need of attention. (22 of 119)</li> </ul>	<p>Data analysis tool implementation will enable the FLDOE to:</p> <ul style="list-style-type: none"> <li>• Approach the data without a required preconceived hypothesis prior to analysis</li> <li>• Analyze vast amounts of data in a short period of time</li> <li>• Discover patterns and anomalies for planning future education policy and evaluating previously enacted policy</li> </ul>



Project Objective:	Business Benefit:
<p><u>SLDS: Implement Enterprise Platform (SAS/SQL)</u></p> <ul style="list-style-type: none"> <li>Enterprise Platform – Hardware Consolidation: Selected student and staff data systems will be loaded to Windows servers</li> <li>Enterprise Platform – Database consolidation: Selected student and staff data will be loaded to SQL Server</li> <li>Enterprise Platform – DQ/ Analysis/Reporting Tool Consolidation: Data quality assessment, data analysis, and reporting will be done by using Enterprise Intelligence Suite for Education</li> </ul>	<ul style="list-style-type: none"> <li>Upgraded infrastructure and technology</li> <li>Consolidated skill inventory for FLDOE resources</li> <li>Common tool sets for internal and external users</li> </ul>
<p><b>Goal 2:</b> Update and upgrade the student and staff data collection reporting systems consistent with the enterprise-level environment in a manner that meets statewide business requirements, improves data quality, increases reporting frequencies, and enhances efficiencies.</p>	
<p><u>SLDS 4 - 2: Assign a Unique Identifier</u></p> <ul style="list-style-type: none"> <li>FLDOE proposes to implement a vault to protect personally identifiable information (PII).</li> <li>The master vault will serve as the master repository of student demographic data and other related personally identifiable information. (27 of 119)</li> </ul>	<p>The FLEID will:</p> <ul style="list-style-type: none"> <li>Provide unique person identifiers to systems</li> <li>Allow system linkages across the different educational sectors (27 of 119)</li> </ul>

Project Objective:	Business Benefit:
<p><u>SLDS 4 - 1: Upgrade Source Data Systems: PK12 Data System (24 of 119)</u></p> <p>Design and vet a replacement system that:</p> <ul style="list-style-type: none"> <li>Facilitates more timely, higher quality data submissions</li> <li>Reduces redundant data submissions</li> <li>Includes a flexible, extensible district data transfer methodology, a robust analysis and reporting capability, and a self-service environment for data consumers. (“Extensible district data transfer methodology” means the data transfer file formats can be changed without damaging the transfer process itself.)</li> </ul> <p><u>SLDS 4 - 1 Upgrade Source Data Systems: Community College and Workforce Education Data Systems (24 of 119)</u></p> <p>Modernize these two systems by:</p> <ul style="list-style-type: none"> <li>Migrating from mainframe to server environment</li> <li>Developing a new validation process incorporating statistical analytic tools directly into the collection procedure for each LEA.</li> </ul> <p><u>SLDS 4 - 1 Upgrade Source Data Systems: State University Data System (SUS) (26 of 119)</u></p> <ul style="list-style-type: none"> <li>FLDOE proposes to collaborate with the Florida Board of Governors (FLBOG) to make the SUDS as secure, efficient and reliable as possible for consumers/customers of the data</li> <li>FLDOE and FLBOG will conduct a technical review of the State University Data System (SUDS), resulting in recommendations on how to rebuild or remediate the current system</li> </ul>	<ul style="list-style-type: none"> <li>Improved timeliness of reporting will increase data accessibility for stakeholders</li> <li>Upgrading the source systems will allow the longitudinal data system to load improved quality data</li> <li>Dependency upon costly and difficult-to-maintain outdated technologies is reduced</li> <li>implement new technological approaches for the source data systems making them more compatible with the Local Education Agencies (LEAs) and the EDW</li> </ul>
<p><u>SLDS: FETPIP System</u></p> <ul style="list-style-type: none"> <li>Update the Florida Education and Training Placement Information Program’s (FETPIP) matching process that links Florida agency data together to report key follow-up performance indicators.</li> </ul>	<ul style="list-style-type: none"> <li>Upgraded operations consistent with enterprise data processing platform within the FLDOE</li> <li>Reengineered processes which will be more efficient, secure, and responsive, such as responding to HB 7135 from the 2012 legislative session, for FETPIP to provide data to create Economic Security Reports for the Florida College System and the state’s universities</li> </ul>

Project Objective:	Business Benefit:
<p><b>Goal 3:</b> Facilitate and provide access to statewide P20/W education data to stakeholders including the general public, elected officials, administrators, program managers and others in a manner which meets their business needs and adds value to other data sources.</p>	
<p><u>SLDS 3 - 2: Automate Management of the Approval Process (6 of 23)</u></p> <ul style="list-style-type: none"> <li>• FLDOE proposes to replace its current data request management system (e-mail and hard copy) with a web-based automated application that will accelerate FLDOE's ability to review and approve data requests.</li> <li>• The application will provide built-in intelligence to implement request priorities based on the source of the request (e.g., legislative and gubernatorial requests are completed first, internal requests second and external requests third).</li> <li>• The automated system would potentially accept a data request, check for completeness, and then automatically send a notice to the Data Request Workgroup that a request is in need of review and approval, facilitating timely request processing and data access.</li> </ul>	<p>Automating the Research Data Request process will result in:</p> <ul style="list-style-type: none"> <li>• Improved access to data for analysis, research, and decision support</li> <li>• Reduced backlog of pending data requests due to staff being able to focus on less-manually intensive tasks)</li> <li>• Automated notification of request status to involved stakeholders</li> <li>• On-line availability of research data request status</li> <li>• Improved ability to reprioritize requests as the need arises (e.g.: reprioritizing previously queued requests when a new request from the Executive Office of the Governor or from the Florida legislature is received)</li> <li>• Reduction in the number of mundane manual tasks associated with each request (e.g.: distribution of necessary forms and paperwork)</li> </ul>

Project Objective:	Business Benefit:
<p><u>SLDS 4 - 3: Public Access Reporting Tool</u></p> <p>FLDOE proposes providing a tool that</p> <ul style="list-style-type: none"> <li>• Encompasses several different reporting capabilities to be used by the various stakeholders (28 of 119)</li> <li>• Provides data to stakeholders in a user friendly format via the Web. (94 of 119)</li> <li>• Includes a web-based capability that allows the user to build tables using aggregate level Florida education data. The tables will be exportable and will allow the user to choose from a variety of data and years. The most frequently requested tables will also be readily available on an easily accessible web page (29 of 119)</li> <li>• Provides a searching mechanism allowing the user to search data and statistics publicly reported on the FLDOE web site and on the FLBOG web site. (23 of 119)</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders will have access to downloadable, aggregate-level data in a user friendly format via the Web</li> </ul>
<p><b>Goal 4:</b> Implement Governance for warehouse and data unification. Standardization of description of common data elements from various sources, standardization of element formats and values from different sources, hierarchy of trust by source will be the primary issues to be resolved in data governance.</p>	
<p><u>SLDS 3 - 1: Data Governance Process</u></p> <ul style="list-style-type: none"> <li>• The proposed data governance process would encompass the entire Department and bring together decisions made for the source data systems as well as the EDW. Florida proposes a move towards a new data management process that would include significantly reducing or eliminating the use of NWRDC and storing source data in an Operational Data Store (ODS) environment. (4 of 23)</li> </ul> <p><u>SLDS 4 - Data-in Data Out</u></p> <ul style="list-style-type: none"> <li>• Additionally, FLDOE will use funds from Institute of Education Sciences' (IES) Statewide Longitudinal Data System (SLDS), Round 3 grant to enhance the our metadata application and to create a formalized data governance process. This will promote linkage and connectivity among the various levels and types of data such as PK12 data, technical center data, and postsecondary data. (19 of 119)</li> <li>• Using funds from Round 3 of IES' s SLDS grant, FLDOE is implementing a data governance process. This process standardizes data collection and storage making access into Sunshine Connections more feasible. (21 of 119)</li> </ul>	<ul style="list-style-type: none"> <li>• Improved person identification through agreement on standardized core data elements used by source systems</li> <li>• Reduced confusion through the establishment of common data element definitions for source systems where possible</li> <li>• Reduced confusion through developing a cross-walk that maps the various source systems' unique data element definitions to related data element defined differently by other source systems</li> <li>• Improved management of data availability and usage</li> </ul>

### ***C. Critical Success Factors***

- Establish the Commissioner’s Cabinet as the ultimate leadership authority for the strategic decision making body resolving issues, providing risk mitigation strategies, and support prioritization of the project efforts.
- Recognize the unit managers within the Division of Research, Accountability, and Management as operation-level leadership with responsibilities for liaising with business units and maintaining business and technical resources.
- Involvement with the User Advisory Group by engaging their Subject Matter Experts (SME) and respective stakeholders, provide business, functional, and technical input for the design and configuration, and become active participants with the project through to the acceptance process and beyond.
- Procurement process is timely, without delay; vendors available who have the experience and skills.
- Satisfactorily complete the deliverables and have them accepted and implemented before the funding expiration dates.
- Quid pro quo: Streamline the data submission process; provide services back to the districts.
- Streamline the data submission process as a result of the project to alleviate some of the effort on the local educational district associations, our educational partners and stakeholders.
- Increase in the data quality, integrity and analysis of the information.
- Improve the amount of timely information available, as well as the frequency with which it is received.

### ***D. Key Dates***

<b>Key dates for current quarter planned</b>	<b>Importance and Relevance to the Project</b>
November 4, 2013	RFQ#1- Researcher Access Project - Procurement of vendor solution and services to be available
November 14, 2013	RFQ#2- FETPIP - Procurement of vendor solution and services to be available
November 20, 2013	Procurement – SAS Enterprise Intelligence Suite and Platform for Education – Procurement of vendor solution and services to be available

<b>Key dates for future quarters estimated</b>	<b>Importance and Relevance to the Project</b>
January 2014	SAS Business Analysis
February 2014	FETPIP Project - Detail Design document
February 2014	SAS Prototype

Key dates for future quarters estimated	Importance and Relevance to the Project
February 2014	Researcher Access Project - Detail Design Document
March 2014	Researcher Access Project - Prototype
March 2014	FETPIP Project - Matching demonstrated
April 2014	SAS Master Data Management (FLEID & Source System Update)
April 2014	Implement Enterprise Platform
May 2014	Researcher Access Project - Build and Deploy
May 2014	SAS Data Quality (Source System Update)
June 2014	FETPIP Project - Linking records
June 2014	Researcher Access Project - Close-out
June 2014	FETPIP Project - Close-out
June 2014	SAS Business Intelligence (Source System Update & FLEID)
June 2014	SAS Entity Resolution (FLEID)
June 2014	SAS Data Submission (Source System Update)
June 2014	SAS Data Governance
June 2014	SAS Project - Close-out

### *E. Major Deliverables*

Major Deliverable	Deliverable Description
Build an Enterprise Platform:	
SLDS 3 - 3: Metadata Application	<ul style="list-style-type: none"> <li>• New metadata tool</li> <li>• Metadata maintenance strategy</li> <li>• Design of common metadata repository and metadata migration process</li> <li>• Design of web interfaces for accessing and maintaining metadata</li> </ul>
SLDS 4 - 4: Data Analysis Tool	<p>Introduce:</p> <ul style="list-style-type: none"> <li>• Tool for identifying anomalies in reporting, leading to improved data quality editing</li> <li>• Perform a proof-of-concept modeling</li> <li>• Enhanced ability to manage large volumes of data</li> </ul>

Major Deliverable	Deliverable Description
SLDS: Implement Enterprise Platform	<ul style="list-style-type: none"> <li>Plan for establishing necessary computing infrastructure</li> <li>Selected K12 frozen data loaded to the enterprise database</li> <li>Enterprise analysis and reporting tool sets</li> <li>Enterprise database platform</li> </ul>
Source System Upgrades (K-12, FCS, SUS):	
SLDS 4 - 2: Assign a Unique Identifier	<ul style="list-style-type: none"> <li>Implementation-ready FLEID system</li> <li>Vault of existing EDW student and staff records with FLEID assigned</li> <li>List of mismatched student and staff records for resolution.</li> </ul>
SLDS 4 - 1: Upgrade Source Data Systems: PK12 Data System	<p>PK12 Data System:</p> <ul style="list-style-type: none"> <li>Selected K12 frozen data loaded into the enterprise database</li> <li>Feedback reporting for selected districts produced in enterprise reporting suite</li> <li>Selected current data quality rules tested in new environment</li> <li>Proof of concept of selected data in extensible format</li> </ul> <p>Community College and Workforce Education Data Systems:</p> <ul style="list-style-type: none"> <li>Tested data quality process in new server environment</li> <li>Feedback reporting for selected districts produced in enterprise reporting suite</li> </ul> <p>State University Data Systems:</p> <ul style="list-style-type: none"> <li>Resourced FLBOG with grant funds to improve their collection and reporting process</li> </ul>
Legislative SLDS: FETPIP System	<ul style="list-style-type: none"> <li>Improved match and link algorithm</li> <li>Improved validation processes</li> <li>New data model to be a part of the enterprise platform</li> </ul>
Customizable Reports, Dashboards, Data Tools, Data Access:	
SLDS 3 - 2: Automate Management of the Approval Process	<ul style="list-style-type: none"> <li>Implementation-ready access portal for automating review and vetting of research data requests</li> <li>Integration with metadata management tool which provides the data element definitions and links</li> <li>Administering the entire end-to-end access process</li> </ul>
SLDS 4 - 3: Public Access Reporting Tool	<ul style="list-style-type: none"> <li>Implementation-ready reporting tool with a selected set of reports published in a web environment</li> <li>Focus group to inventory FLDOE's publicly-accessible reports</li> </ul>
Data Governance:	
SLDS 3 - 1: Data Governance Process	<ul style="list-style-type: none"> <li>Data governance strategy consistent with grant objectives</li> <li>Defined Enterprise Data Governance next steps</li> <li>Foundation for implementing data governance processes</li> <li>Data governance stakeholder communication plan</li> </ul>

## F. Major Milestones

Major Milestone	Milestone Description
Implemented the Enterprise Platform	Includes the SAS Enterprise Intelligence Suite & Platform with infrastructure to support the platform accepted, knowledge transfer, and completion.
Implemented Source System Upgrades (K-12, FCS, SUS)	Includes the FLEID as a component of the SAS Enterprise Intelligence Suite & Platform accepted, knowledge transfer, and completion. Includes the Data Quality as a component of the SAS Enterprise Intelligence Suite & Platform, accepted, knowledge transfer, and completion. Includes the FETPIP RFQ#2 accepted, knowledge transfer, and completion.
Implemented Customizable Reports, Dashboards, Data Tools, Data Access	Includes the Research Data Access RFQ#1 accepted, knowledge transfer, and completion. Includes the Business Intelligence with Data Reporting capability as a component of the SAS Enterprise Intelligence Suite & Platform, accepted, knowledge transfer, and completion.

## G. Key Stakeholders

Stakeholder Group	Project Interest
The Broader Community (including the business community, nonprofit organizations, the media, and the general public)	Persons representing broader interests in their communities (the business community, nonprofit organizations, the media, and the general public) want easy access to aggregate data for longitudinal analysis of persons and programs involved in the education system, providing essential information for developing an educated, skilled citizenry, better qualified to make positive contributions to the community as employees, business leaders, entrepreneurs, with members talented and willing to support and / or lead organizations and businesses providing various nonprofit services to the community.
The Closer Community (including students, parents, parent-teacher associations, teachers' unions, and the media)	Community members directly involved with the education system (teachers, students, family members, and their representatives) want a data environment and related tools that will inform the various dialogues with and about persons responsible for preparing students to become positive participants in society
Educators (including principals, teachers, guidance counselors, and college and university faculty)	Educators and local education leaders (principals, teachers, guidance counselors, and college and university faculty) want ready access to appropriately detailed education-related information about the performance of persons and programs in order to enhanced opportunities for creating and supporting traditional and nontraditional learning environments where students find success



Stakeholder Group	Project Interest
Local Education Agencies (including school boards, superintendents, and the appropriate representatives of the individual colleges and universities)	Local and regional education administrators and policy makers (including school boards, superintendents, and the appropriate representatives of the individual colleges and universities) want to improve the local operational and policy decision making by the accessibility and analysis of timely education-related data and reports regarding the performance of persons and programs
Policy Makers (including the Florida Department of Education, school districts, adult education and training centers, colleges, and universities)	Education policy makers at all levels (including the Florida Department of Education, school districts, adult education and training centers, colleges, and universities) need ready access to appropriately detailed information through timely and understandable statistics and reports as well as useful data analytics toolsets to improve the prediction and evaluation of the effects of past, present, and future educational policy
Law makers (including Legislators and the Governor's Office)	The Florida Legislature and the Executive Office of the Governor must have ready access to timely information for data-driven decision making regarding policies, laws, and funding
Researchers (including academic and other researchers)	Researchers need deidentified unit record point-in-time data from the EDW that cannot be linked back to specific students or teachers to fulfill approved research projects that study the effects of programs and policies across educational sectors

## ***H. Significant Project Assumptions and Constraints***

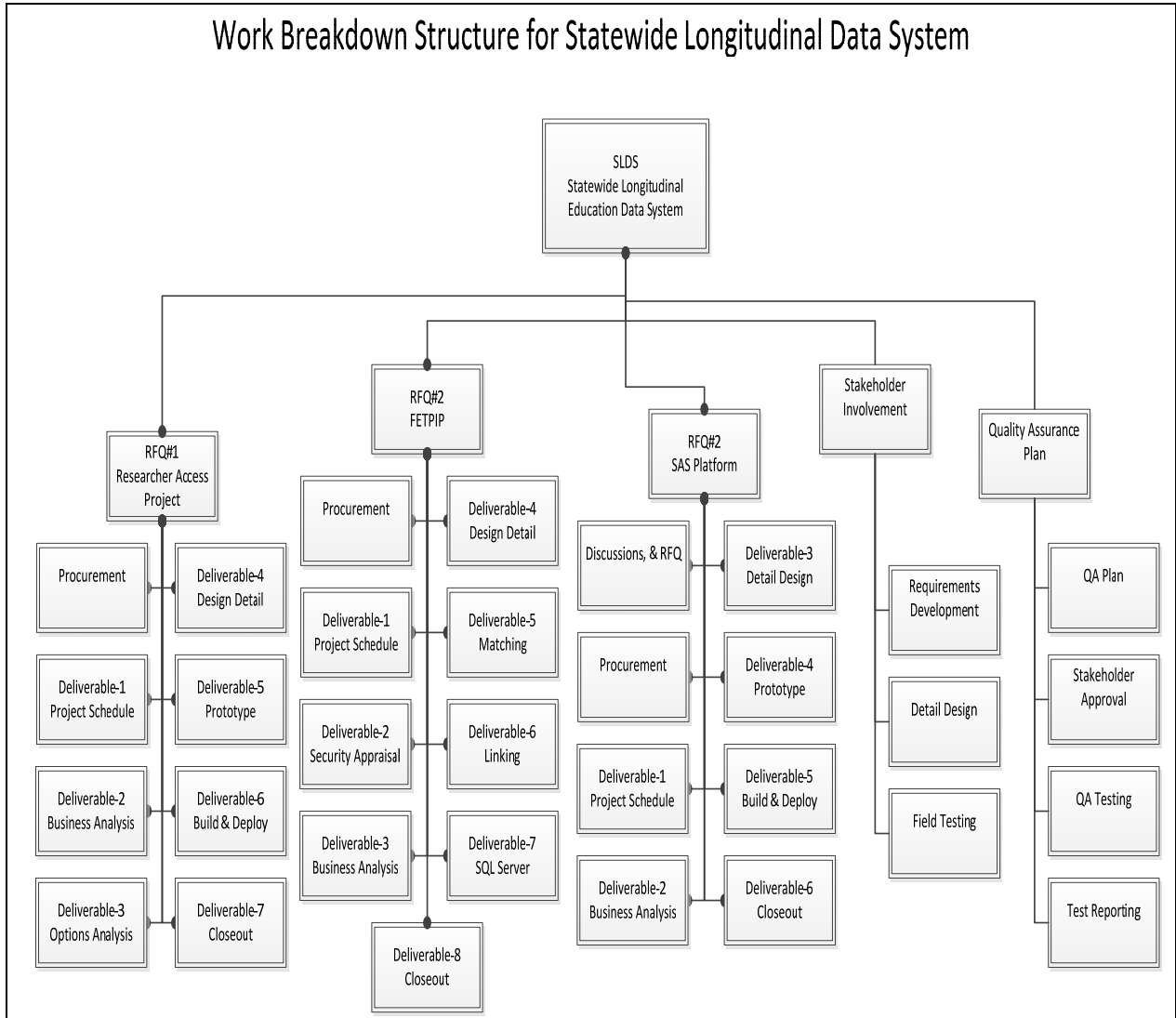
### **Project Assumptions**

1. The procurement process for the vendor solution and services will be timely, fair, open, competitive and without serious challenge.
2. The allocated funding for the project will be released within the required timeframe.
3. The project teams will be adequately staffed to accomplish the project's deliverables, milestones, infrastructure, quality assurance and testing; manage user involvement, produce project planning, controls, coordinate project communications.
4. The User Advisory Group will be available for critical involvement during the vendor's analysis and for their involvement in the quality assurance and acceptance steps.
5. Executive leadership will support and prioritize the project efforts.

### **Project Constraints**

1. This project is dependent on the availability of state funding required for the software development effort. The proposed objectives cannot be met if sufficient funding is not provided.
2. This project requires state funding for the staff required to accommodate the additional workload.
3. This project is dependent on the availability and ability of FLDOE staff to support project objectives. Proper knowledge and support of the FLDOE processes, systems and databases is critical to ensure the continued operational success.

### III. Work Breakdown Structure



### IV. Resource Loaded Project Schedule

Task Name	Duration	Finish	Resource Names
<b>Statewide Longitudinal Data System</b>	<b>208 days</b>	<b>Mon 6/30/14</b>	
<b>RFQ#1- Researcher Access Project (GR)</b>	<b>154 days</b>	<b>Mon 5/19/14</b>	
Procurement	20 days	Mon 11/4/13	ARM
Del: Project Schedule	10 days	Tue 11/19/13	Vendor 1

Task Name	Duration	Finish	Resource Names
Del: Business Analysis	20 days	Thu 12/19/13	Vendor 1,SME,UAG,ARM,BA,DO E
Del: Options Analysis	15 days	Tue 1/14/14	Vendor 1,ARM,DOE,UAG
Del: Detail Design	15 days	Tue 2/4/14	Vendor 1,DOE
Del: Prototype	20 days	Tue 3/4/14	Vendor 1,DOE,SME,UAG,ARM
Del: Build and Deploy	42 days	Thu 5/1/14	Vendor 1
Del: Close-out (Knowledge Transfer)	12 days	Mon 5/19/14	Vendor 1,ARM,DOE,SME
Milestone RFQ#1 Researcher Access Project complete	0 days	Mon 5/19/14	
<b>RFQ#2- FETPIP (GR)</b>	<b>180 days</b>	<b>Thu 6/26/14</b>	
Procurement	25 days	Thu 11/14/13	ARM, Procurement.
Del: Project Schedule	10 days	Mon 12/2/13	Vendor 2
Del: Business Analysis	25 days	Thu 1/9/14	Vendor 2,ARM,BA,DOE,SME,UA G
Del: Detail Design	20 days	Thu 2/6/14	Vendor 2,DOE,UAG
Del: Matching	40 days	Thu 4/3/14	Vendor 2,ARM,DOE,SME,UAG
Del: Linking	50 days	Thu 6/12/14	Vendor 2,ARM,DOE,QA,SME,UA G
Del: SQL Server	40 days	Thu 5/29/14	Vendor 2,DOE
Del: Close-out (Knowledge Transfer)	10 days	Thu 6/26/14	Vendor 2,DOE,SME
Milestone RFQ#2 FETPIP complete	0 days	Thu 6/26/14	
<b>Procurement#3-SAS Enterprise Suite &amp; Platform</b>	<b>200 days</b>	<b>Mon 6/30/14</b>	
<b>SAS Analysis - Procurement</b>	<b>47 days</b>	<b>Wed 11/20/13</b>	
Discussion with SAS	20 days	Fri 10/11/13	ARM
Request Quote and Reviews	15 days	Fri 11/1/13	ARM

Task Name	Duration	Finish	Resource Names
Contract	12 days	Wed 11/20/13	Procurement.
Del: Project Schedule	10 days	Fri 12/6/13	SAS Team
Del: Business Analysis	20 days	Wed 1/8/14	SAS Team,ARM,BA,DOE,SME ,UAG
Del: Detail Design	10 days	Wed 1/22/14	SAS Team,ARM,DOE
Del: Prototype	20 days	Wed 2/19/14	SAS Team,ARM,SME,UAG
<b>SAS Product Implementation</b>	<b>91 days</b>	<b>Thu 6/26/14</b>	
<b>Florida Education ID (FLEID)</b>	<b>91 days</b>	<b>Thu 6/26/14</b>	
Del: Master Data Management (&SSU)	35 days	Wed 4/9/14	DOE,SAS Team,SME,UAG
Del: Entity Resolution	56 days	Thu 6/26/14	SAS Team,ARM,SME
<b>Source System Update (SSU)</b>	<b>50 days</b>	<b>Wed 6/18/14</b>	
Del: Data Quality	40 days	Wed 6/4/14	SAS,ARM,DOE,QA,SME, UAG
Del: Data Submission	50 days	Wed 6/18/14	SAS ,ARM,QA,SME,UAG
Del: Business Intelligence (&FLEID)	50 days	Wed 6/18/14	SAS Team,ARM,SME,UAG
<b>Del: Data Governance</b>	<b>47 days</b>	<b>Fri 6/13/14</b>	<b>SAS Team,ARM,SME,UAG</b>
<b>Del: Close-out (Knowledge Transfer)</b>	<b>11 days</b>	<b>Mon 6/30/14</b>	<b>SAS Team,ARM,DOE,SME</b>
Milestone SAS Implemented	0 days	Mon 6/30/14	
<b>Implement Enterprise Platform (HW/SW installed)</b>	<b>208 days</b>	<b>Mon 6/30/14</b>	
Load copy of data from K-12 to SQL Server	160 days	Wed 4/23/14	Round 4 resources
Quality Assurance	160 days	Wed 4/23/14	Round 4 resources
Implement and Test Operations	160 days	Wed 4/23/14	Round 4 resources
Additional years of data loaded	48 days	Mon 6/30/14	Round 4 resources
<b>FCS Upgrade team tasks</b>	<b>208 days</b>	<b>Mon 6/30/14</b>	

Task Name	Duration	Finish	Resource Names
Migrate to SQL Server	208 days	Mon 6/30/14	Round 4 resources
New validation process	208 days	Mon 6/30/14	Round 4 resources
Test scripts and Quality Assurance	208 days	Mon 6/30/14	Round 4 resources
<b>SSU team tasks</b>	<b>208 days</b>	<b>Mon 6/30/14</b>	
Improve Data Quality of source submissions	208 days	Mon 6/30/14	Round 4 resources
Data Quality testing source data before and after	208 days	Mon 6/30/14	Round 4 resources
<b>Data Tool development team tasks</b>	<b>208 days</b>	<b>Mon 6/30/14</b>	
Design Dashboard	208 days	Mon 6/30/14	Round 4 resources
Auxiliary reporting mechanisms	208 days	Mon 6/30/14	Round 4 resources

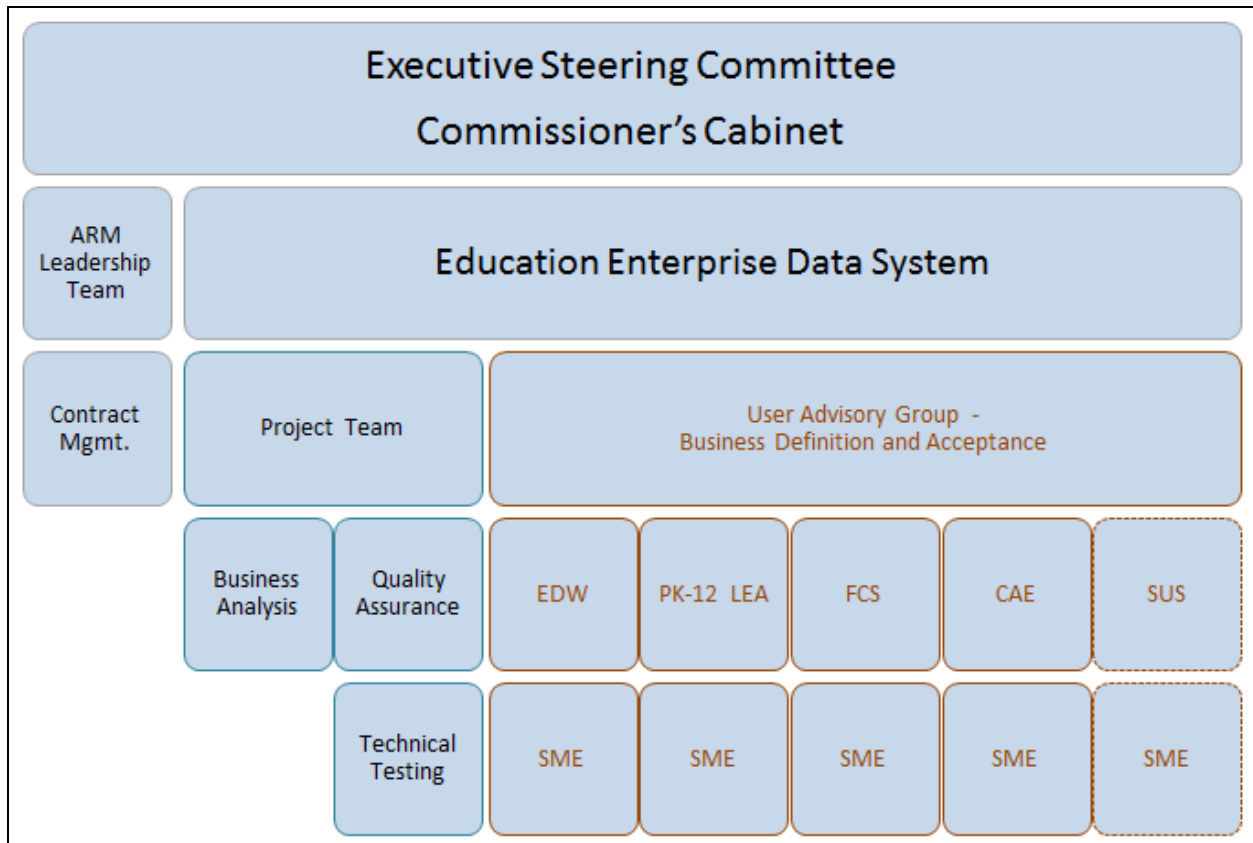
## V. Project Spending Plan

		Strategic Education Initiatives Line Item 111		Education Technology & Line Item 138		NWRDC Line Item 140
		SLDS Round 3 \$1,955,452	SLDS ARRA \$3,346,368	SLDS GR \$2,799,800	EDW GR \$790,399	NWRDC Operations \$364,650
<b>Deliverable Based Procurement</b>		<b>Objective 1: Implement the Enterprise Platform – SAS/SQL Server</b>				
RFQ#3	SAS/SS	Platform				
		<ul style="list-style-type: none"> <li>NWRDC - Operations</li> <li>SAS- Licenses</li> <li>Operating System Fees</li> <li>Database Fees</li> </ul>			\$110,000	\$364,650
	SAS Enterprise Intelligence Suite & Platform for Education				\$119,000	
					\$126,000	
	SAS Support					
	SAS Services	<ul style="list-style-type: none"> <li>Staff Augmentation</li> </ul>			\$312,000	
		Meta Data Management Tool				
	SAS Services	<ul style="list-style-type: none"> <li>Consulting Services</li> </ul>	\$425,000		\$35,350	
	SAS Enterprise Miner	Data Mining Tool				
	SAS Services	<ul style="list-style-type: none"> <li>Staff Augmentation</li> </ul>		\$302,640		
		<b>Objective 2: Source System Upgrades (K 12, FCS, SUS)</b>				
	DataFlux Tools within SAS Enterprise Suite	Source system upgrades				
		<ul style="list-style-type: none"> <li>State University System</li> <li>Florida College System</li> <li>Consulting Services</li> <li>K12 Reporting</li> <li>Consulting Services</li> <li>Staff Augmentation</li> </ul>		\$235,000	\$199,820	
				\$131,400	\$770,700	
				\$508,352		
RFQ#2		FETPIP				
		<ul style="list-style-type: none"> <li>Consulting Services</li> </ul>			\$374,000	
	SAS Master Data Mgmt.	FLEID				
	SAS Services	<ul style="list-style-type: none"> <li>Consulting Services</li> <li>Staff Augmentation</li> </ul>	\$1,500,000			
			\$668,928			
	SAS code	Data migration to EDW 2.0				
		<ul style="list-style-type: none"> <li>Staff Augmentation</li> </ul>			\$187,200	
		LEA Collaboration				
		<ul style="list-style-type: none"> <li>Travel and related</li> <li>Other DP Costs (Districts)</li> </ul>			\$15,400	
			\$35,000		\$9,500	
		<b>Objective 3: Customizable Reports, Dashboards, Data Tools, Data Access</b>				
	SAS Master Data Mgmt.	Inventories/standards				
	SAS Services	<ul style="list-style-type: none"> <li>Consulting Services</li> </ul>			\$540,830	
	SAS BI / WRS / IDP	Reporting Tools/Dashboards				
	SAS Services	<ul style="list-style-type: none"> <li>Consulting Services</li> <li>Staff Augmentation</li> </ul>	\$112,000			
			\$863,200			
RFQ#1		Researcher Access Project				
		<ul style="list-style-type: none"> <li>Consulting Services</li> <li>Staff Augmentation</li> </ul>			\$690,399	
					\$100,000	
		<b>Totals</b>	\$1,435,200	\$3,346,320	\$2,799,800	\$790,399
						\$364,650

Please note: this page will be replaced with the month-by-month Spend Plan template.

## VI. Project Organization and Methodology

### A. Project Organizational Chart



### B. Project Roles and Responsibilities

The Commissioner's Cabinet will serve as the project's Executive Steering Committee (ESC) determining strategy and the direction of the SLDS project. The ESC removes barriers or roadblocks that would hinder the progress or success of the project, supports the project through resolution of escalated project issues and mitigations of critical risks; provides enterprise leadership, and common focus on the goals and objectives.

The ARM Leadership Team is composed of the unit managers within the Division of Research, Accountability, and Management who function as operation-level leadership with responsibilities for liaising with business units and maintaining FLDOE business and technical resources for the project.

The primary responsibility of the statewide User Advisory Group (UAG), comprised of Subject Matter Experts (SME) is to ensure that SLDS meets the business, functional and technical needs and requirements. The UAG has a broad range of representation from educational advisors. The role of the members will entail various stages of the development processes related to the solution the vendors are going to develop, and if the final product is acceptable.

The major duties for the project team will be to effectively include the SME input, manage the stakeholders' involvement, develop Quality Assurance methodologies, have formal acceptance of each deliverables by respective SMEs and Stakeholders, and Contract Management.

Contact Management will oversee the contracts are managed in accordance with the department of Education policies and procedures.

### ***C. Project Management Methodology***

The project management methodology is based upon the Project Management Institute's (PMI) best practices from the Project Management Body of Knowledge (PMBOK).

The contract management is based on the state of Florida procurement rules. The project delivery approach is to contract for fixed deliverables with cited completion dates, with the pricing lean towards the beginning and more rewarding at the final completion and close-out.

The major PMI control processes for this type of project will be to formalize and document Communications Planning among the stakeholders/vendors; develop a broad yet detailed Acceptance Process involving the User Advisory Group members/SMEs; engage Change Management for any and all variation to the contract; embrace the Risk Management mitigation planning.

The PMI major executing processes will be to tightly schedule the SME's involvement, develop a communication plan for the Executive Steering Committee as well as with the User Advisory Group.

## ***VII. Business Process Organizational Change Management Plan***

Effective Organizational Change Management (OCM) will be integral to the success of the project, and will be a critical success factor for ensuring staff participation in business process improvement, implementation and user acceptance.

Significant organizational change is expected as a result of the Florida Educational ID, but downstream impact more into the next year. Modernization of the P-12 source system as part of goal 2 will impact the business processes, having the technical SME providing input and working with the project will help manage the shift.

The project team will develop as a part of the OCM: description of roles, responsibilities, and communication between vendor and customer, Skill or role gap analysis between the existing system and the proposed system, training plan including platform (classroom, CBT, etc.), schedule, and curriculum, overall Communication Plan for the stakeholders, from the ESC to the SME.

## ***VIII. Project Risk Management Plan***

The project will continue to identify, quantify, manage, mitigate, and report project risks. Risks are prioritized by severity, which is the product of probability of occurrence and the impact to the project if the risk event occurs. The highest priority risks are actively addressed through mitigation or avoidance actions, with their status reported and mitigation updated or revised



during every ESC or more frequently until the severity has been substantially reduced. The following table lists the project's highest risks.

Risk Description/Impact	Probability of Occurrence	Risk Tolerance	Mitigation Strategy	Assigned Owner
The <u>User Advisory Group</u> members are geographically dispersed and have job duties outside of UAG participation.	High	Low	Ensure that the UAG is comprised of sufficient number of Subject Matter Experts that can attend all UAG sessions.	ESC
<u>Project schedule</u> is dependent on the vendor implementation methodology and the COTS solution selected, grants are restricted by expiration dates.	High	Low	Refine the solution with the vendor during procurement and contract negotiations, and identify the payable deliverables including project plan with schedule.	Project Team
Inconsistency in <u>executive support</u> - there has been significant changes in department staffing and organization which have made it difficult to retain a common focus.	High	Low	New leadership identified is executives who are returning to the department, recognize and understand the importance of the project goals to the educational systems.	ESC
Insufficient <u>funding</u> due to vendor costs proposal, and, or negative change in funding sources.	High	Low	Manage the budget and triage if necessary, foundation components that meet the grant will be the focus.	ESC
The project goals and objectives deal with <u>high stakes</u> applications of the data; error with the data could have significant funding and planning consequences.	High	Low	Carefully control processes, require design, test with small and large samples, test in parallel, and involve the SME with the quality assurance steps and acceptance.	Project Team

Risk Description/Impact	Probability of Occurrence	Risk Tolerance	Mitigation Strategy	Assigned Owner
FLDOE <u>staff workload</u> is over-stressed meeting operational needs, limiting their availability for providing input and guidance.	High	Low	Plan around limited availability of FLDOE staff for essential decision support.	ESC

## *IX. Capacity Plan*

The project budget does not involve the purchase/lease, configuration, and installation of significant computer hardware of more than 5% of project costs, hence is not required to prepare a Capacity Plan.

# SCHEDULE IV-B FOR FLORIDA EARLY LEARNING INFORMATION EXCHANGE (FELIX)

For Fiscal Year 2014-15

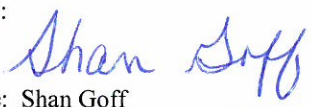
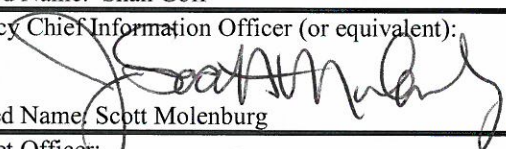

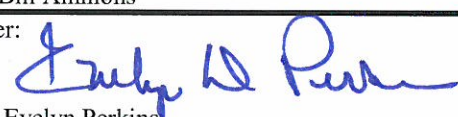
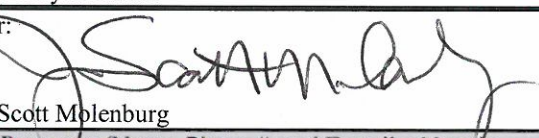


10/15/2013

OFFICE OF EARLY LEARNING



**I. Schedule IV-B Cover Sheet**

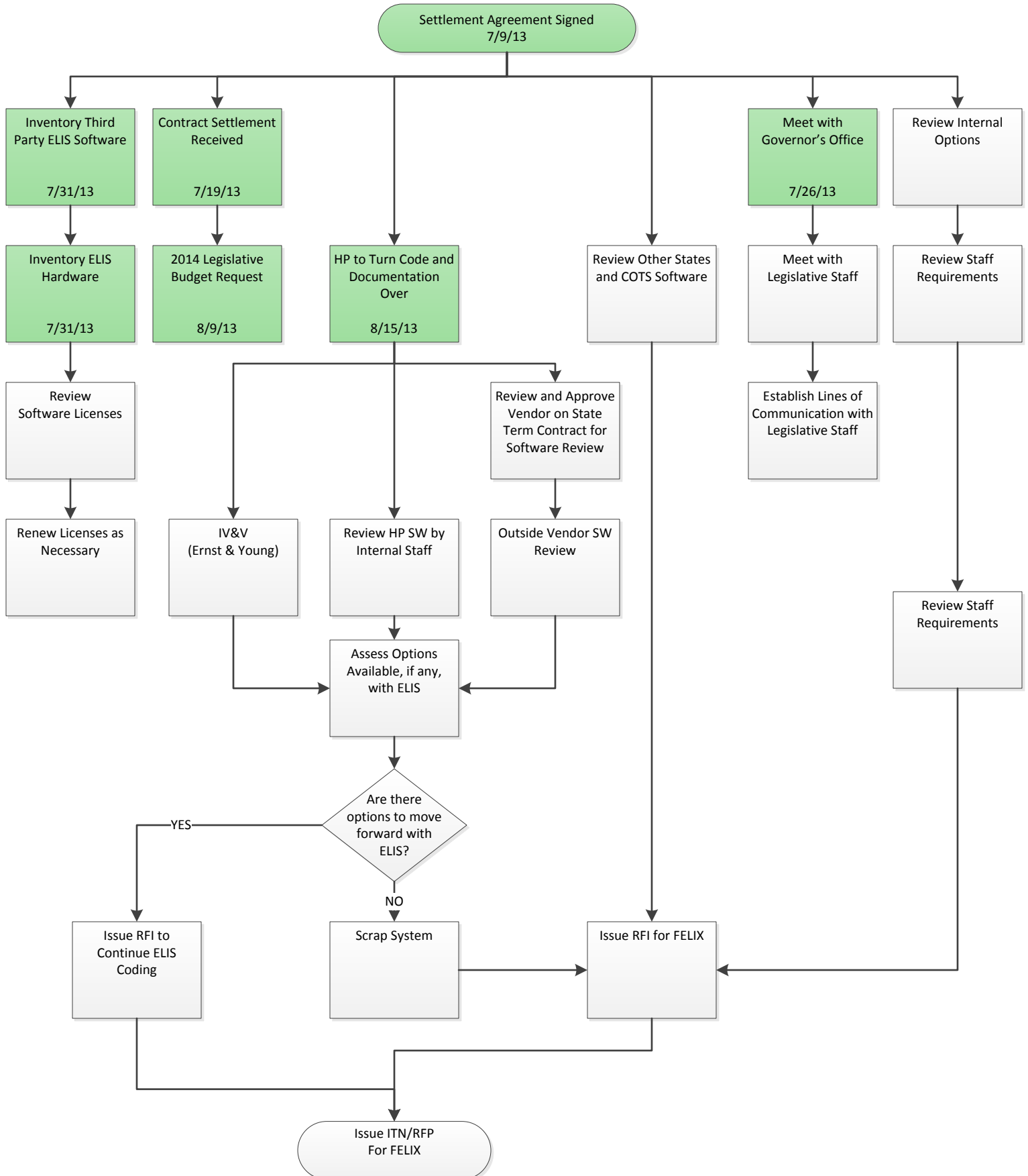
Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Office of Early Learning	Schedule IV-B Submission Date: 10/15/2013
Project Name: FELIX	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2014-15 LBR Issue Code: 36333C0	FY 2014-15 LBR Issue Title: Continue Development and implementation of the Early Learning Statewide
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Scott Molenburg (850) 717-8568 scott.molenburg@oel.myflorida.com	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:  Printed Name: Shan Goff	Date: 10/15/13
Agency Chief Information Officer (or equivalent):  Printed Name: Scott Molenburg	Date: 10/15/13
Budget Officer:  Printed Name: Bill Ammons	Date: 10/15/13
Planning Officer:  Printed Name: Evelyn Perkins	Date: 10/15/13
Project Sponsor:  Printed Name: Scott Molenburg	Date: 10/15/13
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Don Northam, (850) 766.4735 Donald.Northam@Northhighland .com
Cost Benefit Analysis:	Don Northam, (850) 766.4735 Donald.Northam@Northhighland .com
Risk Analysis:	Don Northam, (850) 766.4735 Donald.Northam@Northhighland .com
Technology Planning:	Don Northam, (850) 766.4735 Donald.Northam@Northhighland .com
Project Planning:	Scott Molenburg (850) 717-8568 scott.molenburg@oel.myflorida.com

On April 9, 2010, the Office of Early Learning (OEL) entered into a contract with Hewlett Packard, HP, for the design, development and implementation of an Early Learning Information System (ELIS). Work proceeded somewhat smoothly until the fall of 2010, when HP was placed on its first corrective action plan, which was completed in January 2011. In the fall of 2011, HP was placed on its second corrective action plan, which was completed in January 2012. Payments to HP continued until October 2012, when a significant milestone was not reached. Subsequent payments were not made and liquidated damages, consistent with the contract, began accruing. On July 11, 2013, HP and OEL entered into a settlement agreement.

According to the terms of the settlement, HP completed delivery of the source code, documentation, hardware and supporting software to OEL. OEL has since confirmed the inventories of hardware and third party software. OEL is currently in the process of conducting a comprehensive review of the source code to evaluate any possibility of reuse of all or parts of the coding. At the conclusion of this review, a post mortem will be conducted on the project by the Independent Verification & Validation (IV&V) vendor from the ELIS project.

In tandem with the ELIS review events, we are conducting research aimed at evaluating what other states are currently using and what other Commercial Off-The-Shelf (COTS) solutions might be available. As part of these evaluations, we will be issuing RFI's aimed at understanding costs associated with each option. At the conclusion of this process, OEL will make a recommendation of the direction which will meet the needs of the children and families of the State of Florida, early learning coalitions and OEL.

This Schedule IV-B Business Case – Strategic Assessment is the original business case prepared by North Highlands for the ELIS project. A new business case will be developed at the conclusion of the ELIS code/functionality, independent post mortem and the comprehensive review of other options available. The background, analysis and requirements contained in the business case closely match today's environment. The following page is a process flow of activities leading up to the development of the new feasibility study for ELIS which has been renamed FELIX (Florida Early learning Information Exchange).





## Document Control

### Change Record

Date	Author	Version	Change Reference
10/24/2011	Don Northam	0.01	Shell Created
11/18/2011	Don Northam	0.02	First draft of sections 1, 2, 4, & 5 completed
12/01/2011	Don Northam	0.03	Draft of cost-benefit analysis and incorporation of the Early Learning Information System project charter were completed
12/04/2011	Don Northam	0.04	First review draft of entire document completed
01/19/2012	Don Northam	1.00	Updated spend plan data and correction of agency abbreviation; document in final version
01/23/2012	Don Northam	1.01	Corrected copy of the final version - corrected typos and other edits discovered during Pat Weyer's review.

### Review

Name	Role	Date
Dianne Rodriguez	North Highland QA Review of entire document	12/05/2011
Mick Metz	North Highland QA Review of entire document	12/06/2011
Chris Wade	PMO EARLY LEARNING INFORMATION SYSTEM Project Director	12/21/2011
Pat Weyer	FOEL Early Learning Information System Programmatic Director	01/20/2012

### Approval Sign-off

Name	Role	Signature	Date

### Distribution

Name	Location



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**Florida Office of Early Learning**  
**Schedule IV-B Feasibility Study FY2011-12**





# 1 Coversheet & Executive Summary

## 1.1 COVERSHEET

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida's Office of Early Learning	Schedule IV-B Submission Date: 12/15/2011
Project Name: Early Learning Information System [Early Learning Information System]	Is this project included in the Agency's LRPP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
FY 2011-2012 LBR Issue Code: 3633C0	FY 2011-2012 LBR Issue Title: Continue Development and Implementation of the Early Learning Statewide Data System
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): <b>Lance Kerwin; (850) 717-8564, <a href="mailto:Lance.Kerwin@oel.myflorida.com">Lance.Kerwin@oel.myflorida.com</a></b>	
AGENCY APPROVAL SIGNATURES	
I am submitting the attached Schedule IV-B in support of our legislative budget request. I have reviewed the estimated costs and benefits documented in the Schedule IV-B and believe the proposed solution can be delivered within the estimated time for the estimated costs to achieve the described benefits. I agree with the information in the attached Schedule IV-B.	
Agency Head:	Date:
Printed Name: <b>Mel Jurado</b>	
Agency Chief Information Officer:	Date:
Printed Name: <b>Lance Kerwin</b>	
Budget Officer:	Date:
Printed Name: <b>Stephanie Gehres</b>	
Project Sponsor:	Date:
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Project Planning:	<b>Chris Wade, (850) 294-3566, <a href="mailto:Chris.Wade@oel.myflorida.com">Chris.Wade@oel.myflorida.com</a></b>

Table 1-1 Schedule IV-B Cover Sheet and Agency Project Approval



## 1.2 EXECUTIVE SUMMARY

### 1.2.1 Introduction

*The Early Learning Information System project has been underway for 18 months and will complete in another 18 months – in June 2013.*

The mission of the Early Learning Information System (Early Learning Information System) Project is to develop a comprehensive, dynamic, web-based, centralized information system to efficiently support the state's administration of Florida's early learning programs. Currently the state's Early Learning Programs are being administered on a 20 year old distributed data system. This system is responsible for administering \$1 billion in services to more than 300,000 children and families annually. This outdated technology has left Florida's Office of Early Learning with a technology system that must be supplemented by extensive use of cumbersome, manual paper processes. The Early Learning Information System (Early Learning Information System) will replace this system leading to multiple efficiencies.

To ensure successful Early Learning Information System project design and implementation, extensive planning, research and business process analysis has been completed with all the 31 Early Learning Coalitions and external stakeholders. The initial planning phase of the Early Learning Information System project began during Fiscal Year 2009-10. During FY 2010-11, the Early Learning Information System project completed planning and validation of requirements, and began design activities. The project will complete design activities and begin building the system in FY 2011-12. In FY 2012-13, the project will complete build and testing activities, conduct the operational production pilot, and deploy the system statewide.

The project to design, test, pilot and deploy Early Learning Information System began on May 15, 2010.

During the course of the Design Phase for the Early Learning Information System Project, the project experienced delays in performance by the Early Learning Information System System Integrator, HP. Issues included late performance, underestimation of work and lower than planned level of reuse for existing proven components resulting in a custom developed solution. Accordingly, on October 6, 2011, OEL notified the System Integrator of the need to prepare a Corrective Action Plan as provided in the contract to address these issues.

On November 14, 2011, OEL approved the System Integrator's Corrective Action Plan which is now in progress. The approved Corrective Action Plan provides several benefits toward the successful completion of the project:

- Early Learning Information System will be built using a commercial-off-the-shelf (COTS) solution, MS Dynamics CRM and tools, as opposed to what became a custom developed solution.



- HP will employ an iterative software development life cycle as opposed to the current waterfall software development life cycle.
- Design and development work will be organized by business processes as opposed to functional areas.
- All outstanding change requests and action items will be reviewed and resolved in light of the new approach.
- The vendor's proposed solution resolves open issues related to lower than planned re-use of existing proven components and underestimation of work. A thorough demonstration Microsoft Dynamics CRM and a detailed mapping of the proposed solution to Early Learning Information System high level requirements has satisfied the need for an improved fit when compared to the vendor's original approach that was documented in its ITN response.

*Several business problems are limiting the ability of Florida's Office of Early Learning and the Early Learning Coalitions to efficiently and effectively serve Floridians and their children.*

### 1.2.2 Business Problems Remain Unsolved After Years of Analysis

The following core business problems can be solved by implementing a web-based Early Learning Information System.

- **Payment Processing:** Payment processing is manual, inefficient and prone to error. Faster payments to the providers are needed to increase the number of providers willing to offer child care and VPK services.
- **Attendance Management:** Attendance processing and auditing requires significant manual data entry - driving up cost and decreasing the quality of attendance data. The Early Learning Coalitions cannot decrease the inefficiencies in attendance processing and auditing thereby increasing the chances for potential errors and fraud.
- **Grants and Financial Management:** Florida's Office of Early Learning and the Early Learning Coalitions are hindered in their ability to optimize the use of program funds due to the lack of timely financial data and accurate utilization forecasting.
- **Fiscal and Program Monitoring:** The Office's and Early Learning Coalitions' ability to effectively monitor both fiscal and programmatic performance of the programs is severely limited due to the lack of timely and comprehensive data.
- **Service Management** - The Early Learning Coalitions' monitoring of their contracts with Child Care providers, VPK providers and service providers is highly manual. This results in less effective monitoring activities and higher costs.





- **Intake** - The Early Learning Coalitions' ability to accurately determine eligibility is limited due to the current manual process and few automated checks and balances, thereby introducing a risk for errors.
- **Case Management** - Florida's Office of Early Learning and the Early Learning Coalitions are unable to adequately track child eligibility participation, attendance, other services, and results of developmental screenings and child assessments administered to children participating in early learning programs. This limits the Early Learning Coalitions' ability to see the child's needs and progress holistically, which further limits their ability to affect ultimate outcomes achieved.
- **Longitudinal Tracking** - Florida's Office of Early Learning and the Early Learning Coalitions are unable to adequately collect and correlate child, staff and financial data to support the analyses of a child's short-term and long-term development and academic growth, or evaluate the return on investment for early learning programs.
- **Data Sharing** - Florida's Office of Early Learning and the Early Learning Coalitions are unable to effectively share programmatic and financial data with other State of Florida agencies, such as: the Department of Education, Department of Children and Families, Florida Department of Law Enforcement, Department of Revenue, and the Department of Health. As a result, AWI is unable to determine if other agencies involved are fulfilling their respective statutory obligations.
- **Reporting** - Florida's Office of Early Learning and the Early Learning Coalitions are unable to ensure that critical information needed to effectively manage their programs is readily accessible to coalition and Office leadership, state and local administrators and policymakers.

### 1.2.3 Early Learning Information System Components

*Early Learning Program Stakeholders core needs are not being met by the Office's current Enhanced Field System.*

The core needs of Early Learning Information System, as defined by stakeholders, include the following:

- **Case Management:** capabilities for Early Learning Coalitions to process and track eligibility redetermination, VPK re-enrollment, provider transfers, guardianship transfers, child screenings, child assessments, access all service history and track all inclusion services.
- **Attendance Management:** capabilities for child care providers to enter, submit, re-submit and track child attendance information. The capability for Early Learning Coalitions to create and process attendance rosters and attendance payment adjustments.
- **Grants and Financial Management:** capabilities for the Office to receive coalition invoices, initiate and process payments, manage grant match information,



- manage receivables, monitor grant utilization, process annual coalition inventory. The capability for Early Learning Coalitions to manage financial processes including monthly close-out, provider payments, invoicing, and collections.
- **Intake:** capabilities for customers to make an application for services, provide required documentation and track status of an application. The capability for customers to provide information and documentation related to the redetermination of eligibility for services. The capability for Early Learning Coalitions to enter, process, and track an application for service, manage waitlist and to automatically determine eligibility and parent fees based on configurable business rules.
  - **Child Care Resource and Referral:** capabilities for customers to find answers to their questions regarding how to identify quality early learning programs and how to locate a provider that meets each family's needs. The capability for the Office and Early Learning Coalitions to provide referral lists and related services to customers.
  - **Service Management:** capabilities for Early Learning Coalitions to manage provider on-boarding, contracts, profiles, and quality monitoring and improvement activities.
  - **Policy and Program Management:** capabilities for the Office to manage the process of policy and guidance development, distribution and maintenance.
  - **Program Support:** capabilities for the Office to manage data quality, process cash receipts, manage statewide contracts.
  - **Planning, Monitoring and Quality Management:** capabilities for Early Learning Coalitions to monitor service provider contract compliance, monitor coalition performance against plan, manage slots and financial forecasts. The capability for the Office to monitor, track and report on eligibility, instructor qualifications, coalition performance against plan and fiscal practices.
  - **Workflow:** capabilities for the Office and Early Learning Coalitions to route business documentation and data electronically through pre-configured business process steps.
  - **Business Rules Engine:** capabilities for configuring business rules relating to eligibility determination, enrollment, eligibility redetermination, provider payments, financial management, attendance management and other processes.
  - **Reporting:** capabilities for providers, Early Learning Coalitions and the Office to generate case management and financial reports and perform analytical data management (OLAP) including customizable standard reports and ad hoc queries.

#### 1.2.4 Early Learning Information System Project Timeline

The figure on the following page depicts the current Early Learning Information System project timeline. Early Learning Information System will deploy in June 2013.



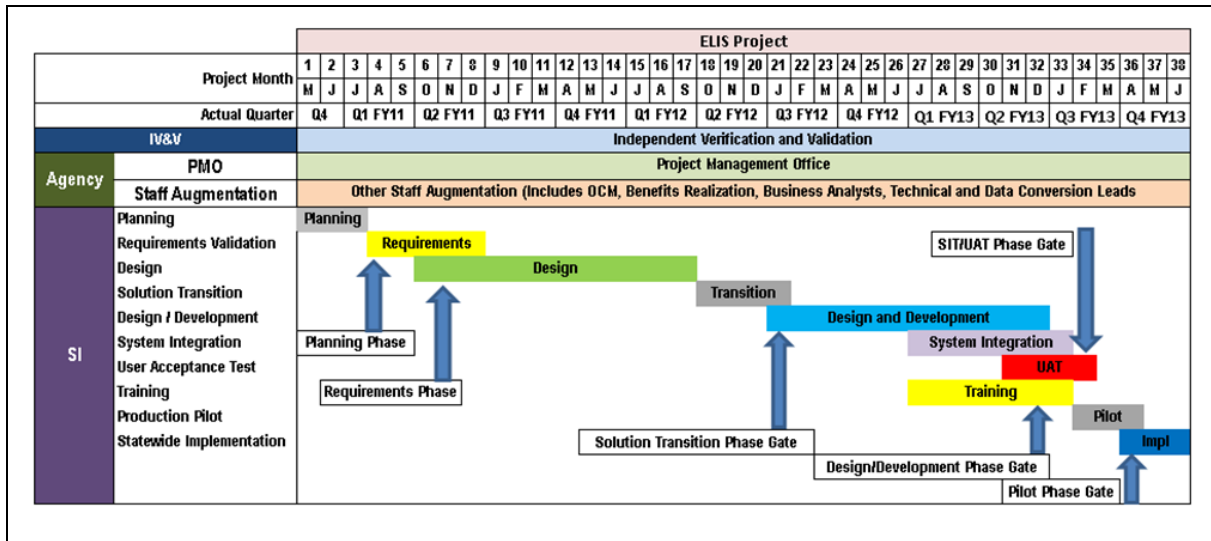


Figure 1-1 Early Learning Information System Project Implementation Approach and Timeline

## 1.2.5 Business Case for Early Learning Information System

### 1.2.5.1 Tangible Benefits

*Early Learning Information System is estimated to deliver \$25.9 Million per year in recurring tangible benefits.*

The Early Learning Information System system is estimated to deliver the following annual recurring tangible benefits to the early learning program stakeholders:

- **\$14.8 Million** saved each year by reducing payment errors by just 1.5%.
- **\$1.2 Million** saved each year in audit costs by using electronic case files.
- **\$4.0 Million** saved each year when early learning providers submit attendance data electronically.
- **\$2.5 Million** saved each year through improved case management capability.
- **\$1.4 Million** saved each year when customers apply for eligibility redetermination via the Internet.
- **\$0.9 Million** saved each year when customers access child care resource and referral services via the Internet.
- **\$1.6 Million** saved each year when early learning providers maintain their own profile data via the Internet.

### 1.2.5.2 Project Costs

*Early Learning stakeholders are requesting less than a penny on a dollar to improve the management and delivery of vital services.*



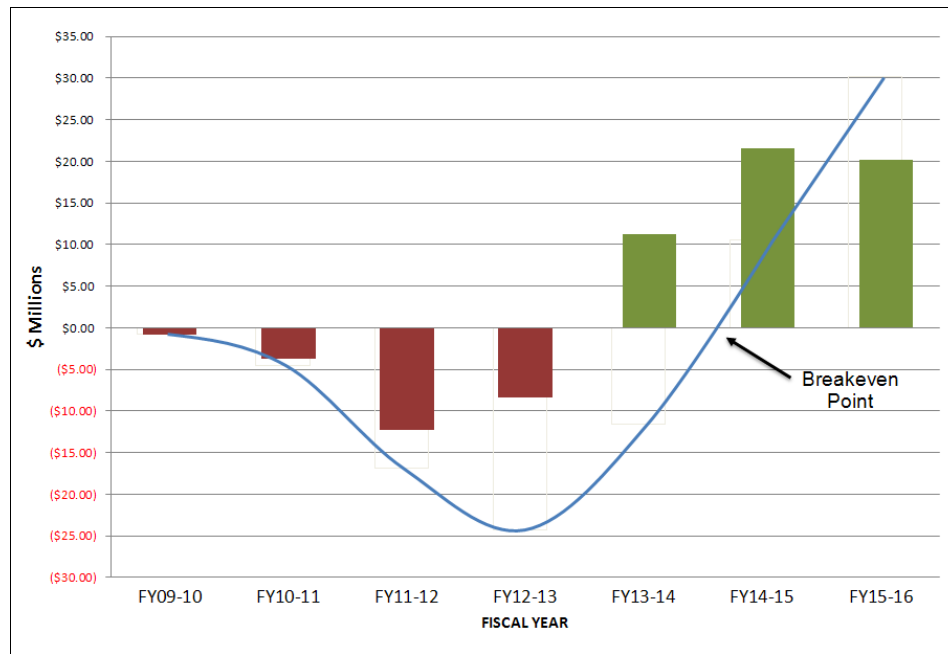
The estimated total remaining cost of implementing Early Learning Information System is \$21.5 Million over a two year period.

FY11-12	FY12-13	Two Year Total
\$12,289,290	\$8,961,941	\$21,251,230

**Table 1-2 Early Learning Information System Remaining Project Cost by Fiscal Year**

### 1.2.5.3 Principal Conclusions of This Analysis

The following graph depicts the cumulative discounted cash flow from the Early Learning Information System project’s estimated costs and benefits over a period of seven fiscal years. This includes the current investment in the Early Learning Information System project made during FY2009-10 and FY2010-11 and the five additional years recorded on the Schedule IV-B CBA Forms 1, 2 and 3.



**Table 1-3 Cumulative Discounted Cash Flow for Early Learning Information System Project Costs and Benefits (in \$ millions)**

The following list contains the principal conclusions of this cost-benefits analysis:

1. In accordance with the Schedule IV-B Feasibility Study Guidelines for FY2011-12, the return on investment computed on CBA Form 3A is \$44.9 million for the five year period from FY2011-12 through FY2015-16.
2. The breakeven year is FY2014-15, approximately 16 months after Early Learning Information System deploys in June 2013. A breakeven or “payback” period of 5-to-10 years indicates a good investment. A payback period that ends less than two years after the investment is completed is an excellent investment.



3. The net present value (NPV) is \$32.3 million. Any positive value for NPV is a good investment. By this measure Early Learning Information System is an excellent investment.
4. The internal rate of return (IRR) is 51.83%. The Florida Legislature’s Office of Economic and Demographic Research (EDR) estimates the cost of capital for investment analysis purposes to be 6.0% for the foreseeable future. The IRR for the Early Learning Information System project is nearly 10 times the cost of capital. Early Learning Information System is an excellent investment.
5. The Early Learning Information System project will support state and federally funded programs that have a combined annual cost of operations in excess of \$1 billion.
6. Early Learning Information System is being developed under a firm-fixed price contract with a major systems integrator vendor.
7. The \$21.25 million total investment for Early Learning Information System comes to less than 0.31% of the total cost of Early Learning Program operations over the same seven-year period.
8. The Early Learning Information System project is needed because the current application and architecture are well past the end of their useful life. Their shortcomings are such that they are a hindrance to efficient and effective management of Florida’s Early Learning programs.

**1.2.6 Project Risk**

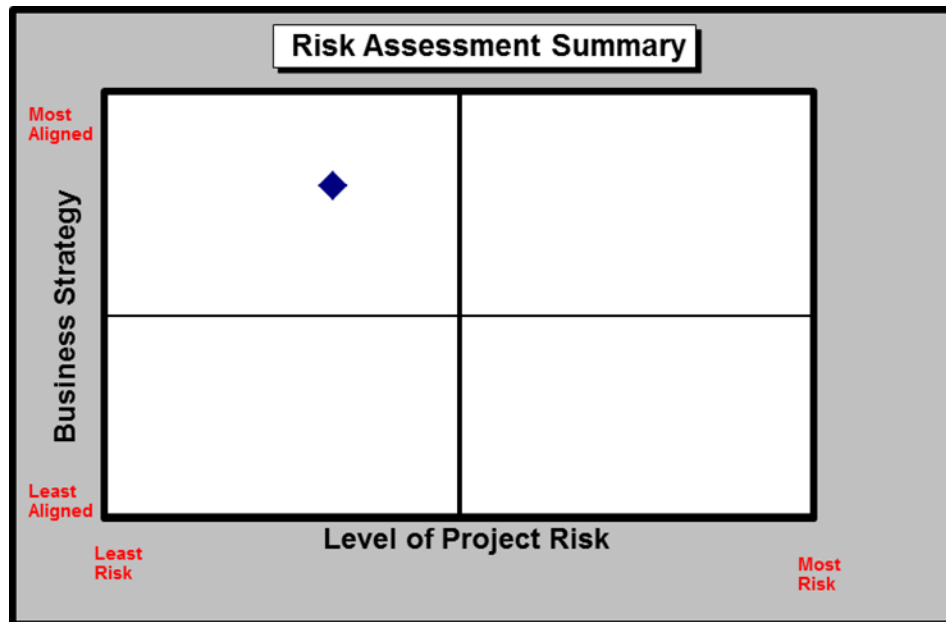


Table 1-4 Early Learning Information System Overall Project Risk – MEDIUM

*The risk of the Early Learning Information System project has*



*been sharply reduced through use of the Corrective Action Process, which enabled to project to restart and adopt stronger, more capable software platform as the basis for the new system.*

### 1.2.7 Florida's Office of Early Learning Recommendation

OEL recommends the following:

- The Early Learning Information System project be authorized to proceed until completion and deployment; and
- That required funding for completing the Early Learning Information System project be requested by the Executive Office of the Governor and approved by the Legislature.



## 2 Schedule IV-B Business Case

### 2.1 BACKGROUND AND STRATEGIC NEEDS ASSESSMENT

#### 2.1.1 Programs and Services Environment

The Florida Legislature created the Agency for Workforce Innovation (AWI) in 2000 as the state agency responsible for ensuring that workforce funds and programs are appropriately administered. The creation of AWI followed approval of federal legislation in 1998, which dictated a new, locally operated, customer-focused system for workforce development in the state.

In addition to administering workforce and unemployment compensation programs, in 2001, the Legislature transferred the Florida Partnership for School Readiness and the responsibility for administering School Readiness programs to AWI. Effective January 2, 2005, the Legislature established the Office of Early Learning Services (OEL) within the Agency for Workforce Innovation (see Chapter 2004-484, *Laws of Florida*). AWI replaced the former Florida Partnership for School Readiness and serves as the state's principal organization responsible for enhancing the early childhood education of Florida's children.

The 2011 Legislature enacted Ch. 2011-142, *Laws of Florida*, which transfers all responsibility for the School Readiness and VPK programs to the Florida's Office of Early Learning (Office) within the Department of Education. The new Florida's Office of Early Learning will be administratively housed within the Department of Education, but is a separate budget entity and is not subject to control, supervision, or direction by the Department of Education or the State Board of Education. The office director has been appointed by the Governor and confirmed by the Senate. The Department of Children and Families remains responsible for the licensing and credentialing of early learning providers.

For the remainder of this document, the Agency for Workforce Innovation (AWI) will only be referred to when it is necessary for historical clarity.

#### 2.1.2 The role and mission of Florida's Office of Early Learning

Florida's Office of Early Learning serves as the principal organization responsible for enhancement of school readiness. OEL has duties which include providing final approval and an annual review of coalitions and plans; safeguarding the effective use of federal, state, local, and private resources to achieve the highest possible level of school readiness for the state's children; adopting a system for measuring school readiness that provides objective data regarding the expectations for school readiness and can be used to assist in determining program effectiveness; developing and adopting performance standards and outcome measures and preparing a plan for measuring school readiness which includes a uniform screening that will provide objective data regarding expectations for school readiness.



OEL administers school readiness and VPK programs at the state level and coordinates the local delivery of the programs through Early Learning Coalitions (ELCs). OEL currently recognizes 31 Early Learning Coalitions. In addition, the Redlands Christian Migrant Association (RCMA) operates in 20 locations across the state. Together the ELCs and RMCA provide services for all of Florida’s 67 counties.

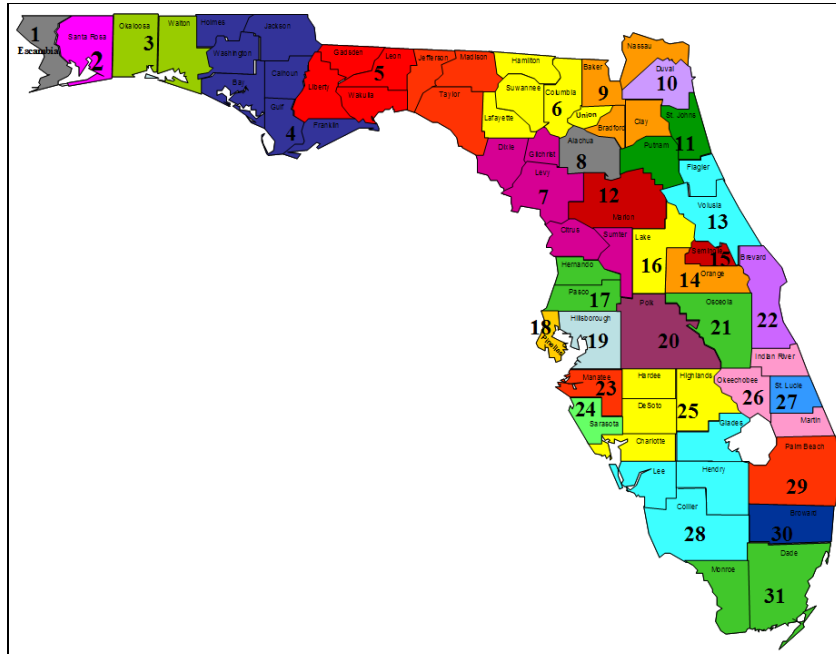


Figure 2-1 Regional Map of Florida’s Early Learning Coalitions

Each early learning coalition board is composed of at least 18 members, but not more than, 35 members. The Governor appoints the chair and two additional members to each coalition, and the remaining members of each coalition are statutorily required and locally appointed in the coalition’s community.

OEL is responsible for adopting and maintaining coordinated programmatic, administrative, and fiscal procedures and standards for all early learning programs. Specific OEL responsibilities are established by F.S 411.01 and F.S. 1002.51. Early learning programs increase children's chances of achieving future educational success and becoming productive members of society. OEL administers three major programs: the Voluntary Prekindergarten (VPK) Program, the School Readiness Program, and Child Care Resource and Referral (CCR&R) program.

**2.1.3 Programs and Services to Be Supported by the Proposed Early Learning Information System Project**

**2.1.3.1 School Readiness Program**

In 1999, the Legislature enacted the School Readiness Act (see Section 411.01, Florida Statutes). The act authorizes the establishment of School Readiness Programs



administered at the local level by the Early Learning Coalitions and coordinated by Florida's Office of Early Learning at the state level. The School Readiness Programs are early childhood education and child care programs, which are funded through a combination of federal, state and local matching funds.

Each School Readiness Program is required to provide the elements necessary to prepare at-risk children for school, including health screening and referral, and an appropriate educational program. These programs are designed to be developmentally appropriate, research-based, involve parents as their children's first teachers, serve as preventive measures for children at risk of future school failure, enhance the educational readiness of eligible children, and support family education.

School Readiness Programs are provided for targeted populations of children based on need. These children include those who are economically disadvantaged (i.e., receiving TANF or *family* income does not exceed 150 percent of federal poverty guidelines), who have disabilities, or who are at risk of abuse, neglect, or abandonment. School Readiness Programs are established primarily for children birth to age 5, although Early Learning Coalitions serve school-age children in accordance with eligibility criteria for the program's federal funding sources, specifically the Child Care and Development Fund (CCDF) block grant.

During FY2010-11 there were 10,851 providers authorized to deliver School Readiness Services in Florida.

### **2.1.3.2 VPK Program**

In December 2004, the Legislature enacted the Voluntary Prekindergarten (VPK) Program, which began serving children at the beginning of the 2005-2006 school years (*see* Sections 1002.51-1002.79, *Florida Statutes*).

The VPK program provides a free, voluntary prekindergarten education for every Florida child four years of age, as required by Article IX, Section 1, Constitution of the State of Florida. The state's VPK Program is intended to increase children's chances for achieving future educational success and must be developmentally appropriate. Chapter 1002, Part V, Florida Statutes, provide requirements for implementing and assessing the VPK Program.

Florida's Office of Early Learning administers the operational requirements of the VPK program. The Department of Education is responsible for VPK standards and accountability.

During FY2010-11 there were 6,249 providers authorized to deliver VPK Services in Florida.

### **2.1.3.3 Child Care Resource and Referral (CCR&R)**

CCR&R is a service provided by OEL and local Early Learning Coalitions throughout the State of Florida. CCR&R is dedicated to helping families find answers to their





questions regarding how to identify quality early learning programs and how to locate a provider that meets each family’s needs. Trained staff members respond to approximately 236,000 inquiries each year and provide customized referrals to programs to meet each family’s needs. CCR&R information and referral services are free to anyone residing in or seeking early learning services in Florida.

### 2.1.4 Early Learning Programs Source and Uses of Funds

Early Learning Programs have grown to a \$1.06 billion per year enterprise. Funding consists of a mixture of federal grant money and Florida state general revenue.

*The stove-piped installation and out-of-date technology employed by the current Enhanced Field System (EFS) are no longer adequate to the task of properly managing a \$1 billion per year enterprise.*

#### 2.1.4.1 Funding for School Readiness and VPK Programs

School Readiness is funded through a combination of federal and state dollars. Federal funding is from two major sources—child care block grants and welfare transition funds—both awarded by the U.S. Department of Health and Human Services. Early learning program state funding includes general revenue and trust funds.

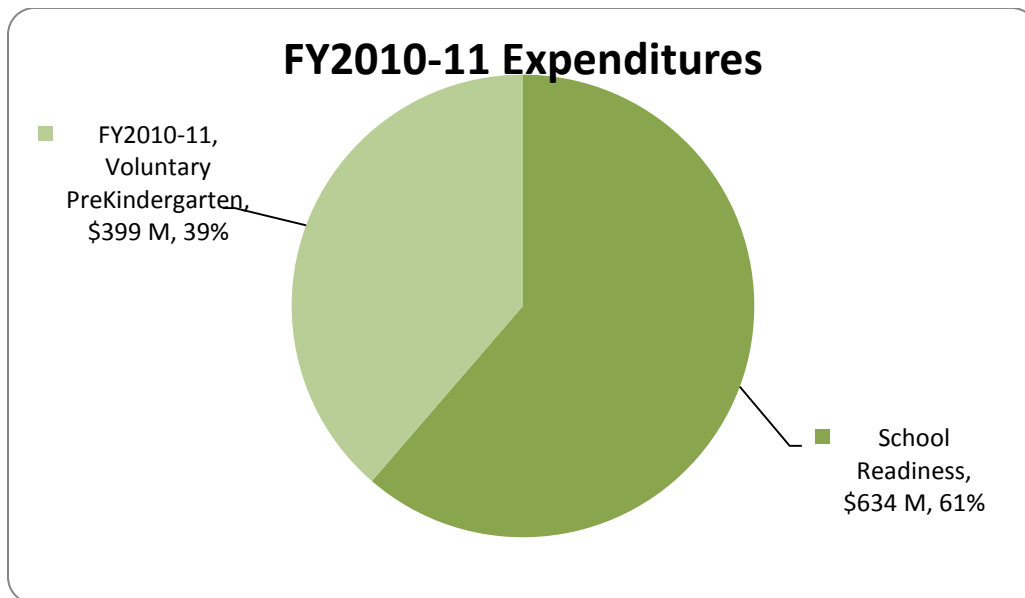


Figure 2-2 School Readiness Services and VPK Program Expenditures - in \$ millions (FY2010-11)

The School Readiness Program constitutes about three-fifths of the annual Early Learning program costs and is supported by a mixture of federal (~75%) and state





funding (~25%). The Voluntary Prekindergarten Program (VPK) is entirely state funded.

Florida general revenue funds provide a quarter of the funding of the School Readiness Program. This investment makes it possible to “draw down” additional federal matching funds.

The federal Child Care Development Fund (CCDF) and Temporary Assistance for Needy Families (TANF) together make up the remaining three-quarters of required funding.

## **2.1.5 Customers of Early Learning Programs, Services, and Business Processes**

### **2.1.5.1 Program Customers**

During Fiscal Year 2010-11, School Readiness programs provided preschool education and child care services to 236,383 children statewide. Typically, two-thirds of SR children are below the age of six.

School Readiness program enrollment has slowly declined by about 20,000 children over the last six years. This has been the result of shrinking state budgets. Over that same period the waiting list for SR services nearly doubled; from a monthly average of 48,078 to 80,041 children.

In its sixth year of operation (program year 2010-11), the VPK program served approximately 72%; or 165,372 of the state’s eligible four-year-olds. Florida has the largest VPK program in the U.S.

According to the 2011 VPK Estimating Conference by Fiscal Year 2012-13, participation in Florida’s VPK program by eligible four-year-olds will reach 75% during that year and remain at that level thereafter.

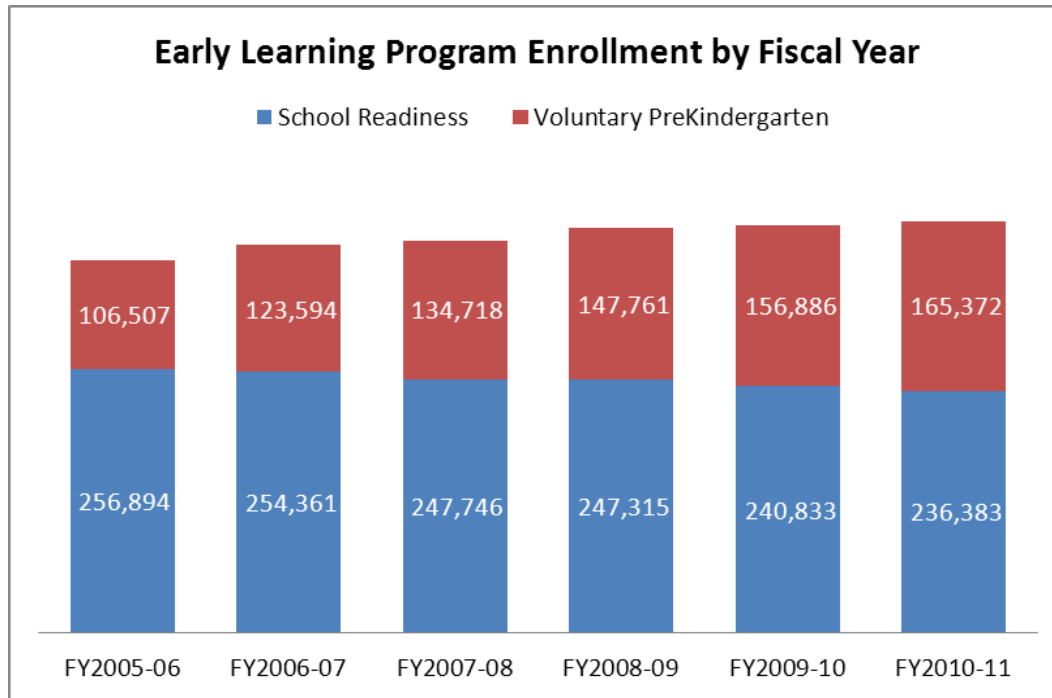


Figure 2-3 Early Learning Program Enrollment by Fiscal Year

### 2.1.6 Service Delivery Models

The business of delivering services for School Readiness and VPK programs is complex, constantly evolving, and is accomplished through several different delivery models. There are 4 predominant service delivery models currently in use by the Early Learning Coalitions.

The four service delivery models are:

1. Fully In-sourced Model
2. Fully Outsourced Model
3. Partially Outsourced Model
4. Multiple Service Provider Model

#### 2.1.6.1 Fully In-sourced Model

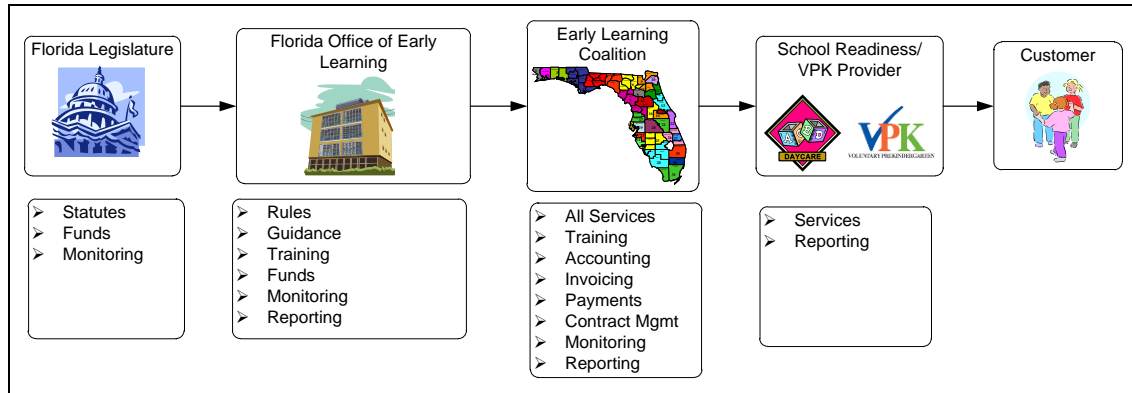


Figure 2-4 Fully In-sourced Service Delivery Model

In this model, the Early Learning Coalition performs all the functions (services, monitoring, accounting and reporting) and does not use any intermediate agent (service provider / central Office) to deliver services, monitor or maintain records.

### 2.1.6.2 Fully Outsourced Model

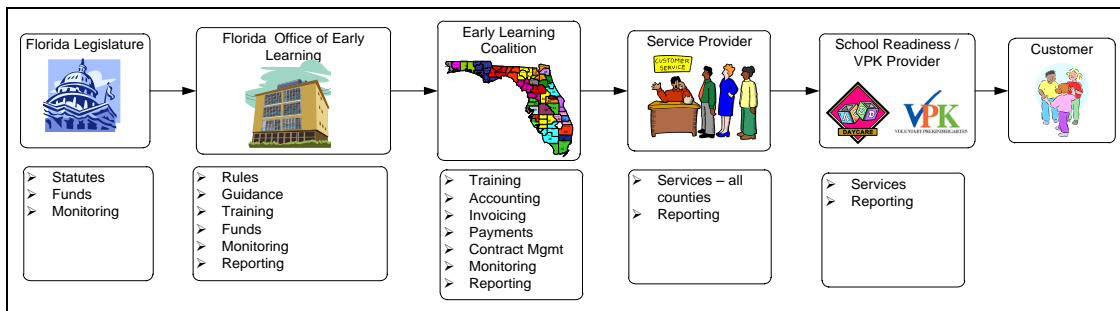


Figure 2-5 Fully Out-sourced Service Delivery Model

In this model, the Early Learning Coalition outsources all service functions to a service provider and retains other functions, such as Training, Contract Management and Invoicing.

### 2.1.6.3 Partially Outsourced Model

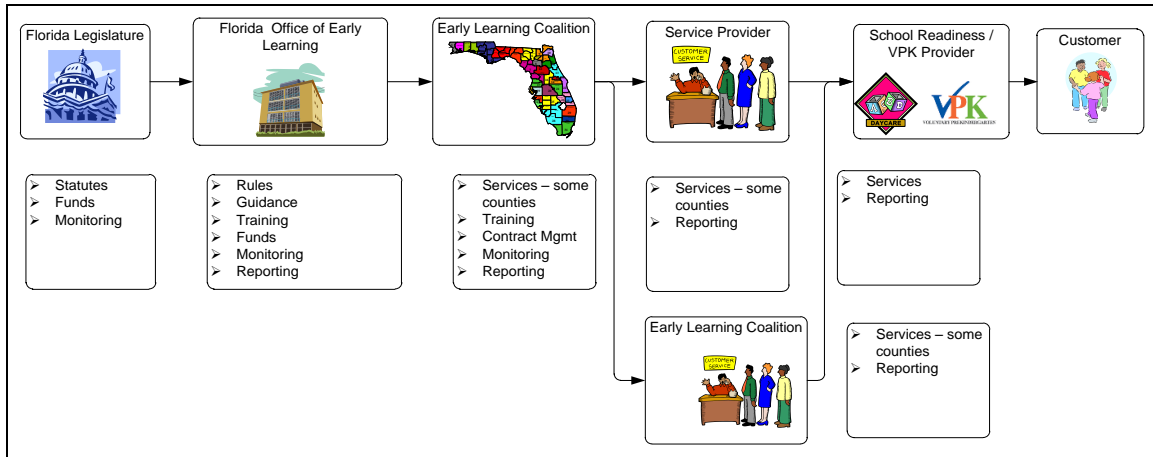


Figure 2-6 Partially Out-sourced Service Delivery Model

In this model, the Early Learning Coalition provides services in some counties and the Service Provider provides the services in remaining counties. The ELC could also outsource other functions, such as accounting and monitoring. Another variation of this model is a single county coalition, in which the coalition provides some of the services and outsources remaining services to a Service Provider.

2.1.6.4 Multiple Service Providers Model

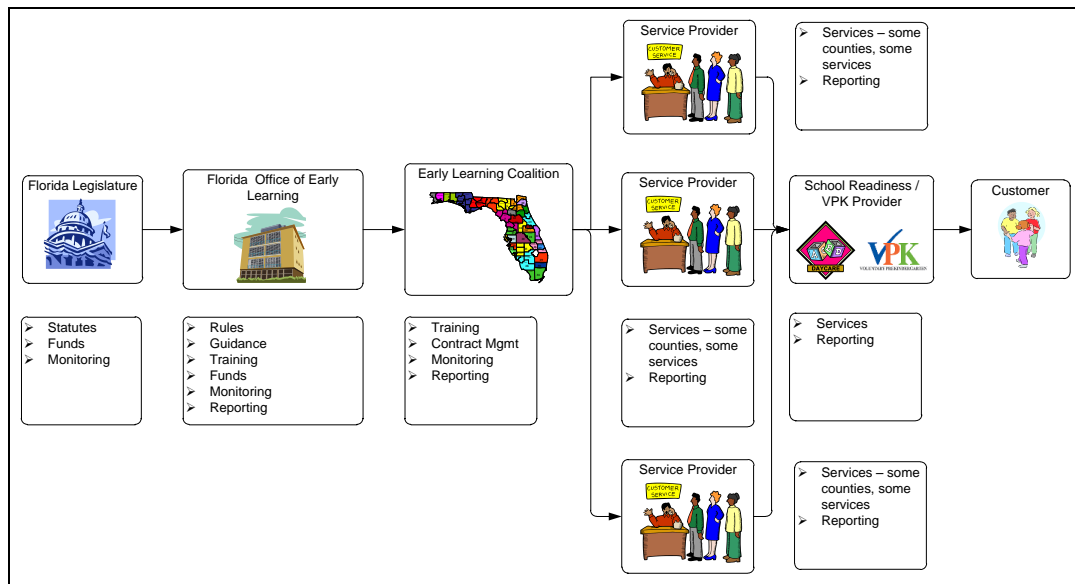


Figure 2-7 Multiple Service Providers Model

In this model, the Early Learning Coalition contracts with multiple service providers for various services and functions. The ELC retains the function of contract management and compliance monitoring.



**2.1.6.5 Early Learning Program Stakeholders and Current System Users**

The Project Management Institute defines a stakeholder as “anyone who may be positively or negatively impacted by the project.” The following table lists stakeholders alphabetically and summarizes how each is affected by, or participates in, Early Learning Programs and the Early Learning Information System project.

Stakeholder /Users	How they are affected or how they are participating
<b>Agency for Children &amp; Families (ACF) – Part of the Federal Department of Health &amp; Human Services (HHS)</b>	<ul style="list-style-type: none"> <li>• Administers federal grant funds               <ul style="list-style-type: none"> <li>○ Child Care Development Fund (CCDF)</li> <li>○ Temporary Assistance to Needy Families (TANF)</li> <li>○ Social Services Block Grant (SSBG)</li> </ul> </li> <li>• ACF-800: Aggregate Report: Pooled CCDF and non-CCDF Funds</li> <li>• ACF-801 Child Care Quarterly Case Record</li> </ul>
<b>Citizens of Florida / Parents / Guardians</b>	<ul style="list-style-type: none"> <li>• Request resource and referral information</li> <li>• Request provider profiles</li> <li>• Submit applications for early learning programs</li> <li>• Participate in early learning programs.</li> </ul>
<b>Department of Economic Opportunity (DEO)/ Office of Workforce Services</b>	<ul style="list-style-type: none"> <li>• Referral of TANF/TCC clients to ELCs for School Readiness Services</li> </ul>
<b>Early Learning Coalitions (ELC)</b>  31 regional ELCs plus 20 offices of the Redlands Christian Migrant Association (RCMA)	<ul style="list-style-type: none"> <li>• Provide executive leadership and policies to guide local program implementation</li> <li>• Provide child care resource and referral</li> <li>• Determine clients’ eligibility for programs</li> <li>• Develop coalition plans</li> <li>• Assess character development of each child’s development</li> <li>• Pretest children upon entrance to a program</li> <li>• Post-test children upon leaving a program</li> <li>• Track child attendance</li> <li>• Pay providers</li> <li>• Report performance statistics (weekly, monthly, quarterly, annual status, and reports)</li> <li>• Manage funds and grants</li> <li>• Train providers and parents/guardians</li> <li>• Monitor service provider compliance</li> </ul>



**Florida Office of Early Learning**  
**Schedule IV-B Feasibility Study FY2011-12**



Stakeholder /Users	How they are affected or how they are participating
<b>Early Learning Providers</b>	<ul style="list-style-type: none"> <li>• Administer programs</li> <li>• Provide instruction</li> <li>• Track attendance</li> <li>• Update classroom calendars and scheduling updates</li> <li>• Track performance and reporting</li> <li>• Ensure child safety and</li> <li>• Maintain family privacy and secured information.</li> </ul>
<b>Florida Department of Children &amp; Families (DCF)</b>	<ul style="list-style-type: none"> <li>• Referral of at-risk children to ELCs for School Readiness Services</li> <li>• Approval of prekindergarten director credentials for VPK</li> <li>• License childcare providers</li> <li>• TANF child only families (these are not referred through Workforce)</li> </ul>
<b>Florida Department of Education (DOE)</b>	<ul style="list-style-type: none"> <li>• Approval of emergent literacy training courses</li> <li>• Certification of school districts that are eligible to deliver the school-year VPK program</li> <li>• Manage student assessment and evaluation for VPK and</li> <li>• Administration of the statewide kindergarten screening and calculation of the kindergarten readiness rate.</li> <li>• Local Educational Agency (LEA) referrals for children of migrants</li> </ul>
<b>Florida Department of Financial Services (DFS)</b>	<ul style="list-style-type: none"> <li>• Investigate suspected fraud in School Readiness and VPK programs</li> </ul>
<b>Florida Department of Health (DOH)</b>	<ul style="list-style-type: none"> <li>• Inspect child immunization records</li> <li>• Maintain vital statistics data (e.g. birth certificates) for all children born in Florida</li> </ul>
<b>Department of Financial Services, Division of Public Assistance Fraud</b>	<ul style="list-style-type: none"> <li>• Perform background checks on child care providers during the application process (the results of which are maintained by DCF licensing)</li> </ul>
<b>Florida Legislature</b>	<p>The Florida Senate and House of Representatives are responsible for the appropriation of funds for the State of Florida. The reports generated from Early Learning Information System data provide crucial information needed to support Early Learning programs and funding requests to the legislature. Analysis of the Early Learning Information System data is necessary to evaluate the impact of proposed statutory changes</p>



Stakeholder /Users	How they are affected or how they are participating
<b>Florida’s Office of Early Learning (Office)</b>	<p>OEL is an independent organization, housed within the Department of Education, and is responsible for the School Readiness and Voluntary Prekindergarten Programs. OEL duties include:</p> <ul style="list-style-type: none"> <li>• Develop policy for Early Learning</li> <li>• Manage the finances of Early Learning programs</li> <li>• Providing final approval and an annual review of plans and coalitions</li> <li>• Safeguarding the effective use of federal, state, local, and private resources to achieve the highest possible level of School Readiness for the state's children</li> <li>• Adopting a system for measuring School Readiness and determining program effectiveness</li> <li>• Developing and adopting performance standards, outcome measures, and a uniform screening plan that will provide objective data regarding program expectations</li> <li>• Operational management of the Voluntary Prekindergarten program.</li> </ul>
<b>Governor’s Office of Policy and Budget (OPB)</b>	The Office of Policy and Budget (OPB) provides coordinated planning, policy development, budgeting and evaluation in support of the Governor, State agencies and State Legislature pursuant to authority under the Florida Statutes
<b>Local Funders / Community Partners</b>	Local charities and community development groups often share the same objectives as the regional Early Learning Coalitions and form partnerships. For example, the Children Services Council works closely with ELCs in eight counties and has contributed millions of dollars to support their School Readiness efforts. They are interested in the efficient use of funds and the benefits to their community that will arise from accomplishment of OEL objectives
<b>Service Providers</b>  <i>Formerly known as “Central Agencies”</i>	<ul style="list-style-type: none"> <li>• Provide child care resource and referral</li> <li>• Determine clients’ eligibility for programs</li> <li>• Assess character development of each child’s development</li> <li>• Pretest children upon entrance to a program</li> <li>• Post-test children upon leaving a program</li> <li>• Track attendance</li> <li>• Report performance statistics (weekly, monthly, quarterly, annual status, and reports)</li> </ul>

**Table 2-1 Stakeholders Affected by the Implementation of Early Learning Information System**





## 2.1.7 Current Systems that Support Early Learning Service Delivery

### 2.1.7.1 Enhanced Field System

The Enhanced Field System (EFS) is a distributed and decentralized database structure that was implemented in 1991. The EFS is independently maintained at each local early learning coalition or service provider site. The EFS is a client-server based system, comprised of two subsystems:

- Child Care Management System (CCMS) - manages parent, child, and provider information and generates payments to providers for services rendered; and
- Child Care Resource and Referral (CCR&R) - manages provider information, including market rate information, and generates referrals for parents.

### 2.1.7.2 Single Point of Entry and Unified Wait List

The Single Point of Entry (SPE) and Unified Wait List (UWL) are two separate web-based applications that share the same database. SPE is a web-based system that parents and guardians use to submit applications for the School Readiness program. Customers can access SPE anywhere the Internet is available. UWL is a web based wait list system that coalitions and their service providers use (a username and password is required) to:

- Retrieve and manage applications that customers submit through the SPE;
- Enter early learning program applications on behalf of parents and guardians;
- Customize announcements and instructions that appear on SPE;
- Run reports on wait list and VPK data; and
- Manage the wait list for the School Readiness program.

## 2.1.8 Conditions That Have Created the Need for the Early Learning Information System Project

The Enhanced Field System (EFS) was an effective use of information technology when it was first employed (under another system name) in 1991. Twenty years later, not only is EFS an aging system with rising ownership costs, the business environment that it was created to serve has changed dramatically.

Early Learning Programs have increased in number and complexity. With the implementation of VPK in 2005, the number of children served has nearly doubled in just the last seven years - to about 385,000 - and continued growth in that number is a long-range program objective.

There have been numerous changes to policy, statutes, and funding source. OEL's responsibility to make the best use of state and federal funds and to guard against fraud and billing errors remains unchanged. The annual cost of operations for Early Learning exceeds \$1 billion annually.





The Single Point of Entry (SPE) system and the Unified Wait List (UWL) system are small web-based applications created to fill a critical gap in EFS functionality. It makes sense to roll these important functions into the core features of the Early Learning Information System application.

**2.1.8.1 Business Impact of Enhanced Field System (EFS) Inadequacy**

The Enhanced Field System uses out-of-date client-server technology deployed at 34 disconnected (stove-piped) installations. For more than eight years, OEL has made a determined effort to evaluate alternative technology solutions, document its business needs, and build consensus among key stakeholders about the strategic vision for Early Learning Programs.

It is infeasible to merely upgrade the EFS application if its “stove-piped”, client-server architecture is not also replaced.

The following table summarizes why EFS must be replaced by Early Learning Information System; a more capable, web-enabled, and integrated solution.

Deficiency	Details	Business Impact
Payment errors	Provider payments are based on the attendance they report - nearly always using paper forms - and on parent/child eligibility. Attendance transactions are so numerous that manual audits are limited to less than 15% of the monthly total. Errors in attendance reporting and eligibility determination are not uncommon.	Payment errors increase program costs.  Audits by OEL and the ELCs, though necessary, are labor intensive - further adding to administrative costs.  Early Learning Information System records will be accessible by an authorized user from anywhere. This will reduce travel costs since OEL will be able to accomplish many audits remotely.
Dependence on Repetitive Manual Processes	Attendance reporting and tracking are the basis for provider payments - which constitute 78% of the \$1 billion annual cost of operations.  In spite of their centrality to the mission of all Early Learning Programs, these activities depend on the cumbersome manual manipulation and transcription of hundreds of thousands of paper documents.	Routine and periodic attendance processing takes days to complete.  Worker dissatisfaction with a cumbersome and error-prone process.  The current business system does not receive attendance data until after it has been manually processed.



Deficiency	Details	Business Impact
Disconnected (Stove-piped) Operations	<p>Data cannot be directly shared with OEL or other coalitions.</p> <p>Management of mission-critical information requires extraordinary effort and expense.</p> <p>Disconnected EFS operations prevent process standardization.</p> <p>The cost to maintain many installations of EFS exceeds the cost for a single-integrated system.</p>	<p>Information needed to manage programs is disjointed, delayed or unavailable.</p> <p>Decisions are routinely made based on data at least a month out of date.</p> <p>Increased effort and cost.</p> <p>Each time citizens move to a new ELC service area their enrollment must be repeated.</p> <p>Forecasts, trend analysis and other standard business intelligence not available.</p>
Inadequate Decision Support	<p>Critical information needed to effectively and efficiently manage early learning programs is either unavailable or out-of-date.</p>	<p>Business decisions are postponed or degraded by lack of timely and accurate information.</p>

**Table 2-2 Business Impact of Enhanced Field System Inadequacy**

### **2.1.8.2 Limitations of the Single Point of Entry and Unified Wait List Systems**

The SPE and UWL systems have several limitations that decrease their usefulness for managing eligibility and enrollment services for early learning programs. These limitations include:

- No support for real-time eligibility determination when the customer applies for the School Readiness program online;
- No system support for student enrollment when eligibility criteria for services are met; and
- No direct interface between UWL and the Enhanced Field System (EFS); the interface that does exist is manual and cumbersome.

### **2.1.8.3 The Early Learning Information System Project Objectives**

The objectives of the Early Learning Information System system as defined by the stakeholders include the following:

- Automation of cumbersome manual or paper processes to ensure that errors are reduced or eliminated and that critical information needed to effectively manage the programs is readily accessible to state and local administrators and policymakers



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- A system that records the results of developmental screenings and child assessments administered to children participating in early learning programs
- An accessible and robust reporting system that allows early learning administrators, managers and staff to track and report process and performance status and outcomes in real time.
- Creating important data security and user safeguards against erroneous, improper, or fraudulent actions
- An enhanced information system, including the ability to track child eligibility participation, attendance and payment processing for Early Learning Coalitions and child care providers
- An enhanced resource and referral system, including the ability to record and maintain family and provider information, generate referrals to early learning programs and/or resources and provide complete local/state/Federal reporting capabilities
- Optimizing the use of funds and services provided to Florida's children by facilitating fiscal management and providing timely data for utilization forecasting
- An enhanced information system, including the ability to track child eligibility participation, attendance and payment processing for Early Learning Coalitions and child care providers
- Creating a single point of entry for eligibility data for all VPK and School Readiness programs
- Improving access to the Early Learning System and customer service to parents, providers and other stakeholders
- Establishing a centralized and consolidated information system that provides consistent, uniform information across the entire state that each coalition will use to manage its programs
- A centralized database or a data warehouse that accurately and consistently maintains current and historical early learning program information
- A system that collects child, staff and financial data to support the analyses of a child's short-term and long-term developmental, academic growth and the return on investment for early learning programs
- A system that integrates data from partner databases such as those housed in the Department of Education, Department of Children and Families, Florida Department of Law Enforcement and Department of Health
- A system that measures the educational impact and overall quality of early learning programs and makes the information accessible through the internet for parents



- A system that uses the most current and effective safeguards to ensure the security and confidentiality of a child’s personal information and detects and prevents payment errors and fraud

## **2.2 BASELINE ANALYSIS**

### **2.2.1 Role of the Early Learning Information System – Stage 1 Project in Producing the Information in this Section**

The Early Learning Information System -- Stage 1 Project (2007) conducted an extensive review and documentation of the current and future business process performed at the headquarters of Florida’s Office of Early Learning and the regional offices of the Early Learning Coalitions (ELC) throughout the state. This documentation includes extensive diagrams and details obtained during site-visits and workshops conducted with OEL staff and with staff members of each of the ELCs.

A detailed compilation of both the functional and technical requirements for the Early Learning Information System was developed and used during solicitation of the Early Learning Information System systems integration vendor. This section contains a listing of the Early Learning business processes that were studied while developing those requirements. These requirements have subsequently been validated and elaborated by the systems integrator vendor.

The systems integrator vendor has also recently updated and enhanced OEL and ELC business process. The final design of Early Learning Information System business processes has been reviewed and approved by OEL.

Additional process details are provided in the following Stage 1 Deliverables:

- Early Learning Information System OEL As-Is Process Documentation
- Early Learning Information System ELC As-Is Process Documentation

### **2.2.2 Current Early Learning Business Processes**

This section lists the business processes that are contained in the baseline analysis. Some of the business processes on this list are not in scope for implementation in the current Early Learning Information System project, but have been deferred to a subsequent release. The processes that are in scope for the current project are described in Section 2.3.4.

#### **2.2.2.1 Florida’s Office of Early Learning – As-Is Process Inventory**

The Table below lists the sixteen core processes currently performed at Florida’s Office of Early Learning.

<b>ID</b>	<b>Functional Group</b>	<b>Name</b>
BP1	Administer Programs	Grants Management - Notice of Grant Award
BP2	Administer Programs	Grants Management - Reimburse ELC Invoices



ID	Functional Group	Name
BP3	Administer Programs	Grants Management - State Grant Match Reporting
BP4	Administer Programs	Grants Management - Process Annual ELC Inventory
BP5	Administer Programs	Cash Receipts
BP6	Administer Programs	OEL Statewide Contract Management - Invoicing
BP7	Administer Programs	CCEP Grant Management
BP8	Oversight of Services and Activities	Fiscal Monitoring
BP9	Oversight of Services and Activities	Program Monitoring - Performance
BP10	Oversight of Services and Activities	Program Monitoring - Eligibility File Review
BP11	Oversight of Services and Activities	Financial Monitoring - Grants Spending and Reconciliation
BP12	Oversight of Services and Activities	Financial Monitoring - Grants Usage
BP13	Consultation and Coordination	Develop CCDF State Plan
BP14	Quality Improvement and Availability of Services	Provide Data Quality and Support
BP15	Oversight of Services and Activities	Programmatic Oversight of CCR&R
BP16	Quality Improvement and Availability of Services	Child Care Resource and Referral

**Table 2-3 Florida's Office of Early Learning As-Is Business Process Inventory**

### 2.2.2.2 Early Learning Coalition - As-Is Process Inventory

The Table below lists the twenty core processes currently performed by the Early Learning Coalitions:

ID	Functional Group	Name
BP1	CCR&R	Childcare Resource & Referral
BP2	CCR&R	Provider On-boarding and Management
BP3	Eligibility and Enrollment	Wait List Management
BP4	Eligibility and Enrollment	SR Eligibility Determination
BP5	Eligibility and Enrollment	SR Enrollment
BP6	Eligibility and Enrollment	SR Eligibility Re-Determination
BP7	Eligibility and Enrollment	VPK Eligibility Determination
BP8	Eligibility and Enrollment	VPK Enrollment
BP9	Eligibility and Enrollment	Child Assessment



ID	Functional Group	Name
BP10	Eligibility and Enrollment	Provider Transfer
BP11	Back Office / Financial	Attendance Management
BP12	Back Office / Financial	Attendance Payment Adjustment
BP13	Back Office / Financial	Monthly Close & Provider Payment
BP14	Back Office / Financial	ELC Invoicing
BP15	Back Office / Financial	Slot Management
BP16	Back Office / Financial	Collections
BP17	Monitoring and Oversight	Provider Quality Monitoring & Improvement
BP18	Monitoring and Oversight	Attendance Auditing
BP19	Monitoring and Oversight	Service Provider Contract Compliance Monitoring
BP20	Monitoring and Oversight	Complaints Processing

Table 2-4 Early Learning Coalition As-Is Business Process Inventory

### 2.2.3 Assumptions and Constraints Concerning Early Learning Information System

#### 2.2.3.1 Assumptions

The following assumptions are statements about the project or its environment that are taken to be true and, accordingly, are factored into OEL’s plans and analysis for the Early Learning Information System project.

- The system will invest in building data interfaces with other agencies/departments rather than duplicating data storage
- Agencies responsible for systems interfacing with Early Learning Information System will provide resources and appropriate access to data for the systems to share data in a manner consistent with the Early Learning Information System requirements
- Data cleansing will occur prior to data migration from legacy systems into the Early Learning Information System system database to ensure data integrity
- Data conversion and migration from multiple legacy system installations will be required (e.g. EFS, UWL/SPE)
- Third-party workflow applications presented as part of the solution shall interface with the system to allow the routing of work and completion of work to occur without the need for manual intervention with multiple software applications
- The system will provide integrated with a reporting tool to provide full reporting capabilities
- The system shall collect all data required to generate the required reports
- The system shall provide unsecured access to allow customers to:





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- Enter information needed to obtain a determination of preliminary eligibility
- Search for location specific early learning information
- Obtain SR/VPK provider profile listings
- 30% of customers will adopt the self-service features of the On-line Customer Portal in lieu of interacting directly with ELC staff
- 90% of providers will adopt attendance reporting and other features of the On-line Provider Portal in lieu of using the current paper-based processes
- 100% of FOEL and ELC staff will adopt Early Learning Information System to carry out all business functions that it will support
- Customers will have the ability to complete ELC business processes through a variety of methods (e.g., in person, online, mail, email, fax, telephone)
- External agencies will complete standardized referrals for early learning services online
- The system will include a single statewide wait list (to eliminate duplicates and provide a statewide view of applicants and unmet needs) that contains all children who have been determined to be eligible for placement on the wait list
- The Attendance Roster Processing process will be automated and integrated in the system
- ELCs may continue to have developmental testing tools and forms to initiate and coordinate developmental testing that they use in addition to the system
- OEL will embrace the organizational changes needed to implement the recommended solution
- FLAIR is assumed to be the system of record for all of Florida's financial information, including Early Learning Information System information
- It is assumed that stand-alone accounting systems in use at the ELCs will remain in service and will not be replaced by Early Learning Information System
- Referenced documentation (including the Eligibility Requirements document, statutes, rules, policies) is subject to change
- System requirements have been validated by the systems integration vendor and updated as required [completed in 2010]
- The Early Learning Information System project will involve the Early Learning Coalitions and their service providers because obtaining their input and support will be important in order to achieve success
- A suitable configurable business application exists which will satisfy at least 85% of the business requirements, with less than 15% of the solution to be customized





- [a commercially available application that satisfies these criteria was identified and selected in 2011]
- OEL desires to increase process effectiveness, reduce manual steps that rely on the use of ad-hoc tools and processes
  - The Early Learning Information System team will be adequately staffed to accomplish the project's deliverables, achieve scheduled milestones, manage user involvement, produce the necessary project planning, report on project status, and etc.
  - Gathering input and final acceptance by the Early Learning Coalitions and service providers will be an opportunity for them to provide input to help shape the system to best fit their needs [ELC staff members participated extensively during the Early Learning Information System requirements validation phase completed during 2010]
  - The system will invest in building data interfaces with other agencies/departments rather than re-create the storing of duplicate data
  - The systems solution will be implemented in a controlled, incremental, phased deployment [This objective was achieved by incorporating it into the Early Learning Information System systems integrator contract in 2010, and re-affirmed in a contract amendment in 2011]
  - OEL anticipates a fixed rigid development timeline containing go/no-go milestones between phases requiring Executive Project Sponsor sign-off before proceeding to subsequent phases
  - All labor costs for the Early Learning Information System project are assumed to be for system integrator and support contractor staff only, exclusive of state and ELC employees
  - Labor rates for Early Learning Information System contracted staff are assumed to be in accordance with the IT consulting State Term Contract for staff augmentation and comparable to similar projects recently undertaken by other Florida State Agencies
  - Actual hardware costs have been determine based on a detailed bill of materials proposed by the Early Learning Information System systems integration vendor and approved by OEL - most of the required hardware has already been purchased and installed at a State Primary Datacenter
  - It is assumed that all hardware prices include three years of maintenance and updates and that the annual cost of maintenance and updates thereafter can be estimated by applying 20% to the initial purchase price
  - It is assumed that all software will be licensed on an annually recurring basis, with the cost for subsequent years estimated by applying 20% to the initial software purchase price except where noted



- Peak concurrent Early Learning Information System user count is assumed to be 40% of total estimated user count
- High-availability hardware components have been purchased
- OEL assumes no re-use of existing hardware or renewal of existing legacy system software licenses

### 2.2.3.2 Constraints

Constraints are identified factors that will limit the project management team's options, and impact the progress or success of the Early Learning Information System project.

- Project funding is appropriated annually and may be subject to periodic releases throughout the year depending upon suitable schedule and cost performance
- Approval by either the Executive Office of the Governor (in consultation with the Legislature) or the Legislative Budget Commission is required before any appropriated funds are made available to the Office
- All schedules depend on the continual availability of appropriated funds
- Responding to information requests from external overseers and partners can be time-consuming and can impact the project's timeline
- State and/or federal statutory changes, changes in administrative rules, and OEL policy changes may impact the project

## 2.3 PROPOSED BUSINESS PROCESS & REQUIREMENTS

The Early Learning Information System project has been conceived as the best means of eliminating the many shortcomings of the current system and architecture while, at the same time, establishing and sustaining new and improved processes that are better able to accomplish OEL's mission and advance the achievement of Florida's Office of Early Learning strategic objectives.

### 2.3.1 Role of the Early Learning Information System - Stage 1 Project in Producing the Information in this Section

The Early Learning Information System - Stage 1 Project conducted extensive review and documentation of the current and future business process performed at the headquarters of Florida's Office of Early Learning (Office) and the regional offices of the Early Learning Coalitions (ELC) throughout the state. This documentation includes extensive diagrams and details obtained during site visits and workshops conducted with OEL staff and with staff members of each of the ELCs.

The achievements of Early Learning Information System - Stage 1 have created a high degree of confidence among primary stakeholders that the Early Learning Information System solution is the best alternative for the State.



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A detailed compilation of both the functional and technical requirements for Early Learning Information System have been included in the appendix to this document. This section contains a conceptual overview of business concepts, features and processes that Early Learning Information System is intended to support. Comprehensive details about the to-be business processes that will be supported by the Early Learning Information System project may be obtained from the following Stage 1 Deliverables:

- Early Learning Information System OEL To-Be Process Documentation
- Early Learning Information System ELC To-Be Process Documentation
- Early Learning Information System Use Case Specification
- Early Learning Information System Phasing Analysis



### 2.3.2 The Core Needs of Early Learning Stakeholders

The core needs articulated by Early Learning stakeholders are as follows:

- **Case Management:** capabilities for Early Learning Coalitions to process and track eligibility redetermination, VPK re-enrollment, provider transfers, guardianship transfers, child screenings, child assessments, access all service history and track all inclusion services.
- **Attendance Management:** capabilities for child care providers to enter, submit, re-submit and track child attendance information; the capability for Early Learning Coalitions to create and process attendance rosters and attendance payment adjustments.
- **Grants and Financial Management:** capabilities for the Office to receive coalition invoices, initiate and process payments, manage grant match information, manage receivables, monitor grant utilization, process annual coalition inventory; The capability for Early Learning Coalitions to manage financial processes including monthly close-out, provider payments, invoicing, collections.
- **Intake:** capabilities for customers to make an application for services, provide required documentation and track status of an application. The capability for customers to provide information and documentation related to the redetermination of eligibility for services. The capability for Early Learning Coalitions to enter, process, and track an application for service, manage waitlist and to automatically determine eligibility and parent fees based on configurable business rules.
- **Child Care Resource and Referral:** capabilities for customers to find answers to their questions regarding how to identify quality early learning programs and how to locate a provider that meets each family's needs. The capability for the Office and Early Learning Coalitions to provide referral lists and related services to customers.
- **Service Management:** capabilities for Early Learning Coalitions to manage provider on-boarding, contracts, profiles, and quality monitoring and improvement activities.
- **Policy and Program Management:** capabilities for the Office to manage the process of policy and guidance development, distribution and maintenance.
- **Program Support:** capabilities for the Office to manage data quality, process cash receipts, manage statewide contracts.
- **Planning, Monitoring and Quality Management:** capabilities for Early Learning Coalitions to monitor service provider contract compliance, monitor coalition performance against plan, manage slots and financial forecasts; The capability for



- the Office to monitor, track and report on eligibility, instructor qualifications, coalition performance against plan and fiscal practices.
- **Document Management** (*Not imaging*): capabilities for customer to submit documents electronically; the capability for the Office and Early Learning Coalitions to receive, index, archive and search electronic documents.
  - **Workflow**: capabilities for the Office and Early Learning Coalitions to route business documentation and data electronically through pre-configured business process steps.
  - **Business Rules Engine**: capabilities for configure business rules relating to eligibility determination, enrollment, eligibility redetermination, provider payments, financial management, attendance management and other processes.
  - **Reporting**: capabilities for providers, Early Learning Coalitions and Office to generate case management and financial reports and perform analytical data management (OLAP) including customizable standard reports and ad hoc queries.

### 2.3.3 Business Problems that Can be Solved by Implementing Early Learning Information System

The following core business problems can be solved by implementing a web-based Early Learning Information System.

- **Payment Processing**: Payment processing is manual, inefficient and prone to error. Faster payments to the providers are needed to increase the number of providers offering child care and VPK services.
- **Attendance Management**: Attendance processing and auditing requires significant manual data entry driving up cost and decreasing the quality of attendance data. The Early Learning Coalitions cannot decrease the inefficiencies in attendance processing and auditing thereby increasing the chances for potential errors and fraud.
- **Grants and Financial Management**: The Office and Early Learning Coalitions are limited in their ability to optimize the use of program funds due to the lack of timely financial data and accurate utilization forecasting.
- **Fiscal and Program Monitoring**: The Office's and early learning coalition's ability to effectively monitor both fiscal and programmatic performance of the programs is severely limited due to the lack of timely and comprehensive data.
- **Service Management** - The Early Learning Coalitions' monitoring of their contracts with Child Care providers, VPK providers and service providers is highly manual. This results in less effective monitoring activities and higher costs.
- **Intake** - The Early Learning Coalitions' ability to accurately determine eligibility is limited due to the current manual process and few automated checks and balances, thereby introducing a risk for errors.



- **Case Management** – The Office and Early Learning Coalitions are unable to adequately track child eligibility participation, attendance, other services, and results of developmental screenings and child assessments administered to children participating in early learning programs. This limits the Early Learning Coalitions’ ability to see the child’s needs and progress holistically, which further limits their ability to affect ultimate outcomes achieved
- **Longitudinal Tracking:** The Office and Early Learning Coalitions are unable to adequately collect and correlate child, staff and financial data to support the analyses of a child’s short-term and long-term developmental, academic growth and the return on investment for early learning programs
- **Data Sharing:** The Office and Early Learning Coalitions are unable to effectively share programmatic and financial data with other State of Florida agencies such as the Department of Education, Department of Children and Families, Florida Department of Law Enforcement, Department of Revenue and Department of Health in order to ensure all the agencies involved comply with their respective statutory obligations
- **Reporting:** The Office and Early Learning Coalitions are unable to ensure that critical information needed to effectively manage the programs is readily accessible to coalition and Office leadership, state and local administrators and policymakers

**2.3.4 Core Business Processes to Be Enabled by Early Learning Information System (Future State)**

This section summarizes the business processes that will be enabled by Early Learning Information System. These processes were established during facilitated OEL staff workgroup sessions as part of an Early Learning Information System project phasing analysis that was completed in 2007.

After the Early Learning Information System Project began, the system requirements were validated by the systems integrator vendor. Then the final list of business process to be developed in the future-state business model, and supported by Early Learning Information System, was documented and submitted for OEL approval in March 2011.

**2.3.4.1 Final To-Be Business Process Models That Will Be Implemented in Early Learning Information System**

The following table contains a listing of 21 processes that have been approved by OEL for implementation by the systems integrator vendor in Early Learning Information System.

ID	Name
BP-01	Childcare Resource & Referral
BP-02	Enrollment
BP-03	Wait List Management
BP-04	Child Screening





ID	Name
BP-05	School Readiness Eligibility Determination
BP-06	Voluntary Prekindergarten Re-enrollment/School Readiness Provider Transfer
BP-07	Guardianship Transfer
BP-08	Provider On-boarding and Management
BP-09	Provider Quality Monitoring & Improvement
BP-10	Attendance Roster Processing
BP-11	Prior Period Attendance Adjustments
BP-12	Closeout
BP-13	Collections
BP-14	Slot Management
BP-15	Develop Policy and Manage Programs
BP-16	Process ELC Invoice
BP-17	Monitor and Reconcile ELC Grant Utilization
BP-18	Monitor Program and Instructor Eligibility
BP-19	Maintain Data Quality and Provide Service Support
BP-20	Process Cash Receipts
BP-21	Manage Statewide Contracts

**Table 2-5 OEL Processes That Will Be Implemented in Early Learning Information System**

### **2.3.5 Early Learning Information System Will Create Internet Portals and Intranet Workspaces**

The future early learning processes supported by the Early Learning Information System project will make maximum use of internet portals and intranet workspaces.

An Internet portal is a single gateway to primary information on a particular topic or service; with selectable links to other additional information. Portals are accessible to the public by anyone with Internet access but usually registration and a user ID and password are required to perform supported functions such as messaging, data requests, and data entry or update. Early Learning Information System will use Internet portals to provide 24/7 access to program and personal information to parents/guardians, providers, partners and coalition members/staff. Registration and user security features will restrict their ability to view and edit only their own data.

Intranet Workspaces are similar to portals except access is not available to the general public. These workspaces will use secure access and web technology to provide authorized OEL and ELC users with real-time access to Early Learning Information System data and reports. The use of Early Learning Information System workspaces will be a far superior alternative to the limitations of the current stove-piped architecture.

The remainder of this section describes in more detail how these portals and workspaces will be employed after the Early Learning Information System project is completed.

#### **2.3.5.1 The Early Learning Information System System is based on the following five business concepts**





- Online Customer Portal
- Online SR/VPK Provider Portal
- Online Partner Access (Limited access to Early Learning Information System functionality)
- ELC Workspace
- OEL Workspace

The components and relationships between these concepts are depicted below:

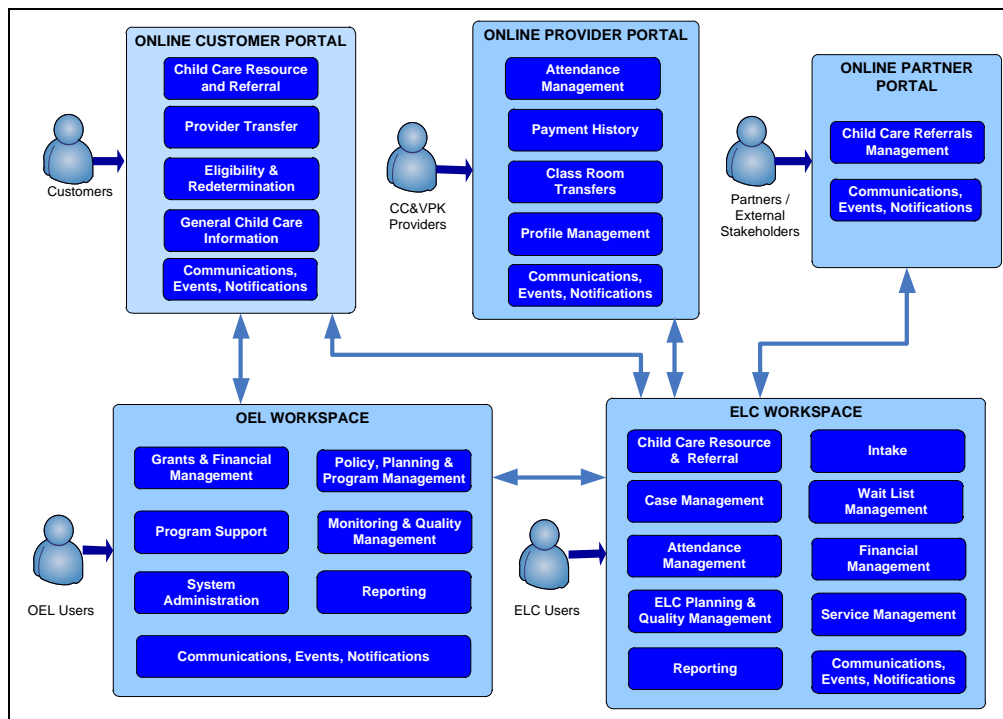


Figure 2-8 Five Business Concepts of Early Learning Information System

Through the Joint Application Develop process, potential Early Learning Information System user groups and interface concepts were identified. These concepts are not intended to specify system design requirements but to communicate the Office’s and Early Learning Coalition’s thoughts regarding user groups of the system and the potential functionality envisioned for each.

The following subsections describe the functions included in each portal or workspace.

### 2.3.5.1.1 Online Customer Portal

The Customer Portal serves as an electronic gateway for the customers seeking to:

- Obtain Child Care Resource and Referral
- Apply for School Readiness or Voluntary Pre-Kindergarten services



- Access other programs and services for children and families
- Access their child's record including history (status, attendance, screenings, assessments, inclusion services, etc.)
- Access detailed information about their child's provider.
- Initiate a provider transfer
- Schedule or reschedule an appointment with ELC staff

The Customer Portal provides various communication opportunities between the ELC and customers. Some opportunities include:

- Notification of decision on a pending application
- Notification of Wait List placement
- Notification and reminder of re-determination deadlines
- Notification of dis-enrollment
- Notification of provider and guardianship transfers
- Calendar for services, child care training workshops, etc.
- Communications regarding ELC services (hours of operation, round up dates, schedules, and locations, etc.)
- General information from the ELC
- Links to other useful and relevant web sites

#### **2.3.5.1.2 Online SR/VPK Provider Portal**

The Provider Portal serves as the primary collaboration interface between the ELC and School Readiness/VPK Providers. The Provider Portal provides the School Readiness/VPK Providers with the ability to:

- Electronically submit attendance records
- Electronically submit amended attendance records (for past periods)
- Maintain their profile information
- Access child records including history (attendance, screenings, assessments, inclusion services, etc.)
- View payment history
- Initiate classroom transfers
- Access basic training and technical assistance information
- Online discussion group
- Documentation related to policy, statute, guidelines, etc.

The Online Provider Portal provides various communication opportunities between the ELC and the School Readiness/VPK Providers. Some opportunities include:

- Notification of new enrollments
- Notification of parents due for re-determination
- Notification of payments
- Notification of child transfers (Parent, Guardianship and Provider)



- Notification of quality monitoring activities and reports
- Notification of attendance auditing activities and reports
- Notifications as a result of a complaint processed by the ELC
- Notification of child dis-enrollment
- Notification of co-payment changes
- Calendar for training, workshops, etc.
- Links to other useful and relevant web sites
- General information from the ELC to their providers (multicast and broadcast)

#### **2.3.5.1.3 Online Partner Portal**

Online Partner Portal is a business concept that allows ELCs to communicate with referral partners. Online Partner Access provides partners with the ability to:

- Electronically Submit Child Care referrals (from DCF, Workforce Boards, etc.)
- Alert coalitions when a referral has expired
- Track status of referrals made to the ELC
- Receive notification of re-determination

#### **2.3.5.1.4 ELC Workspace**

The ELC Workspace serves as the ELC staff's main work area within the Early Learning Information System system. The ELC Workspace includes:

- Automation of ELC core business processes
- Access to standard and custom reports
- Real time access to ELC data (local and limited statewide)
- Scheduling of appointments for clients
- System Administration for:
  - Administering users (Create, Update and Inactivate)
  - Reset passwords
  - Workflow configuration
  - Local business rules
  - Local correspondence

#### **2.3.5.1.5 OEL Workspace**

The OEL Workspace serves as the staff's main work area within the Early Learning Information System system. The OEL Workspace includes:

- Automation of OEL business processes
- Access to standard and custom reports
- Real time access to statewide data
- System Administration for:



- Administering users (Create, Update and Inactivate)
- Reset passwords
- Workflow configuration
- Global business rules, system codes, fees, global edits, etc.

### 2.3.5.2 Early Learning Supporting Concepts

The Early Learning Information System Technical Concepts consist of the following areas:

- Advanced Search
- Reports
- Communications / Notifications
- Document Management
- Workflow
- System Administration
- Events
- Import / Export Data
- User Profile / Login
- Notes
- Business Rules Engine
- Security
- Audit Trail

### 2.3.5.3 Advanced Search

Advanced Search is a capability to execute searches using configurable, complex criteria across a variety of information sources and formats. For example, an advanced search could retrieve data records as well as documents that contain the search criteria.

The Advanced Search concept supports the business by providing staff with the ability to:

- Search current or archived data (all fields) and retrieve all records associated with the criteria being searched
- Search by parent record and see all the transactions and records that are associated with that parent record



- Create and execute custom searches on any information in the database where multiple search criteria can be combined with logical “AND” as well as “OR” operators
- Perform full text searches including the information contained in any attached documents using “fuzzy” logic, wild card searches, Boolean operators, etc.
- Search and access information stored in separate repositories with a single query (i.e. Federated search)
- Perform searches based on root expansions or stemming (search for submit and find submitted, submitting, etc.)
- Save searches and assign user-defined names to searches

#### 2.3.5.4 Reports

A significant component of the Early Learning Information System system is reporting. Reporting on the data stored in the system is important to many stakeholders including users across the Office, Office management, ELCs, the Florida Legislature, system administrators and the public.

The Reports concept supports the business through:

- Report administration provides the ability to design, develop, test and publish reports that are requested by stakeholders.
- System pre-defined reports should be available via a well-organized reporting module within the graphical user interface. Well organized means that business unit users can easily navigate to reports that are pertinent to their needs without having to navigate around reports that are only pertinent to others. This navigation also imposes the necessary security mechanisms to allow only authorized users to view specific reports. Pre-defined reports should have the ability for the user to define specific parameters to drive report content and format.
- System ad-hoc reporting capability should provide a mechanism for users to retrieve data on an as-needed basis. This is useful to respond to specific needs such as public information/media / external stakeholder requests.
- Reporting features should include the ability to schedule reports for a specific time which can assist with the appropriate management of system resources.
- Distribution of reports should allow users through a variety of mechanisms. For example, a report may be able to be saved and sent to other users via an email link.

A reporting tool, or feature, supports the business by providing staff with the ability to:

- Access standard reports (e.g., Resource and Referral reports, attendance reports, provider payment reports, exception reports, etc.)



- Write and configure reports that access any data element in the system subject to security requirements
- Compare data within and across ELCs
- Design and execute ad-hoc reports
- Export the data contained within a report in multiple formats to a local storage device
- Supported formats may include Excel, comma separated variable (user choice of delimiter) and Adobe portable document format (PDF)

### 2.3.5.5 Communications / Notifications

Automated Communications is a capability to send a variety of communication messages through various media on demand or based on automated, configurable triggers within the system.

Key benefits of Automated Communications include:

- Increased communication with customers at low costs (using electronic channels)
- Better and timely communications
- Targeted, customized messages to customers
- Timing and content of messages can be easily controlled
- Lower overhead on ELC staff

The Automated Communications concept supports the business by generating:

- Automatic notification and reminders to customers and providers for re-determinations, dis-enrollments, etc.
- Automatic notification and reminders to ELCs for invoicing deadlines, reporting, payment processing, scheduled appointments, etc.
- Standard forms, letters, and referrals
- Correspondence based on specific events/triggers
- Correspondence based on pre-defined, but configurable, templates
- Correspondence in bulk (batch) and/or on-demand
- Customized messages based on the ELC and customer

#### 2.3.5.5.1 Document Management

Document Management is defined as the ability to track and store electronic documents.

Key benefits of document management include:

- Reduced document production costs



- Avoidance of data duplication
- Reduced cost of document distribution
- Wider and easier access to documents to facilitate staff productivity
- An increase in document integrity
- Better-quality documents

Electronic documents can be uploaded into the system and then stored on virtually any media type including magnetic discs, hard drives, CD, DVD, and etc.

After uploading an electronic document, workflow moves to the Indexing step. Indexing allows the user to associate data values with a specific document and enables future retrieval of documents by the system or a user.

Key benefits of document management include:

- Improved information availability – electronic documents can be shared across multiple users and stakeholders independent of location
- Increased information security – electronic documents shared on a central repository are only accessible to authorized users
- Enhanced document retrieval – time spent searching through paper files can be eliminated
- Enhanced customer service – improved customer service may be achieved as staff has instant access to electronic documents
- Improved employee productivity – time is not spent on searching through paper files
- Improved regulatory compliance – provides ready access to up-to-date documentation to satisfy compliance requirements
- Reduced paper storage – physical storage space needed to store paper is minimized.
- Reduced storage costs – costs associated with storing paper files may be decreased.
- Greater document accountability – costs and issues associated with lost files may be decreased
- Improved business continuity and disaster recovery – documents are in digital format; critical documents may be easily backed up and stored in an off-site repository for recovery

The document management concept for Early Learning Information System supports the business by providing staff with the ability to:

- Upload all electronic documents and correspondence
- Upload documents, as required





- Group related documents (e.g., Applications and supporting documents).
- Attach documents to an existing work task
- Attach documents to a new or existing case record
- Store versions of documents
- Attach supporting documents for eligibility or other reviews
- Share child record and associated documentation with other stakeholders
- Conduct eligibility and other monitoring reviews remotely

### 2.3.5.5.2 Workflow

Automated Workflow is defined as the automation of a business process, in whole or part, such that documents, information or tasks are passed from one staff to another for action according to a set of procedural rules.

Key benefits of workflow include:

- Improved efficiency - automation of business processes results in the elimination of unnecessary and duplicate steps
- Better process control - improved management of business processes is achieved through standardizing work methods and through the availability of process metrics and audit trails
- Improved customer service - consistency in the processes leads to greater predictability in levels of service to customers
- Flexibility - electronic control over processes enables process configuration in line with changing business needs
- Business process improvement - focus on business processes leads to streamlining and increased efficiency

The Automated Workflow concept of Early Learning Information System supports the business by providing staff with the ability to:

- Receive, review and forward work items (e.g., applications, re-determinations, transfers) to other staff within the workflow
- Prioritize work items when assigned multiple work tasks (e.g., referral applications versus regular applications)
- Enter comments and collaborate with other staff in the workflow when reviewing a work item
- Pend and release work items based on business rules
- Set ticklers and reminders based on events /changes to a work item
- Approve and reject work items and generate relevant notifications to affected parties



Workflow automates the business processes to be implemented in the Early Learning Information System system. Work items (e.g. applications, re-determinations, complaints, etc.) are organized into work queues. Each work queue represents a specialized business function or expertise. Routing business rules determine who gets what, when, and under what circumstances.

#### **2.3.5.5.3 System Administration**

System Administration provides an Early Learning Information System system administrator with capabilities to manage elements of the system configuration without the need to modify Early Learning Information System application code.

The System Administration concept supports the business concepts by providing users with the ability to:

- Create and maintain users
- Create and configure roles and associated security privileges
- Maintain code tables used by various functions within the system
- Enable and view audit trail information pertaining to data changes
- Schedule and monitor report generation, data loads and other processing

#### **2.3.5.5.4 Events**

Key to the concept of Early Learning Information System is the ability to schedule events. An event may be any action, such as the sending of a letter or electronic (e-mail) notice, which is scheduled and automatically triggered within the system. Events should be configurable independently by Coalition based on their local policy.

The Events concept of Early Learning Information System supports the business by providing staff with the ability to:

- Schedule events within the system tied to a date and time
- Schedule events within the system tied to a change in state within the system (e.g. an application status changing from “submitted” to “approved”)
- Define the action to be taken as a result of an event. Actions may include the generation of a letter, e-mail or facsimile or the creation of a notification to a user or group of users, etc.
- Turn events off and on (given permissions)

#### **2.3.5.5.5 Import / Export Data**

The system should have the ability to import data from external sources, such as an accounting system or Excel spreadsheet, and to export data in a variety of file formats for use by other applications.



The Import / Export Data concept of Early Learning Information System supports the business by providing staff with the ability to:

- Export data from records or reports in a variety of formats
- Import data from files of a variety of formats such as flat files and Excel spreadsheets

#### **2.3.5.5.6 User Profile**

The User Profile capability gives the user the ability to specify preferences and input contact information, etc. Preferences may include any configurable parameter, by individual user, that defines how the user interacts with the system or other information that is unique to each user of the system.

The User Profile concept of Early Learning Information System supports the business by providing staff with the ability to:

- Input personal information such as name, address and contact information
- Specify communications preferences
- Specify user interface preferences
- Configure user interface options (turn features on and off)

#### **2.3.5.5.7 Notes**

The ability to capture notes of various types is critical to Early Learning Information System. Notes are text fields such as case notes, history notes, comments, etc. that document important information regarding a record or case. Notes fields should be searchable and able to be used in reports.

Notes support the business by providing staff, customers and providers with the ability to:

- Document information ("free form text") relative to a record, case or document
- Search notes fields
- Develop reports that include notes fields

#### **2.3.5.5.8 Business Rules Engine**

One of the important requirements imposed on the system is the separation of business rules and processing variables from the code that executes the processing logic. This separation allows the system to be more resilient to changing requirements that result from changes to legislation or internal policies.

Given the complexity and evolutionary nature of the business, the Office requires a robust business rules management capability. To this end, the system should include a "Business Rules Manager" that provides the capability to manage (create, modify,



activate and inactivate) business rules without requiring specialized programming knowledge.

The Business Rules Manager consists of seven key component areas:

- Rule Execution Engine - a software module that executes and manages rules in a proper and efficient manner
- Rule Repository - a database that stores business rules
- Rule Integrated Development Environment (IDE) - a rule IDE is a graphical, model-driven programming environment to author, sequence, and test and debug rules. An IDE enables business users and IT managers to take dual responsibility of caring for the enterprise's rules
- Rule Management and Administration - provides tools to deploy rules to target environments, manage security, promote new rule sets and track system health and performance
- Rule Templates - are out-of-the-box, pre-built rule sets to accelerate a customer's time to value

The Business Rules Manager concept of Early Learning Information System supports the business by providing staff with the ability to:

- Accelerate rule creation
- Group and categorize interrelated rules
- Set up the manner in which rules are stored and called
- Monitor rule usage and govern who can access the rules
- Optimize the way rules are executed for ultimate performance
- Streamline packaging of rule applications/projects and deploying them to their intended target environment
- Control who can modify a rule (and when the rule can be modified)
- Search for existing rules
- Check-in/check-out rules
- Mark a rule set as final by making it password protected so no other changes can be made

#### **2.3.5.5.9 Security**

Whereas the system administrator will have built-in system wide permissions, a business administrator will have permissions to operate like a system administrator but only within their security domain. The concept of security domain is depicted below.

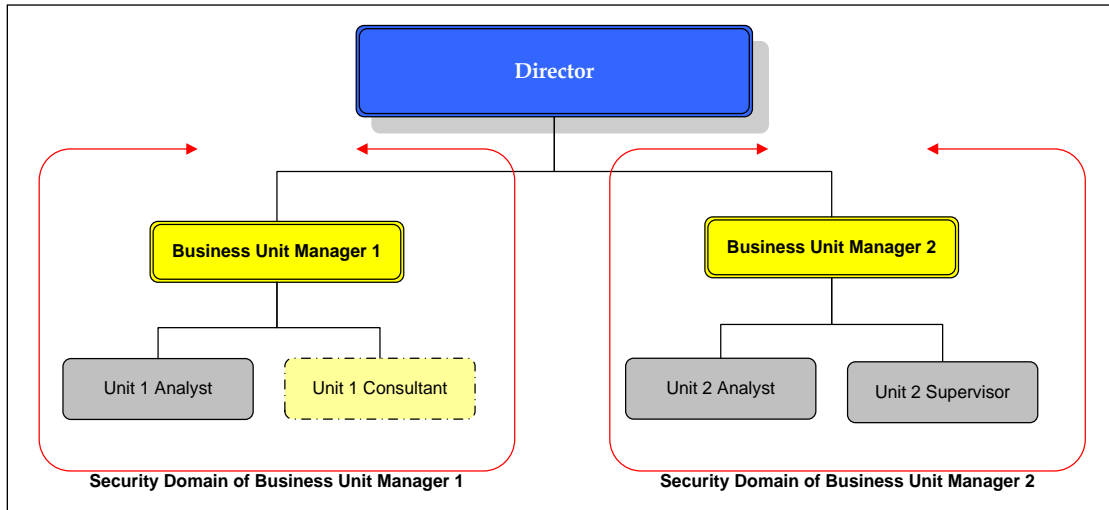


Figure 2-9 Security Domain Concept

The figure above illustrates a typical organization with two business units. All boxes show user roles and not the actual users. As the figure depicts, the security domain of the Business Unit1 Manager role encompasses the reporting hierarchy below him.

**Roles Based Security:** Role-based security allows administrators to assign access permissions to users based on the roles they play. When utilized properly, the role based security approach significantly reduces complexity in implementing security and gives system administrators fine grain control over permissions.

The Role Based Security model gives system administrators and users a flexible way to deal with the two most important aspects of application security as described below.

**Granularity of Control:** Application administrators need an ability to control ‘who can see what’ and ‘who can do what’ in terms of the system functionality. Adoption of the Role Based Security model helps achieve this goal.

**Ease of Granting Access:** Application administrators also need an ability to react to the changes in the user community or changes in the security policy by modifying an access given to a user. The Role Based Security makes this process easy to implement because user’s credentials are not directly tied to the system’s security module.

The figure below depicts an example of a role based security scheme. The users, roles and the system’s screens should be set up independently using functionality described in the System Administration module. The system should also provide for dynamic mapping of users to security roles and mapping of security roles to the resource to be controlled.

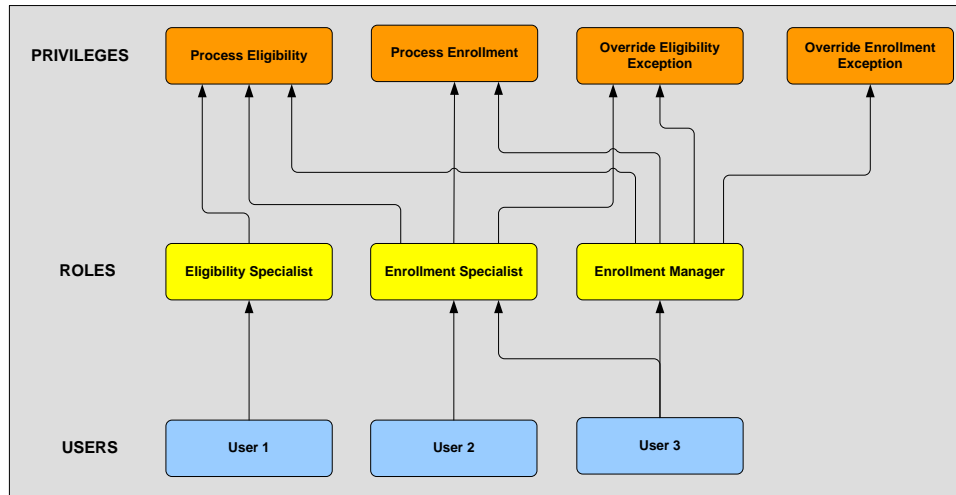


Figure 2-10 Role Based Security Model

In this figure, the role based security is assigned as follows:

Users	Role(s)	Privilege(s)
User 1	Eligibility Specialist	<ul style="list-style-type: none"> <li>Process Eligibility</li> </ul>
User 2	Enrollment Specialist	<ul style="list-style-type: none"> <li>Process Eligibility</li> <li>Process Enrollment</li> <li>Override Eligibility Exception</li> </ul>
User 3	<ul style="list-style-type: none"> <li>Enrollment Specialist</li> <li>Enrollment Manager</li> </ul>	<ul style="list-style-type: none"> <li>Process Eligibility</li> <li>Process Enrollment</li> <li>Override Eligibility Exception</li> <li>Override Enrollment Exception</li> </ul>

Table 2-6 Role Based Security Example

The Early Learning Information System system will be used by many stakeholders. Customers and Providers access will be limited by Early Learning Information System security features to the activities specifically intended for them. The consumers and Providers will not be given access to the information processed by the ELC staff.

The ELC and OEL users, on the other hand, require full access to information in order to perform their jobs. It is therefore necessary to insure that confidential data is protected from unauthorized access even from the ELC and /OEL users.

The Early Learning Information System system will empower the system administrators to control user access to information in the following ways:

**Screen level permissions:** Each screen in the system is defined by a unique identifier. A system administrator can map a security role to a set of screens by specifying access level. As users are assigned to roles, a user’s access to system screens is automatically controlled. The system should implement the following:

- If a user (via roles assigned to him/her) is not authorized to visit a screen, at run time the system will prevent any attempt to navigate to the screen



- If a user is authorized 'read only' access to a screen, at run time the system will disable appropriate screen controls to enforce read access
- The system administrator will be able to access all screens

**Screen Widget Level Security:** There are times when information on a screen needs to be hidden from certain users. This type of security can be easily implemented in many modern applications by making use of smart tags.

**Business Object Level Security:** There are situations when certain business objects need to have a pre-defined security mechanism designed in the code. For example, a system rule may state that any open complaint or audit can only be viewed by the user who is assigned to it.

#### 2.3.5.5.10 Audit Trail

The Early Learning Information System system should incorporate audit trail capabilities at various levels. The main categories of audit trail are described below:

##### **Business Activity Audit Trail**

- Early Learning Information System will support many business processes concerning OEL, ELC staff, customers and providers.
- It is required that a detailed audit record be maintained of many business activities for quality assurance purposes and for training. Audit detail views are most valuable when presented in the context of the customer being served.

**Data Object Audit Trail:** It is a common industry practice to use the database to contain the audit trail. Since not all data objects are updateable, keeping an audit trail makes sense only for those data objects that frequently change as a result of user interaction.

**One Generation View Audit Trail:** A One Generation View Audit Trail captures the following information:

- The User ID of the user that created the record
- The Data and Time Stamp indicating when the record was created
- The User ID of the user that last updated the record
- The Date and Time Stamp indicating when the record was updated

**Comprehensive Audit Trail:** A comprehensive audit trail includes the following information:

1. **Who:** User id of the user conducting the transaction.
2. **What:**
  - a. Name and specific key information being manipulated.
  - b. The data field that is being changed.





3. **When:** Date and time when the change occurred.
4. **Action:** If this is a Create, Update or Delete action.
5. **Business Transaction:** The context of the business transaction.
6. **Original Value:** The original value of the data field(s) being changed.
7. **New Value:** The new or changed value of the data filed(s) being changed.

### 2.3.6 Business Solution Alternatives and Rationale for Selection

OEL is executing the Early Learning Information System implementation project under a contract with a systems integration vendor. Based on a recommendation obtained by an analysis of alternatives performed and corroborated during previous Schedule IV-B analyses, Early Learning Information System is to be implemented by configuring a commercially available business application.



## 3 Cost Benefit Analysis

### 3.1 EARLY LEARNING INFORMATION SYSTEM BENEFIT ANALYSIS DETAILS

#### 3.1.1 Early Learning Information System Project Benefits Summary

The Early Learning Information System project will replace the Enhanced Field System (EFS), Single-Point-of-Entry System (SPE), and the Unified Wait List System (UWS) with more capable technology and added functionality. These will enable substantial improvements in how OEL's Early Learning programs are operated and managed. A number of specific opportunities have been identified where Early Learning Information System can be used to eliminate or reduce the cost of current practices that are labor intensive, cumbersome or inefficient. In nearly all cases, these opportunities – if realized – will yield the substantial economic benefits described in this section.

Early Learning Information System will replace EFS, a twenty-year old, distributed, client server application, with a comprehensive, web-based system able to access, manage, store and – most importantly – share Early Learning Program Data. Programmatic, administrative, financial, outcome, and referral data will be more readily available than ever before.

Not only will OEL receive a substantial upgrade in its ability to manage a \$1 billion a year enterprise, but the service and information provided to 383,426<sup>1</sup> children and their families – and to more than 25,000 School Readiness, VPK and other child care providers – will also be greatly improved.

Early Learning Information System project objectives have been refined and validated through extensive on-site collaboration with ELC staff, ELC service providers and SR/VPK providers. As-Is business processes for both OEL and the ELCs have been documented, mapped and analyzed. To-Be business processes have been defined, mapped and – most important of all – agreed to by Early Learning Information System user stakeholders. The final design of the business process that will be supported by Early Learning Information System has been developed by the systems integrator vendor and approved by OEL.

The functions necessary to support OEL and ELC To-Be business processes have been progressively elaborated into specifications for improved information management capabilities and detailed Early Learning Information System system requirements.

#### 3.1.2 Early Learning Information System Requirements Phasing Analysis and Business Case Project

The General Appropriation Act for fiscal year 2008-2009 outlined various obligations in proviso for the Early Learning Information System Project. Specifically, Appropriation

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<sup>1</sup> This figure represents the total number of individual children served in FY2010. It is typical that approximately 7% of these children are simultaneously enrolled in both SR and VPK services.



2238 provided \$500,000 and required OEL to perform and document the following analysis (*emphasis added*):

- Specify and document the minimum requirements for an Internet-based Early Learning Information System (Early Learning Information System) that replaces the functionality of the Enhanced Fields System, enhances attendance tracking, and improves provider payment processing and related financial management capabilities;
- **Develop a business case describing, at a minimum, how existing coalition and Office processes for attendance, provider payments, and funds management can be streamlined using electronic means of tracking and reporting to reduce paperwork and workload; and**
- **Calculate a cost-benefit analysis that quantifies operational cost reductions and other tangible benefits that can be objectively realized to justify the cost of the Early Learning Information System project.**
- The requirements specifications must clearly and unambiguously define all business rules, interfaces, and known customer and system needs at a level sufficient to enable system design and development.

OEL completed a project to satisfy these obligations. The results of the second and third bullets in this list are the principal source of the detailed benefit calculations described in this section of this document.

The following section describes how the required benefits analysis was performed.

### 3.1.3 Approach Taken to Quantify Early Learning Information System Operational Cost Reductions

The following is a summary of the steps taken to create a detailed estimate of the operational efficiencies and tangible benefits that can be objectively realized through the development and deployment of Early Learning Information System:

Action	Result
1. Identify and document the business processes performed by OEL and each ELC in order to deliver and manage early learning services (SR, CCR&R and VPK)	Detailed documentation, mapping, analysis and user validation of was completed in 2007  22 business processes and sub-processes were identified for cost analysis



Action	Result
2. Identify and estimate the total cost of performing each sub-process one time	<p>In 2008, OEL and the ELCs submitted 45 cost measurements or estimates associated with performing each of the 22 sub-processes one time.</p> <p>The cost elements that were reported included:</p> <ul style="list-style-type: none"><li>• Labor (duration x hourly labor rate)</li><li>• Postage (where USPS was used to perform the sub-process)</li><li>• Storage (when paid storage was required to retain official records)</li></ul>
3. OEL/ELCs determined how many times each sub-process was performed each year	<p>Annual counts of sub-process performance were measured or estimated by each organization</p>
4. Compute the total average annual cost of performing each sub-process	<p>The unit sub-process performance cost was multiplied by the number of times it was performed each year, by each organization – yielding the total annual statewide cost for each of the 22 sub-processes</p> <p>This total was then divided by the number of reporting organizations (OEL or ELC) to derive the total average annual cost per sub-process</p> <p>In order to account for uncertainties in the survey method or the estimates provided by ELC staff, the costs calculated in this way were reduced by 10% across the board and – as a result – a more conservative benefit estimate was calculated using these numbers</p>



Action	Result
<p>5. Evaluate how the proper use of Early Learning Information System will affect (reduce) each cost element in each sub-process; and assign a ratio to use to compute the resulting operational cost reduction</p>	<p>Analysts used detailed process descriptions and mapping, developed in 2007, to identify what effect – if any – the proper use of Early Learning Information System would have on cost</p> <p>Expert judgment was used to estimate a ratio, called the “Early Learning Information System Improvement Factor” or EIF was assigned to each cost element</p> <p>For activities in which Early Learning Information System would have no effect, an EIF of “0%” was assigned</p> <p>For activities in which Early Learning Information System, for example, would be expected to eliminate 75% of the labor cost by automating a cumbersome manual process an EIF of 75% was assigned</p>
<p>6. Calculate the specific statewide annual average cost reduction by sub-process then roll up to total estimated tangible benefits by category and grand total</p>	<p>The assigned EIF was multiplied by each of the 45 cost elements to compute the estimated cost reduction for each sub-process</p> <p>The sub-process cost reductions were rolled up into 7 targeted benefit categories, which were then summed to develop an estimated overall annual cost reduction</p>

**Table 3-1 Summary of Approach Used to Quantify Operational Cost Reductions**

The following sections provide additional details on this approach and its results.

### **3.1.4 Specific Actions Taken to Satisfy Appropriation 2238 Proviso**

Developing a questionnaire was central to OEL’s strategy for responding to the proviso and to gather the benefits-related data needed to increase confidence in the cost-benefit analysis results.

A Benefits Data Gathering Plan was developed to obtain the specific operational cost information from the ELCs and OEL. The information gathered using the questionnaire supplied the basis for describing how tangible benefits could be “objectively realized” was then used to describe in detail how existing coalition and Office processes could be streamlined using information technology and to quantify the cost reductions that can be objectively realized.

The questionnaire was based on Early Learning Information System – Stage 1 business process documentation. Business processes were identified that would have to be



improved in order to realize the operational efficiencies and other tangible benefits that justify investing in the Early Learning Information System project. The selected business processes were further divided into their sub-processes and specific questions were formulated about the operational costs for each one.

Site visits were conducted with three ELCs (one small, one medium, and one large) to perform interviews with staff about the content and wording of the questionnaire. The analysis project team made numerous edits to the questionnaire based on ELC staff feedback. Finally, the questionnaire's clarity and content were deemed suitable for statewide distribution.

Over the period of one month, all remaining ELCs and RCMA collected the data requested by the questionnaire. A regular conference call was held each week between ELC leadership and the analysis project team; to answer questions and monitor progress. Team members also answered questions posed by individual ELC staff by phone throughout the project.

At the end of the data gathering period, completed questionnaires were received from all but two of the 31 coalitions. When the statewide averages for operation costs were calculated, this small gap in the data was accounted for by multiplying each result by a ratio of the number of children served in the reporting ELCs and in the non-reporting ELCs.

The questionnaire consisted of 116 specific questions about costs in major four categories:

1. Labor (e.g. quantity of tasks, task duration, average labor rate)
2. Postage (e.g. average monthly count of pieces mailed, average postage per piece)
3. Storage (e.g. quantity of pages, storage dimensions and lease cost per sq. ft.)
4. Error reduction (e.g. percent reduction in total program costs resulting from payment errors; including fraud)

Similar cost data was collected for OEL business processes by gathering the relevant data during interviews with OEL staff in Tallahassee.

### **3.1.5 Computing the Statewide Average Cost for Each ELC/OEL Business Process**

Using the data gathered using the questionnaire, an average statewide annual cost of performing each of the business processes identified in OEL and in the ELCs.

For example: A primary business process routinely performed in every ELC is called "SR Eligibility Determination." The questionnaire asked each ELC to estimate the amount of time (duration) on average that Eligibility Specialists at their coalition office required to complete this business process. The average hourly labor rate for the ELC staff members performing this function was also provided. Using this information the average cost of performing one event of the SR Eligibility Determination was calculated as follows:

$$\text{Avg. Duration in Hours (Hrs.)} \times \text{Avg. Hourly Labor Rate (\$/Hr.)} = \text{One SR Eligibility Determination (\$)}$$



The statewide average cost of performing one such event can be calculated in the same manner as shown above by using statewide average values for both duration and labor rate.

Finally, the statewide average annual cost of a particular business process can be calculated as follows:

$$\text{Avg. Statewide Cost per Event (\$)} \times \text{Number of Events per Year (\#/Yr.)} = \text{Statewide Annual Cost}$$

This calculation of the statewide average annual cost was performed for each ELC/OEL business process, and sub-process, that had been documented, mapped, analyzed, and improved during a separate project conducted in the summer of 2007.

The cost data collected in 2008 for this analysis is the most complete and detailed data available. There have been no significant changes made to the nature or methods for accomplishing the work of the 22 business sub-processes that were evaluated. It is also unlike that costs for labor, materials, and the other elements have gone down during that same period. If costs have increased then continuing to use the 2008 estimates in this latest analysis results in an even more conservative estimate of the economic value of Early Learning Information System benefits.

### 3.1.6 Tracing the Benefit Value Chain from Business Process to Early Learning Information System

Having an estimated annual cost for each ELC/OEL business process set the stage for the next step in estimating the cost reductions and other tangible benefits that can be objectively realized by building and deploying Early Learning Information System.

Replacing an obsolescent information system with a new one can sometimes result in a lower cost of ownership. Legacy systems based on outdated technology can often drive owners to pay a premium for parts for unsupported hardware or niche specialists in applications and programming languages that are no longer in the broad market.

Lowering cost of ownership is the only benefit about which it can be truly said, “is a benefit of the system.” All other benefits are realized by users; the benefits do not come from the system, but from its use.<sup>2</sup>

Like all modern business processes, ELC/OEL business processes consist of the following:

- 1) Actions;
- 2) performed by people;
- 3) on objects (a form, a product, or a case file);
- 4) which increases its value, and

<sup>2</sup> Even in the case where the cost of owning and maintaining the new system is greater than before, the cost of the legacy system “offsets” the cost of the new system. In other words, the net cost of owning the new system is reduced by the “benefit” of no longer having to pay for the old one.





- 5) produce some kind of output (a product, service or result).

When a business process is supported by an information system, the effect of the technology can vary widely - depending upon both the manner and degree of involvement the system has in accomplishing the objectives of the process. A detailed knowledge about how the work is to be accomplished, and the role the proposed system will have in it, is indispensable to the benefit analysis.

**3.1.6.1 The Early Learning Information System “Efficiency Factor”**

Each business process was evaluated in detail to estimate the degree of involvement of Early Learning Information System system functionality in accomplishing the work. To quantify this, the term “Early Learning Information System Efficiency Factor (EIF)” was established. The EIF is a ratio, expressed as a percent, by which the operational cost of performing an ELC/OEL business process, or sub-process, would be reduced by the proper employment of Early Learning Information System functionality by the user.

Multiplying the estimated average annual cost of an ELC/OEL business process by the EIF yields an estimated average annual savings from using Early Learning Information System to perform that process.

Processes evaluated as having a high EIF are ones in which the efficient use of the Early Learning Information System would significantly reduce cost of carrying out that process. Other business processes, which were assessed as remaining largely unaffected by the use of Early Learning Information System, we evaluated as having a low EIF.

A scale was established for the Early Learning Information System Efficiency Factor as depicted on the next page:

EIF	PERCENT
HIGH	75% - 100%
MED HIGH	50% - 74%
MED LOW	25% - 49%
LOW	1% - 24%

**Figure 3-1 Early Learning Information System Efficiency Factor (EIF) Scale**

**3.1.6.2 A Low-Benefit Example**

For example, the process called “SR Eligibility Determination” consists primarily of a face-to-face interview between a parent/guardian and an ELC Eligibility Specialist. An interview is conducted, documents are presented and reviewed, options are discussed and - in the end - the information gathered during the interview and the conclusions of the specialists’ assessment of eligibility are entered into the system. In other words, an hour-long process may consist of 55 minutes of conversation and 5 minutes of data entry.

The 55 minutes required to complete the interview - and the labor costs associated with carrying it out - will be largely unaffected by replacing EFS with Early Learning



Information System. The interview will still need to be performed. Even if Early Learning Information System displays, for example and on-screen job-aid, the time saved would probably be only a few minutes – or less. Data capture may be streamlined through modern tools and techniques, but even if the data entry time was reduced by more than half (from 5 minutes to 2 minutes) the difference in cost would be small.

The conclusion is that the process called “SR Eligibility Determination” is NOT a good candidate for the realization of substantial tangible benefit by replacing EFS with Early Learning Information System. This process was assigned an EIF of “Low.”

### **3.1.6.3 A High-Benefit Example**

The “Attendance Management” business process is performed by each of the ELCs. This vital process involves documenting child attendance, ensuring that eligibility and other requirements are satisfied, and the results are the basis of the payments made to child care centers for providing SR and VPK services. The Attendance Management process is at the heart of the entire early learning enterprise – the reason why it works.

The Attendance Management business process is also a cumbersome, manual, paper-based process. With a few exceptions, child care centers report attendance on paper forms, which are mailed into the collations each month. A typical ELC will have a staff of 5 people (or more) that devotes up to two full weeks out of each month just to processing these attendance sheets.

The attendance sheets are received from the US Postal Service, manually assembled and then collated. The attendance records are inspected by hand, line-by-line, and cross-checked against eligibility records and other requirements. The results are manually tabulated and then manually keyed into EFS. The process is error prone, difficult and expensive to audit, and lengthens the time between provider submission and payment.

Statewide, the amount of paper devoted to tracking daily attendance of 380,000 children for an entire year runs to millions of pages.

Early Learning Information System will profoundly change the way the Attendance Management business process is performed.

The Early Learning Information System Provider Portal will give child care providers the means to submit attendance data to the ELC online via a web-interface. No paper will be required to accomplish this.

Early Learning Information System will screen all submitted data and detect automatically and data entries that are illogical, invalid, or fall outside the business rules (e.g. attendance submitted for an ineligible child or date). ELC Attendance Specialist will review the data on-screen and address entries flagged as problems by Early Learning Information System. The entire monthly attendance management cycle will be completed in hours instead of weeks.

Early Learning Information System will eliminate entire categories of errors and attendance data can be routinely scanned for patterns or anomalies that may indicate errors or fraud. Attendance records can be speedily audited online – from anywhere in



the state – by a properly authorized user. The costs associated with travel by OEL attendance quality assurance teams – while not eliminated – could be significantly reduced.

The project team estimated that the amount of labor hours (and related labor costs) required to accomplish this process could be reduced by 90% through the efficient use of Early Learning Information System functionality. This process was assigned an EIF of “High.”

#### **3.1.6.4 Linking the Cost Data and EIFs to Estimated Savings**

The EIF was used to compute the estimated annual average savings from each of 45 cost elements associated with 29 ELC/OEL business processes. In every case, the estimated EIF was conservatively applied.

In some cases, the estimated savings for a cost element were negligible (e.g. less than \$1,000 per year). Other cost elements were estimated to save \$1,000,000 or more each year. More than 80% of the total estimated savings come from just six cost elements.

The 45 cost elements, and their related business processes, were grouped into related benefit categories called “Target Benefits.” Summing the estimated savings the cost elements in each benefit category yields the total value of each target benefit.

Additional consideration was given the effects of user adoption. Use of Early Learning Information System will be mandatory of ELC staff and their contractors. Use by parents/guardians and by child care providers will – for the foreseeable future – remain optional.

Consequently, the Early Learning Information System adoption rate by providers was estimated to be 90%. This is reasonable since the only requirements are 1) a pc, 2) internet access, and 3) a web browser. Providers will be motivated to use Early Learning Information System by financial considerations and convenience.

The Early Learning Information System adoption rate by parents/guardians is assumed to be only 30%. Low income families are less likely to have the means for regular and convenient internet access.

Details from the Target Benefit analysis are depicted in the following table:



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Benefit Element		EIF	Savings Category	Cost Reduction
<b>1.00A Prevention of Payment Errors</b>				<b>\$14,808,210</b>
1.01	Eligibility and Attendance Error Benefit	1.5%	Error Rate	\$14,808,210
<b>1.00B Reduction in the Cost of Payment Auditing</b>				<b>\$1,185,722</b>
1.02	ELC Error Correction Benefit	75%	Labor	\$275,124
1.03	AWI Audit Benefit	30%	Labor	\$259,452
1.04	ELC Internal Audit Benefit	50%	Labor	\$651,145
<b>2.00 Reduction in the Cost of Attendance Tracking</b>				<b>\$4,019,768</b>
2.01	ELC Attendance Roster Benefit	90%	Materials	\$45,158
2.02	ELC Attendance Roster Benefit	90%	Postage	\$310,910
2.03	ELC Attendance Roster Benefit	75%	Labor	\$151,402
2.04	ELC Attendance Processing Benefit	90%	Labor	\$3,370,979
2.05	ELC Attendance Processing Benefit	90%	Storage	\$141,319
<b>3.00 Offset to the Recurring Operating Costs of ELIS as a Result of Shutting Down EFS</b>				<b>-\$423,442</b>
The benefit is realized immediately after EFS is shut down				
<b>4.00 New Case Management Capability</b>				<b>\$2,545,461</b>
4.01	ELC Initial Eligibility Benefit	50%	Labor	\$314,177
4.02	ELC Wait List Maintenance Benefit	30%	Labor	\$94,482
4.03	ELC Wait List Maintenance Benefit	30%	Postage	\$10,281
4.04	ELC Eligibility Determination Benefit	5%	Labor	\$188,957
4.05	ELC Referral Validation Benefit	70%	Labor	\$528,897
4.06	ELC Enrollment Benefit	5%	Labor	\$203,387
4.07	ELC Provider Transfer Benefit	5%	Labor	\$17,403
4.08	ELC Guardianship Transfer Benefit	5%	Labor	\$10,049
4.09	ELC Funding Transfer Benefit	5%	Labor	\$9,625
4.10	ELC Routine Case Mgmt. Benefit	40%	Labor	\$673,848
4.11	ELC Pre/Post Assessment Benefit	10%	Labor	\$120,614
4.12	ELC Pre/Post Assessment Benefit	0%	Storage	\$0
4.13	ELC Screening Benefit	10%	Labor	\$359,048
4.14	ELC Screening Benefit	0%	Storage	\$0
4.15	ELC Slot Management Benefit	5%	Labor	\$14,692
<b>5.0 On-Line Eligibility Re-determination through the On-Line Customer Portal</b>				<b>\$1,362,572</b>
5.01	ELC Re-determination Benefit	30%	Materials	\$29,185
5.02	ELC Re-determination Benefit	30%	Postage	\$58,093
5.03	ELC Re-determination Benefit	5%	Labor	\$181,590
5.04	ELC Referral Re-determination Benefit	70%	Labor	\$1,093,704
<b>6.0 On-Line Child Care Resources and Referral (CCR&amp;R); On-Line Customer Portal</b>				<b>\$890,730</b>
6.01	ELC Telephone CCR&R Benefits	30%	Materials	\$44,475
6.02	ELC Telephone CCR&R Benefits	30%	Postage	\$53,987
6.03	ELC Telephone CCR&R Benefits	30%	Labor	\$509,417
6.04	ELC In-person CCR&R Benefits	30%	Materials	\$46,676
6.05	ELC In-person CCR&R Benefits	0%	Postage	\$0
6.06	ELC In-person CCR&R Benefits	30%	Labor	\$178,715
6.07	ELC E-mail CCR&R Benefits	30%	Materials	\$3,371
6.08	ELC E-mail CCR&R Benefits	30%	Postage	\$6,754
6.09	ELC E-mail CCR&R Benefits	30%	Labor	\$23,365
6.10	AWI CCR&R Benefit	30%	Materials	\$354
6.11	AWI CCR&R Benefit	30%	Postage	\$354
6.12	AWI CCR&R Benefit	30%	Labor	\$23,262
<b>7.0 Provider Data Management Self-Service through the On-line Provider Portal</b>				<b>\$1,606,981</b>
7.01	ELC Provider Information Updates Benefit	90%	Materials	\$10,611
7.02	ELC Provider Information Updates Benefit	90%	Postage	\$14,506
7.03	ELC Provider Information Updates Benefit	75%	Labor	\$1,131,035
7.04	ELC VPK Credentials Updates Benefit	75%	Materials	\$372,192
7.05	ELC VPK Credentials Updates Benefit	0%	Storage	\$78,637

**Table 3-2 Details of the Cost Reductions that Make up the Early Learning Information System Target Benefits**



### 3.1.7 The Seven Primary Benefits of Building and Deploying the Early Learning Information System

The following table contains the computed value of each of seven benefits using the data supplied by OEL staff and by the ELCs completing the questionnaire:

Benefit #	Description of Benefit	Total By Benefit
1A	Payment Error Prevention	14,808,210
1B	Audit Cost Reduction	1,185,722
2	Reduction in the Cost of Attendance Tracking	4,019,768
3	Reduction of Recurring Operational Costs as a Result of Shutting Down EFS	(534,682)
4	New Case Management Capability	2,545,461
5	On-Line Eligibility Re-determination through the On-Line Customer Portal	1,362,572
6	On-Line Child Care Resources and Referral (CCR&R); On-Line Customer	890,730
7	Provider Data Management Self-Service through the On-line Provider Portal	1,606,981
<b>Total Annually Recurring Cost Savings</b>		<b>25,884,762</b>

Table 3-3 Estimated Value of the Seven Benefits that Justify Investment in Early Learning Information System

A project like Early Learning Information System will transform the way work is done at OEL and at the Early Learning Coalitions. In such cases, it is common for productivity to actually decrease for a time and then increase with user gain experience with the new system. Consequently, this analysis uses a phased realization rate when computing the estimated benefits for each fiscal year, as shown in the following figure:

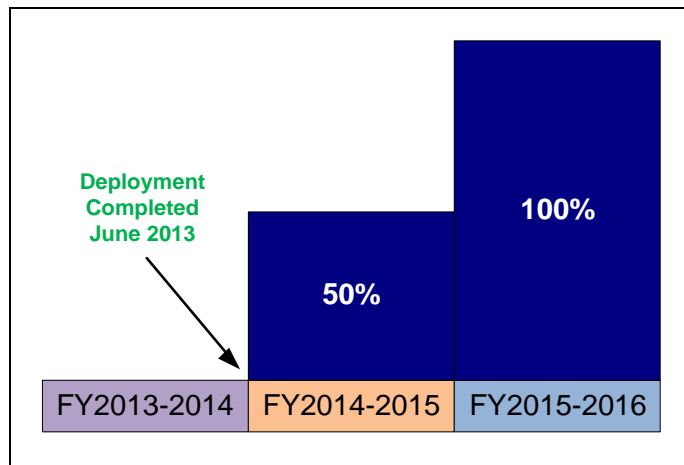


Figure 3-2 Early Learning Information System Benefits Realization Timeline

By the time that the Early Learning Information System pilot has been concluded, and deployment of the new system has been completed statewide (June 2013), the coalitions should begin to attain a measure of confidence and competence with the new system.

During the first full year of operation (FY2013-14) users are expected to realize 50% of the estimated benefits. Process outputs will be measured and the procedures for using Early Learning Information System will refined in accordance with the OEL Benefits Realization Strategy.



When the second full year of operations begins (FY2014-15) it is estimated that the transformation will be complete and the means established for realizing the full estimated value of the benefits from using Early Learning Information System for that year, and every year thereafter. Since all benefits have been conservatively estimated in this analysis, it is possible that their realization will be achieved sooner and could even exceed forecasted values.

### 3.1.8 Early Learning Information System Benefits Realization Strategy

OEL has developed a strategy for realizing the estimated benefits expected from using of Early Learning Information System to improve early learning business processes and their outcomes. That strategy is summarized in this section.

The figure below summarizes how OEL will manage Early Learning Information System benefits realization.

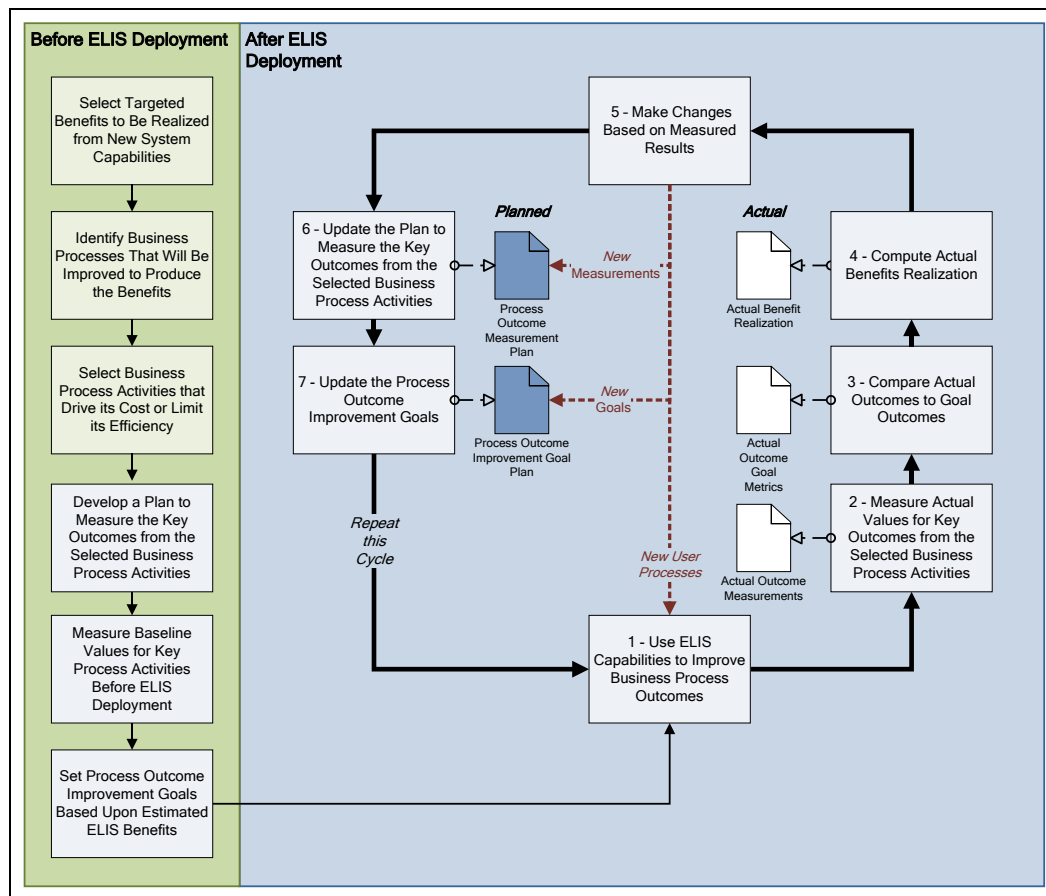


Figure 3-3 Early Learning Information System Benefits Realization Management

The Early Learning Information System system target benefits described in this analysis will be the result of improvements in early learning business processes – mostly in the form of lower operations costs. The thoughtful and intentional realization of benefits cannot begin until a process is in place to regularly obtain meaningful measurements of





business process outcomes. This process will require strong leadership and broad understanding, and support from all stakeholders.

The following paragraphs explain the benefits realization management activities shown in Figure 3-3.

### 3.1.8.1 Benefits Realization Actions to Complete Before Early Learning Information System is Has Been Deployed

The management of Early Learning Information System benefits realization begins by taking a number of preparatory steps before Early Learning Information System deploys. These steps will only be performed once and progress has already begun on several of them. The steps include:

- **Selecting the targeted benefits to be realized from the new system capabilities.** [Completed]
- **Identify the processes that will be improved to produce the benefits.** This step has also been completed. The business processes related to the target benefits were analyzed and validated using the Early Learning Information System Benefit Data Gathering Plan and the Early Learning Information System Benefit Realization Workbook. [Completed]
- **Selecting key activities from each business process that may serve as indicators of process improvement.** The relevant business processes were broken into smaller sub-processes and activities in order to facilitate discussions and analysis about current costs and opportunities for improvement using Early Learning Information System capabilities. Estimated cost elements for each sub-process (a total of 116 different values) have been assembled – from every ELC and OEL - into the Early Learning Information System Benefits Realization Workbook. It is impractical to routinely measure 166 cost elements. Instead, the values for a few key activities should be chosen as meaningful measurements of process improvement and cost reduction. [Completed]
- **Develop a plan to measure these key activities** (e.g. labor, duration, resources, quantity, quality, etc.). The plan should include what is to be measured and by whom and should fully describe the method for taking the measurements so that different individuals would obtain the same results. [Plan is complete except for integration with the Early Learning Information System implementation schedule].
- **Measure baseline values for key processes activities before Early Learning Information System deployment.** The measurement plan should be carried out until it is understood by all participants. Then baseline measurements should be taken before Early Learning Information System deployment occurs so that before-and-after comparisons may be made. (Future action)
- **Set process outcome improvement goals based upon the estimated Early Learning Information System benefits.** The cost reduction benefits from using





Early Learning Information System have been conservatively estimated. Once the estimated benefits have been realized, outcome improvement goals may be revised to obtain even greater benefits. The benefits realization management cycle can be employed as part of on-going continuous process improvement activities (Future action).

### **3.1.8.2 Benefits Realization Actions to Complete After Early Learning Information System Has Been Deployed**

After Early Learning Information System deployment, benefits realization management will consist of recurring cycles of the following actions:

1. Use Early Learning Information System capabilities to improve business process outcomes (e.g. lower cost, higher output, improved quality, etc.).
2. Measure the actual process outcomes.
3. Compare the actual outcomes to the goal outcomes.
4. Compute actual benefits realization.
5. Make changes to Early Learning Information System user processes or procedures, to the measurement plan, or to the process outcome goals - based upon the actual measurement results.
6. Review and update the key process outcomes measurement plan, as required.
7. Review and update process outcomes improvement goals, as required.

The following table describes the benefits from the Early Learning Information System project, including the attributes of each as specified in the Schedule IV-B Feasibility Study Guidelines for FY2009-2010.

Values for tangible benefits listed in this table are based on cost element data collected from OEL and the ELCs in accordance with the Early Learning Information System Benefits Data Gathering Plan and the computations documented in the Early Learning Information System Benefits Analysis Workbook.

**The benefits listed in this table have an estimated annually recurring value of \$25,884,762.**



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
1.	<p>Prevention of payment errors (which may include fraud)</p> <p>GAO studies estimate that improper payment rates and potential fraud in social service programs range from 1% to 23%. The actual improper payment rate and potential fraud for Early Learning Programs is unknown but has been estimated to be as much as 7% of the \$1 billion annual program cost; or ~\$70,000,000. If using Early Learning Information System only reduces the error rate from 7% to 5.5% this would have an economic value of \$14,808,210 per year.</p> <p>Use of Early Learning Information System will also reduce the travel and effort associated with OEL/ELC audits, with an annually recurring value of \$1,185,722.</p> <p>Total value from both sources = <b>\$15,993,932.</b></p>	Tangible	<p>Families with children on the SR Wait List</p> <p>Federal HHS</p> <p>OEL</p> <p>FL taxpayers</p> <p>Honest parents and providers</p>	<p>Electronic submission of attendance data</p> <p>Built-in error checking for illogical or invalid values during data entry</p> <p>Significant reduction in manual auditing effort that can then be redirected to verification and QA</p> <p>Consolidated data may be examined to detect patterns and trends that may indicate errors or fraudulent activity (<i>this concept has already been tested by correlating SR enrollment data with unemployment benefits data</i>)</p>	<p>During the first full year of operation, Florida's Office of Early Learning and the Early Learning Coalitions will document and report on the amount saved through fraud and error detection and prevention.</p> <p align="center">—</p> <p><b>Note: Further details on how the benefits of Early Learning Information System will be assessed and measured is contained in OEL's Benefits Realization Strategy</b></p>	<p>07/14 (50%)</p> <p>07/15 (100%)</p>



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
2.	<p>Reduction in the Cost of Attendance Tracking</p> <p>Early Learning Information System will create the ability for providers to submit the attendance information directly into Early Learning Information System data storage through the On-Line Provider Portal</p> <p><b>This benefit is estimated to have an annually recurring value of \$4,019,768</b></p> <p>A reduction in attendance processing time will also result in faster payment of providers.</p>	Tangible	OEL ELCs Providers	<p>Each month providers must submit records to the ELCs for each of the approximately 380,000 children being served in SR and VPK programs.</p> <p>Whether delivered by hand, or by email, attendance processing and tracking is a cumbersome, labor-intensive, and manual process – taking about two weeks to complete each month.</p> <p>Electronic attendance submission through Early Learning Information System will eliminate 90% of the labor hours currently required to perform this function.</p>	Measurement of the realization of this benefit will be accomplished in accordance with the Benefits Realization Strategy and the metrics plan.	07/14 (50%) 07/15 (100%)



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
3.	<p>An offset to the recurring operational cost of Early Learning Information System as a Result of Shutting Down the Enhanced Field System (EFS)</p> <p>The total cost of operating and maintaining 32 separate EFS installations and consolidating their data at OEL is \$3,111,358.</p> <p>This includes labor cost for staff and contractors at OEL and the ELCs to maintain EFS. Also included, is contract labor to consolidated management and reporting data from EFS</p> <p>The estimated annual cost of maintaining Early Learning Information System, including contract labor for corrective maintenance and enhancements, as well as hardware maintenance and software license renewal is \$3,646,040.</p> <p>The annually recurring value of the benefit of replacing EFS with Early Learning Information System is the difference between these two costs: <b>(534,682)</b>.</p>	Tangible	OEL ELC	<p>Replacing multiple installations with a single site eliminates redundant support costs.</p> <p>Replacing EFS with Early Learning Information System reduces annual operations and maintenance costs.</p>	Comparing the operational costs of Early Learning Information System with current costs of EFS reported by the ELCs will indicate that this benefit is being realized.	07/14 (50%) 07/15 (100%)



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
4.	<p>New Case Management Capability</p> <p>Early Learning Information System will enable new case management capabilities that can reduce the time and cost of performing case related business processes.</p> <p>The annually recurring value of this benefit is <b>\$2,545,463</b>.</p>	Tangible	OEL ELC Staff SR and VPK Specialists	<p>Electronic case file management capability is a primary Early Learning Information System objective for stakeholders.</p> <p>The following are just a few examples of primary case management functions that currently depend on paper-based processes:</p> <ol style="list-style-type: none"> <li>1. Eligibility determination and re-determination</li> <li>2. Child transfers between providers</li> <li>3. Child transfers between funding sources</li> <li>4. Changes in child guardianship</li> </ol>	<p>The ability for authorized users to access and work on a child's case file over the web, using workflow management tools, and collaborating with other organizations will produce immediate and obvious benefits for ELC staff and the children they serve.</p> <p>Productivity improvements arising from this benefit may make it possible to reassign ELC staff to other activities; including increased monitoring and improving of child care quality and outcomes.</p>	07/14 (50%) 07/15 (100%)



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
5.	<p>On-line Eligibility Redetermination through the On-Line Customer Portal – available 24x7</p> <p>Eligibility re-determination is conducted annually for all children and the eligibility of an additional 50% of the children – selected at random – are re-determined a second time during the year.</p> <p>If only 30% of parents/guardians elect to submit their eligibility re-determination information using the On-line Customer Portal, the workload of ELC SR Eligibility Specialists supporting these functions will be reduced.</p> <p>The annually recurring value of this benefit is <b>\$1,362,572</b></p>	Tangible	OEL ELC SR Eligibility Specialists	<p>The ability for parents to apply for eligibility re-determination using the On-Line Customer Portal effectively expands ELC business hours.</p> <p>The current paper-based process requires mailing out notices, hand sorting replies, and keying changes to parent/child information into EFS.</p> <p>Since the customer will enter their information into Early Learning Information System themselves, the effort required by ELC staff to transcribe this information from a paper application will be eliminated.</p> <p>Eligibility information submitted using the On-line Customer Portal can be review, verified and acted on in a fraction of the time required to do it using current processes.</p>	<p>Tracking and reporting the number of customers choosing the self-service available of the On-line Customer Portal will indicate the degree that this benefit is being realized.</p> <p>In addition, the productivity improvements arising from this benefit may sufficiently reduce the workload for this activity and make it possible to reassign staff to higher value activities.</p>	07/14 (50%) 07/15 (100%)





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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
6.	<p>On-line Child Care Resource and Referral (CCR&amp;R) requests handled through the On-Line Customer Portal – available 24x7</p> <p>If 30% of parents/guardians elect to obtain CCR&amp;R data using self-service features of the On-line Customer Portal, the workload of OEL/ELC CCR&amp;R Specialists supporting these functions will be reduced.</p> <p>The annually recurring value of this benefit is <b>\$890,730</b></p>	Tangible	<p>OEL CCR&amp;R Specialists</p> <p>ELC CCR&amp;R Specialists</p> <p>Parents</p> <p>Guardians</p> <p>Providers</p>	<p>OEL and the ELCs process more than 280,000 CCR&amp;R requests each year from customers seeking child care and early learning program information.</p> <p>Early Learning Information System will be capable of responding satisfactorily to nearly all of these requests – and do so during after-hours and at convenient times for working families.</p>	<p>The Early Learning Information System application will be able to track and report on how many Child Care Resource &amp; Referral requests it has satisfied.</p> <p>Eventually, the productivity improvements arising from this benefit may make it possible to reassign staff to other activities; including parent and provider outreach.</p>	<p>07/14 (50%)</p> <p>07/15 (100%)</p>



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
7.	<p>Provider data management self-service through the On-Line Provider Portal – available 24x7</p> <p>If 90% of SR and VPK providers maintain their profile data using self-service features of the On-line Provider Portal the workload of the ELC staff performing these functions will be reduced.</p> <p>The annually recurring value of this benefit is <b>\$1,606,981</b>.</p>	Tangible	OEL ELC Early Learning Providers	<p>There are presently ~25,000 child care providers statewide. Annually, or whenever a provider reports a change in their service information, the ELC staff update the provider's data in EFS.</p> <p>The workload to keep data current for so many providers is significant.</p> <p>Early Learning Information System will provide the capability for providers to enter and update their own data using the On-Line Provider Portal.</p>	<p>The Early Learning Information System application will be able to track and report on how often providers update their information using self-service features in the On-Line Provider Portal.</p> <p>Eventually, the productivity improvements arising from this benefit may make it possible to reassign staff to other activities</p>	<p>07/14 (50%)</p> <p>07/15 (100%)</p>



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
8.	Improved OEL forecasting, budgeting and reimbursement processes	Intangible	OEL ELC Early Learning Providers	Improved management information and decision making support provided by Early Learning Information System.  Maximization of funds.	More detailed budget and expenditure information will be available with less cost and effort.  Improvements noted in provider satisfaction surveys and feedback.	07/14 (50%) 07/15 (100%)
9.	Improved data integrity, data management , reporting and trend analysis	Intangible	OEL ELC Early Learning Providers	Improvements in the timeliness, accuracy, utility, and ease of retrieval of business management information.	Better decision support.  Less cost and effort to obtain meaningful management reports.  Most users will be able to create their own reports, as needed.	07/14 (50%) 07/15 (100%)



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	Description of Benefit	Tangible or Intangible	Who Receives the Benefit	How is the Benefit Realized	How the Realization of the Benefit Will be Assessed/Measured	Realization Date (MM/YY)
10.	<p>Retention of child screening and assessment records and enhanced capability to monitor and evaluate each child's education progress.</p> <p>Enhanced capability to assess the influence of early learning programs on children's future success.</p> <p>Improved means to monitor and assess the performance and effectiveness of individual early learning providers</p>	Intangible	OEL ELC Parents/ Children Providers	<p>Early Learning Information System is needed to enable OEL to complete its business transformation from child-care management to early learning and education management</p> <p>Early Learning Information System will provide a central repository for child / provider screening and assessment results.</p>	<p>Increasingly satisfactory child outcomes that compare favorably with results from non-participating children.</p> <p>Early indication of providers that need additional training or coaching in Early Learning rules and procedures.</p>	<p>07/14 (50%)</p> <p>07/15 (100%)</p>

**Table 3-4 Early Learning Information System Project Benefits Realization Table**



## **3.2 EARLY LEARNING INFORMATION SYSTEM COST ANALYSIS DETAILS**

### **3.2.1 ELSI Project Costs Used in this Analysis Are Not Estimates**

Early Learning Information System is an active project with a systems integrator vendor under a firm-fixed price contract. Staff augmentation vendors who are assisting OEL in the management and oversight of the Early Learning Information System project are also under contract with known negotiated contract costs and/or labor rates. Hardware and software expenses for developing and operating Early Learning Information System are known, either because they have already been purchased or they are listed on a bill of materials (BOM) whose costs have been included in the price of the systems integrator contract. All project costs are taken directly from the currently-approved Early Learning Information System spend plan.

### **3.2.2 Current Investment in the Early Learning Information System Project (Sunk Costs)**

The system integrator vendor commenced work on the design, implementation and deployment of Early Learning Information System on May 15, 2010, in the final quarter of FY2009-2010. Total expenditures during that fiscal year were \$823,775. However, most of those costs were incurred in support of Early Learning Information System project planning and for procurement activities completed before the project began.

During the following year, FY2010-11, the Early Learning Information System project team validated system functional requirements, procured initial system hardware and software, established the development environment, developed and submitted for stakeholder review a prototype of more than 500 user interface screens, and commenced the system design phase. Total project expenses for FY2010-11 were \$3,783,658.

The expenditures for these first two fiscal years are not included in primary analysis of this section, since no relevant feasibility decisions can be made about funds that have already been expended.

However, these first two years of Early Learning Information System project expenses are included in the results presented in Section 3.4 Cost-Benefit Analysis Results. There the return on investment and the breakeven point for the full seven year period of analysis are depicted.

### **3.2.3 Timeframe and Cost Allocations for this Schedule IV-B Analysis**

The Early Learning Information System project is scheduled to be complete, with the new system fully transitioned to operational status, in June 2013. Accordingly, Early Learning Information System project costs and Early Learning Information System operations costs are allocated by fiscal year in the manner depicted in the following figure.



FY2011-2012	FY2012-2013	FY2013-2014	FY2014-2015	FY2015-2016
Project Costs		Operations Costs		

**Figure 3-4 Early Learning Information System Period of Analysis and Cost Allocation Timeline**

This analysis assumes that Early Learning Information System project costs will end, and Early Learning Information System operating costs will begin on July 1<sup>st</sup> 2013; the first day of FY2013-14.

This Schedule IV-B was prepared in December 2011, approximately five months after the start of FY2011-2012. Some of Early Learning Information System project funds appropriated for this fiscal year have already been expended and other are pending release by the Legislative Budget Commission. No distinction is made in this analysis regarding the status of the release of appropriated funds.

**3.2.4 Tangible Changes in Operating Cost**

This section describes the cost elements that make up the tangible changes in the operating cost as OEL and the ELCs transition from the Enhanced Field System (EFS) to the Early Learning Information System (Early Learning Information System).

According the Schedule IV-B Guidelines FY2011-12, tangible changes in operating cost include the following:

- Operational efficiencies
- Cost reductions
- Personnel cost reductions

Each of these is addressed in detail in the following sections.

**3.2.4.1 Operational Efficiencies**

As described in Section 3.1, Early Learning Information System will make substantial improvements in the efficiency of many of the standard business process performed by OEL and ELC staff. The annual economic value of these improvements, by process and as a statewide enterprise, has been described in considerable detail.

The benefits, and their related economic value, are recorded in the Schedule IV-B CBA Form-1, presented later in this section.

**3.2.4.2 Cost Reductions**

This analysis contains one specific instance of an identified cost reduction pertaining to difference in the annual cost to operate and maintain the legacy Enhanced Field System (EFS) as compared to the same costs to operate Early Learning Information System.



A standard practice for evaluating the feasibility of replacing a large capital investment, such as a large-scale information system, is to compare the costs of ownership. In other words, the cost of owning the new system is “offset” by costs associated with the existing system. This is because when the new system commences operations, to costs of the legacy system – which is then shut down and dismantled – is reduced to zero.

The annual cost of owning Early Learning Information System, including 1) labor, 2) hardware maintenance, and 3) annual software licensing comes to a total of \$3,534,800 per year.

The current annual cost of owning and maintaining EFS is \$3,111,358.

The net cost of transitioning from EFS to Early Learning Information System is (\$423,442). This number is shown as a negative because the net effect is an *increase* in annual operations cost.

These figures are also recorded in the Schedule IV-B CBA Form-1, presented later in this section. Because of the way the CBA Forms are constructed and interact, the higher net cost of owning Early Learning Information System is automatically deducted from the net tangible benefits recorded on CBA Form-1.

### **3.2.4.3 Personnel Cost Reductions**

Personnel reductions are an obvious and direct source of tangible benefits. Automation of manual processes and other forms of increase operational efficiency sometimes result in reductions in staff.

No staff or other personnel cost reductions at OEL or the ELCs have been identified or recommended as a result of this analysis, for the following reasons:

1. OEL has fewer than 90 FTE and manages a \$1.1 billion statewide enterprise that delivers a critical public good to hundreds of thousands of Florida’s children and the parents/guardians. In addition, the entire organization has been disrupted by a statutory reorganization of Florida State government agencies. The structure and composition of OEL staff is already undergoing a detailed review.
2. Most of the operational efficiencies pertain to activities performed by the ELCs and/or their contracted support staff. ELCs operate under an annually renewable grant agreement which specifies a cap on how much of their funds can be allocated to operating expenses. The estimated economic value of the operating efficiencies identified in this Schedule IV-B could be realized by reductions in ELC staff, but that analysis has yet not been performed. Since each ELC grant is evaluated each year, there will be plenty of opportunity to work through staffing changes each year, where it is appropriate.
3. The School Readiness program currently has a waiting list of more than 80,000 children. The parents/guardians of these children have been determined to be eligible in every respect for these services, but they are not receiving them because of short-falls in available funding. The number of children on this waiting list has doubled in the last five years. One possible use of the tangible





benefits realized from the use of Early Learning Information System may be the purchase of additional SR slots.

### **3.2.5 Early Learning Information System Operating Cost Details**

This section describes the following cost operating cost components of the Early Learning Information System project:

- System Operations and Maintenance Vendor
- System Hardware and Software Annual Maintenance
- State Host Site – Southwood Shared Resource Center

These operating cost components have been recorded on the Schedule IV-B CBA Form-1 and are described in greater detail in the following sections.

#### **3.2.5.1 System Operations and Maintenance Vendor**

The contract with the systems integrator vendor includes an option for post-implementation support at a pre-negotiated cost. This service includes corrective maintenance (“bug fixes”) and also includes a fund for Early Learning Information System functional enhancements.

#### **3.2.5.2 System Hardware and Software Annual Maintenance**

The purchase price for Early Learning Information System hardware and software is listed on a bill of materials and has been included in the contract price for the systems implementation vendor. The annually recurring cost of maintaining the hardware and renewing the licenses for the software are also known, since these are currently being paid as part of the project costs.

The annual cost for system hardware and software maintenance has been estimated by adding 20% to the hardware/software cost in the Early Learning Information System project spending plan for FY2012-13.

#### **3.2.5.3 State Host Site – Southwood Shared Resource Center**

The Early Learning Information System development environment is hosted at the Southwood Shared Resource Center (SSRC). The SSRC hosting charges pay for electricity, air conditioning, data switching and network access, security, and disaster recovery. Charges are calculated based upon a unit cost for a “tile” data center floor space. It is estimated that the cost for hosting the completed Early Learning Information System system will be the same as the current charge (\$120,000/yr.) for hosting the development system.

The following table depicts Early Learning Information System estimated operating costs by fiscal year and the three-year total.



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Schedule IV-B Cost Breakdown	FY2013-14	FY2014-15	FY2015-16	TOTAL
State FTEs (Salaries and Benefits)	-	-	-	-
OPS FTEs (Salaries)				
Staff Augmentation (Contract Cost)	2,511,239	1,310,212	1,310,212	5,131,663
Consultant Services	-	-	-	-
Hardware/Software	1,014,800	1,217,760	1,461,313	3,693,873
Expenses & OCO				
Other (Host site & Expenses)	120,000	120,000	120,000	360,000
<b>Total Operating Cost:</b>	<b>3,646,040</b>	<b>2,647,972</b>	<b>2,891,524</b>	<b>9,185,536</b>

Table 3-5 Total Estimated Early Learning Information System Operating Cost Details



### **3.2.6 Early Learning Information System Project Costs**

This section describes the following cost components of the Early Learning Information System project:

- System Integrator Vendor
- OEL Staff Augmentation Vendors
- System Hardware and Software – purchase and annual maintenance/renewal
- Project Expenses and Other Capital Outlay (OCO)
- State Host Site – Southwood Shared Resource Center

These Early Learning Information System project cost components have been recorded on Schedule IV-B CBA Form-2 and are described in greater detail in the following sections.

#### **3.2.6.1 System Integrator Vendor**

The system integrator vendor is designing, testing, piloting, and deploying the Early Learning Information System system. This work is being performed under a firm fixed-price contract.

#### **3.2.6.2 OEL Staff Augmentation Vendors**

In order to manage the Early Learning Information System project, OEL contracted with specialty vendors who provide project management services on its behalf. These services include the following:

- Establishing and operating a Project Management Office
- Performing Independent Validation and Verification (IV&V) services
- Technology Analysis
- Organizational Change Management and Business Process Analysis
- Data Conversion Analysis

#### **3.2.6.3 System Hardware and Software**

Early Learning Information System implementation requires the establishment of several information system environments. These are separate, but fully-functioning, sub-systems that allow the system integrator to conduct system development, testing, and training simultaneously and without mutual interference.

Early Learning Information System project costs include the initial purchase of hardware and software licenses. Since the project spans several years, project costs also include the annual maintenance and license renewal for products purchased during previous years.

Early Learning Information System system hardware includes:



- High-capacity, high-availability servers to process and data, perform searches, manage user interfaces, and interaction via the Internet, and perform systems administration and backup.
- Multiple high capacity (several terabytes) storage area networks for storage and segregation of data.

Early Learning Information System system software includes:

- Microsoft Dynamics (CRM) – a commercially available and configurable software platform that will provide the core Early Learning Information System system functionality.
- Microsoft SQL Server – an industry standard platform for data store and warehousing and batch process scheduling.
- Microsoft SharePoint and SharePoint FAST Search – document storage and retrieval; an advance search engine.
- Microsoft Bing Maps – Address validation and geographic information.

**3.2.6.4 Project Expenses and Other Capital Outlay (OCO)**

This cost category include rent for project office space, purchase of office furniture and other office equipment, paper and other office supplies, and other authorized charges incidental to effective management of the Early Learning Information System project.

**3.2.6.5 State Host Site – Southwood Shared Resource Center**

The Early Learning Information System development environment is hosted at the Southwood Shared Resource Center (SSRC). The SSRC hosting charges pay for electricity, air conditioning, data switching and network access, security, and disaster recovery. Charges are calculated based upon a unit cost for a “tile” of floor data center floor space.

The following table depicts Early Learning Information System estimated project costs by fiscal year and the two-year total.

Schedule IV-B Cost Breakdown	FY2011-12	FY2012-13	TOTAL
State FTEs (No Change)	-	-	-
OPS FTEs (No change)	-	-	-
Systems Integrator Vendor	5,670,358	5,442,912	11,113,269
Staff Augmentation Vendors	2,160,289	2,208,362	4,368,651
Hardware/Software	4,118,328	845,667	4,963,995
Expenses & OCO	297,815	335,000	632,815
State Host Site	42,500	130,000	172,500
<b>Total Project Cost:</b>	<b>12,289,290</b>	<b>8,961,941</b>	<b>21,251,230</b>

**Table 3-6 Total Estimated Early Learning Information System Operating Cost Details**



### 3.3 CBA FORMS

This section contains the completed CBA Forms provided in the Schedule IV-B Feasibility Study Guidelines for FY2011-12.



# Florida Office of Early Learning

## Schedule IV-B Feasibility Study FY2011-12



CBAForm 1 - Net Tangible Benefits		Agency Project													
		Office of Early Learning Early Learning Information System (ELIS)													
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 (Operations Only -- No Project Costs)	FY 2011-12			FY 2012-13			FY 2013-14			FY 2014-15			FY 2015-16		
	(a)	(b) = (a) - (c)	(c)	(a)	(b) = (a) - (c)	(c)	(a)	(b) = (a) - (c)	(c) = (a) + (b)	(a)	(b) = (a) - (c)	(c) = (a) + (b)	(a)	(b) = (a) - (c)	(c) = (a) + (b)
	Existing Program Cost	Operational Cost Change	New Program Costs resulting from proposed project	Existing Program Cost	Operational Cost Change	New Program Costs resulting from proposed project	Existing Program Cost	Operational Cost Change	New Program Costs resulting from proposed project	Existing Program Cost	Operational Cost Change	New Program Costs resulting from proposed project	Existing Program Cost	Operational Cost Change	New Program Costs resulting from proposed project
<b>A. Personnel -- Total FTE Costs (Salaries &amp; Benefits)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ab Total FTE</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>A-1.a. State FTEs (Salaries &amp; Benefits)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>A-1.b. State FTEs (# FTEs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>A-2.a. OPS FTEs (Salaries)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>A-2.b. OPS FTEs (# FTEs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>A-3.a. Staff Augmentation (Contract Cost)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>A-3.b. Staff Augmentation (# of Contract FTEs)</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>B. Data Processing -- Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$3,111,358	(\$534,682)	\$3,646,040	\$3,111,358	\$463,386	\$3,111,358	\$3,111,358	\$219,833	\$2,891,524
<b>B-1. System Support EFS vs ELIS</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$3,111,358	(\$534,682)	\$3,646,040	\$3,111,358	\$463,386	\$2,647,972	\$3,111,358	\$219,833	\$2,891,524
<b>C. External Service Provider -- Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>D. Plant &amp; Facility -- Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>E. Others -- Costs</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total of Operational Costs ( Rows A through E)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$3,111,358	(\$534,682)	\$3,646,040	\$3,111,358	\$463,386	\$3,111,358	\$3,111,358	\$219,833	\$2,891,524
<b>F. Additional Tangible Benefits:</b>		\$0			\$0			\$13,209,722			\$26,419,444			\$26,419,444	
<b>F-1. Payment Error Reduction</b>		\$0			\$0			\$7,404,105			\$14,808,210			\$14,808,210	
<b>F-2. Audit Cost Reduction</b>		\$0			\$0			\$592,861			\$1,185,722			\$1,185,722	
<b>F-3. Attendance Management</b>		\$0			\$0			\$2,009,884			\$4,019,768			\$4,019,768	
<b>F-4. New Case Management</b>		\$0			\$0			\$1,272,731			\$2,545,461			\$2,545,461	
<b>F-5. Online Eligibility</b>		\$0			\$0			\$681,286			\$1,362,572			\$1,362,572	
<b>F-6. Online CCR&amp;R</b>		\$0			\$0			\$445,365			\$890,730			\$890,730	
<b>F-7. Online Provider Mgmt</b>		\$0			\$0			\$803,491			\$1,606,981			\$1,606,981	
<b>Total Net Tangible Benefits:</b>		\$0			\$0			\$12,675,040			\$26,882,830			\$26,639,278	

SPECIFY CHARACTER OF PROJECT BENEFIT ESTIMATE -- CBAForm 1B			
Choose Type	Estimate Confidence	Enter % (+/-)	
Detailed/Rigorous	X	Confidence Level	10%
Order of Magnitude		Confidence Level	
Placeholder		Confidence Level	

Table 3-7 CBA Form 1 - Early Learning Information System Net Tangible Benefits



**Florida Office of Early Learning**  
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<b>CBAForm 2 - Project Cost Analysis</b>	<b>Agency</b> Office of Early Learning				
	<b>Project</b> Early Learning Information System (ELIS)				

PROJECT COST ELEMENTS	PROJECT COST TABLE -- CBAForm 2A					TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
State FTEs (No change)	\$0	\$0	\$0	\$0	\$0	\$0
OPS FTEs (No change)	\$0	\$0	\$0	\$0	\$0	\$0
Systems Integrator Vendor	\$5,670,358	\$5,442,912	\$0	\$0	\$0	\$11,113,269
Staff Augmentation Vendors	\$2,160,289	\$2,208,362	\$0	\$0	\$0	\$4,368,651
Hardware/Software	\$4,118,328	\$845,667	\$0	\$0	\$0	\$4,963,995
Expenses & OCO	\$297,815	\$335,000	\$0	\$0	\$0	\$632,815
State Host Site	\$42,500	\$130,000	\$0	\$0	\$0	\$172,500
<b>TOTAL PROJECT COSTS (*)</b>	<b>\$12,289,290</b>	<b>\$8,961,941</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,251,230</b>
<b>CUMULATIVE PROJECT COSTS</b>	<b>\$12,289,290</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	

INVESTMENT SUMMARY						TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
General Revenue - 17.27%	\$2,122,360	\$1,547,727	\$0	\$0	\$0	\$3,670,087
Trust Fund - CCDF	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Federal CCDF - 82.73%	\$10,166,930	\$7,414,213	\$0	\$0	\$0	\$17,581,143
<b>TOTAL INVESTMENT (*)</b>	<b>\$12,289,290</b>	<b>\$8,961,941</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,251,230</b>
<b>CUMULATIVE INVESTMENT (*)</b>	<b>\$12,289,290</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	

(\*) Total Costs and Investments are carried forward to CBAForm3 Project Investment Summary worksheet.

Character of Project Costs Estimate - CBAForm 2B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	X	Confidence Level	10%
Order of Magnitude		Confidence Level	
Placeholder		Confidence Level	

Table 3-8 CBA Form 2A-Early Learning Information System Project Cost Analysis





**Florida Office of Early Learning**  
**Schedule IV-B Feasibility Study FY2011-12**



CBAForm 3 - Project Investment Summary		Agency <b>Office of Early Learning</b>				
		Project <b>Early Learning Information System (ELIS)</b>				
<b>COST BENEFIT ANALYSIS -- CBAForm 3A</b>						
	1	2	3	4	5	
	FY	FY	FY	FY	FY	
	2011-12	2012-13	2013-14	2014-15	2015-16	<b>TOTAL</b>
Project Cost	\$12,289,290	\$8,961,941	\$0	\$0	\$0	\$21,251,230
Net Tangible Benefits	\$0	\$0	\$12,675,040	\$26,882,830	\$26,639,278	\$66,197,147
Return on Investment (ROI)	(\$12,289,290)	(\$8,961,941)	\$12,675,040	\$26,882,830	\$26,639,278	\$44,945,917
Discounted ROI	(\$11,593,670)	(\$7,976,095)	\$10,642,208	\$21,293,719	\$19,906,418	\$32,272,580
Year to Year Change in Program Staffing	0	0	0	0	0	
<b>RETURN ON INVESTMENT ANALYSIS -- CBAForm 3B</b>						
Payback Period (years)	<b>3 1/3</b>	Payback Period is the time required to recover the investment costs of the project.				
Breakeven Fiscal Year	<b>2014-15</b>	Fiscal Year during which the project's investment costs are recovered.				
Net Present Value (NPV)	<b>\$32,272,580</b>	NPV is the present-day value of the project's benefits less costs over the project's lifecycle.				
Internal Rate of Return (IRR)	<b>51.83%</b>	IRR is the project's rate of return.				
<b>Treasurer's Investment Interest Earning Yield -- CBAForm 3C</b>						
Fiscal Year	FY	FY	FY	FY	FY	
	2011-12	2012-13	2013-14	2014-15	2015-16	
Cost of Capital	<b>6.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>6.00%</b>	<b>6.00%</b>

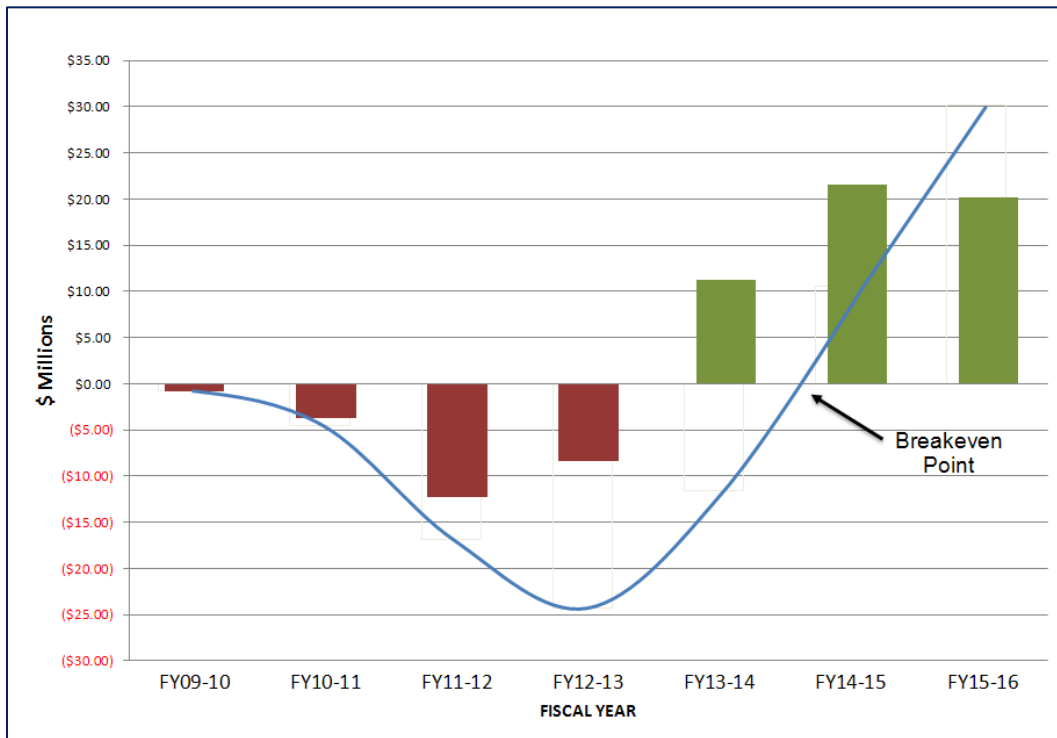
**Table 3-9 CBA Form 3A - Early Learning Information System Project Investment Summary**



### 3.4 COST-BENEFIT ANALYSIS RESULTS

#### 3.4.1 Principal Conclusions of This Analysis

The following graph depicts the cumulative discounted cash flow from the Early Learning Information System project’s estimated costs and benefits over a period of seven fiscal years. This includes the current investment in the Early Learning Information System project made during FY2009-10 and FY2010-11 and the five additional years recorded on the Schedule IV-B CBA Forms 1, 2 and 3.



**Table 3-10 Cumulative Discounted Cash Flow for Early Learning Information System Project Costs and Benefits (in \$ millions)**

The following list contains the principal conclusions of this cost-benefits analysis:

1. In accordance with the Schedule IV-B Feasibility Study Guidelines for FY2011-12, the return on investment computed on CBA Form 3A is \$44.9 million for the five year period from FY2011-12 through FY2015-16.
2. The breakeven year is FY2014-15, approximately 16 months after Early Learning Information System deploys in June 2013. A breakeven or “payback” period of 5-to-10 years indicates a good investment. A payback period that ends less than two years after the investment is completed is an excellent investment.
3. The net present value (NPV) is \$32.3 million. Any positive value for NPV is a good investment. By this measure Early Learning Information System is an excellent investment.



4. The internal rate of return (IRR) is 51.83%. The Florida Legislature's Office of Economic and Demographic Research (EDR) estimates the cost of capital for investment analysis purposes to be 6.0% for the foreseeable future. The IRR for the Early Learning Information System project is nearly 10 times the cost of capital. Early Learning Information System is an excellent investment.
5. The Early Learning Information System project will support state and federally funded programs that have a combined annual cost of operations in excess of \$1 billion.
6. Early Learning Information System is being developed under a firm-fixed price contract with a major systems integrator vendor.
7. The \$21.25 million total investment for Early Learning Information System comes to less than 0.31% of the total cost of Early Learning Program operations over the same seven-year period.
8. The Early Learning Information System project is needed because the current application and architecture are well past the end of their useful life. Their shortcomings are such that they are a hindrance to efficient and effective management of Florida's Early Learning programs.

#### **3.4.1.1 Recommendation**

OEL recommends the following:

- The Early Learning Information System project be authorized to proceed until completion and deployment; and
- That required funding for completing the Early Learning Information System project be requested by the Executive Office of the Governor and approved by the Legislature.



## 4 Major Project Risk Assessment Component

### 4.1 RISK ASSESSMENT TOOL

The Major Project Risk Assessment Component section documents OELs risk identification and risk management planning. The activity is supported, in part, by the use of a project risk assessment tool prescribed by the Legislature in its published Schedule IV-B guidelines. This tool quantifies and evaluates risk by scoring responses to 86 specific questions about the project in eight different categories.

Some of the greatest risks to project success arise from inadequate understanding to the business functions the new system is intended to support resulting in a misalignment between the system’s functions and the way its users actually accomplish their work.

Consequently, the risk assessment tool evaluates the responses to its questions and plots the result along two axes: 1) the horizontal axis, which displays the level of project risk – from “least risk” on the left side to “most risk” on the right side, and 2) the vertical axis, which displays the degree of business strategy alignment from “least aligned” at the bottom to “most aligned” at the top.

Figure 4-1, below, depicts the summary of the risk assessment tool regarding the Early Learning Information System project as of November 19, 2011. It shows that the Early Learning Information System (Early Learning Information System) project risk assessment result is computed to be in the upper-left quadrant.

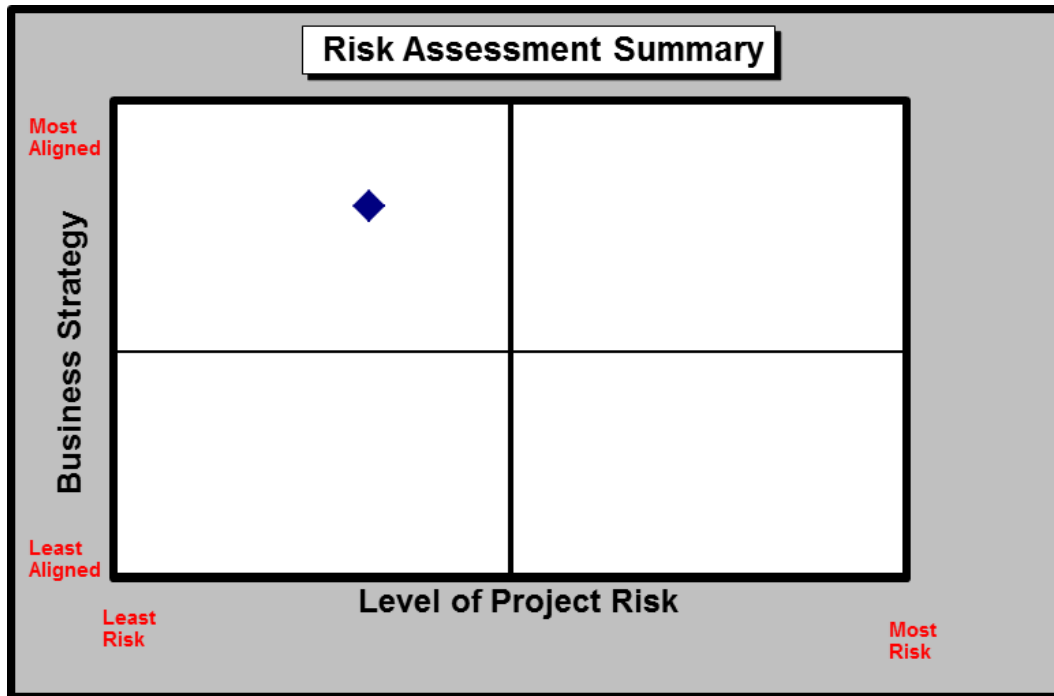


Figure 4-1 Risk Assessment Summary



## 4.2 RISK ASSESSMENT BY CATEGORY

*Purpose: To provide an initial high-level assessment of overall risk incurred by the project to enable appropriate risk mitigation and oversight to improve the likelihood of project success.*

The completed risk assessment tool file is imbedded in this document here:



Risk Assessment  
 FY2011-12

### 4.2.1.1 Risk Areas and Mitigation Plans

Eight risk assessment areas were evaluated using the risk assessment tool. The level of risk exposure assessed for each area is indicated below in Table 4-1.

Project Risk Area Breakdown	
Risk Assessment Areas	Risk Exposure
Strategic Assessment	LOW
Technology Exposure Assessment	MEDIUM
Organizational Change Management Assessment	MEDIUM
Communication Assessment	LOW
Fiscal Assessment	MEDIUM
Project Organization Assessment	LOW
Project Management Assessment	LOW
Project Complexity Assessment	HIGH
<b>Overall Project Risk</b>	<b>MEDIUM</b>

Table 4-1 Project Risk Area Breakdown

The overall risk for the Early Learning Information System project is evaluated as medium. Early Learning Information System is a large and complex project. However, many of the risks that attend such endeavors have been reduced or eliminated through deliberate actions taken by OEL.



### 4.3 GENERAL MITIGATION STRATEGIES

While OEL's efforts have reduced Early Learning Information System project risk, plans are also in place to assess and mitigate remaining risk. Risk mitigation involves prioritizing, evaluating and implementing the appropriate risk-reducing activities in response to the risk assessment. Risk mitigation options include:

- **Risk Assumption.** Accept the potential risk as unavoidable, continue the project, and implement controls to lower the risk to an acceptable level.
- **Risk Avoidance.** Avoid the risk by eliminating the cause of the risk, the consequence of the risk, or both (e.g. forego certain aspects of the project that are particularly risky).
- **Risk Limitation.** Limit risk by implementing controls that prevent the adverse impact from a particular risk or provide early detection of rising risk so that project leadership can respond to correct the risky condition.
- **Risk Planning.** Manage risk by developing a risk mitigation plan that prioritizes, implements, and maintains controls.
- **Research and Acknowledgement.** Lower the risk of adverse project impact by acknowledging the vulnerability and researching controls that can be applied to manage or eliminate it.
- **Risk Transference.** Transfer or share risk through options that compensate for the adverse impact, such as performance bonding and insurance.

### 4.4 SPECIFIC OEL ACTIONS TO REDUCE RISK & INCREASE ALIGNMENT

OEL has deliberately taken a number of actions over the years specifically for the purpose of increasing business strategy alignment and reduce system development project risk. This section contains a summary description of those actions.

#### 4.4.1 Ongoing Involvement of Subject Matter Experts

Collaboration on the Early Learning Information System project by members of the Early Learning Coalition staff, and by the OEL's staff, continues to be a key factor to the project's success. By receiving continual feedback from expert stakeholders and future users of Early Learning Information System, the project team remains confident that the right functions are being implemented; and implemented in the most effective way.

Once the system is ready to deploy, these experienced stakeholders will also play important roles in supporting Early Learning Information System system training and user adoption during roll-out.

#### 4.4.2 Early Learning Information System – Stage 1: Detailed Requirements Development

When OEL assumed operational responsibility for School Readiness services in 2001 it was immediately recognized that the standalone information systems in use at each of



the coalitions was inadequate for supporting the efficient and effective statewide management of the large - and growing - early learning programs.

During the last decade, OEL has invested a great deal of effort into solving this problem and has collaborated extensively with the Early Learning Coalitions (ELCs), the Legislature, and experienced information technology planning consultants.

In 2007, OEL procured professional consulting services to carry out a project referred to as "Early Learning Information System - Stage 1." During this project, a professional team with OEL and ELC Subject Matter Experts (SME) to develop and document re-engineered business processes and functional requirements for Early Learning Information System.

The following deliverables from that effort prepared a foundation - and reduced the system development risk - of designing and developing the Early Learning Information System system:

- **Analysis of Business Processes.** An illustration of the current and future processes was developed using business process mapping diagrams and narratives. To-Be Workflows were also developed and approved the OEL and the ELCs. These artifacts were assembled into the following four documents
  - Florida's Office of Early Learning As-Is Process Documentation
  - Florida's Office of Early Learning To-Be Process Documentation
  - Early Learning Coalition As-Is Process Documentation
  - Early Learning Coalition To-Be Process Documentation
- **Business Process Improvement Opportunities Document.** This document provides a listing of all the opportunities for business process improvement, discovered during the course of the analysis phase.
- **Final Requirements Definition Document.** Detailed requirements for the Early Learning Information System system
- **Use Cases.** Use cases were developed to depict the To-Be business processes that will be implemented using the future Early Learning Information System system.
- **Requirements Traceability Matrix.** This matrix includes each of the identified business and technical requirements, including their associated attributes.
- **Preliminary Test Plan.** This plan describes the approach for testing Early Learning Information System application software during Stage 3 of the project. The plan also includes a list of test cases or business scenarios to be tested.

#### 4.4.3 Further Analysis to Prioritize Early Learning Information System Business Functions and Estimate Benefits

The following additional analysis and documentation has been performed:

- **Early Learning Information System Project Phasing Analysis.** Facilitated sessions were conducted OEL staff to prioritize business processes that are to be





specifically enabled by Early Learning Information System. As a result, 10 of 31 To-Be processes have been eliminated from the scope of the Early Learning Information System project.

- **Early Learning Information System Benefits Analysis.** Using interviews and a questionnaire, specific values for 116 cost elements were collected from the ELCs and used to compute program-wide estimates of the costs of conducting certain core business activities. Using business process documentation a benefit analysis was performed to quantify operational cost reductions and other tangible benefits that can be objectively realized to justify the cost of Early Learning Information System. The results of that analysis have been included in Section 3 – Cost Benefit Analysis.
- **Early Learning Information System Benefits Realization Strategy.** A strategy based on goal setting and measurement of business process outcomes has been established by OEL for use in determining – after Early Learning Information System is deployed – the amount of progress that is being made on using the new system to best effect and verifying that the expected cost savings are being achieved.

#### 4.4.4 Competitive Procurement of a System Integration Vendor

OEL invested more than a year – from December 2008 to February 2010 – soliciting and selecting a systems integration vendor to design, build, test and deploy the Early Learning Information System. Four qualified vendors submitted proposals.

Finally, a single vendor was selected who agreed to build a system that will satisfy OEL's functional requirements for the amount estimated in the FY2008-2009 Schedule IV-B.

#### 4.4.5 Professional Project Management Support Services

In addition to the system integrator vendor, OEL contracted for additional project management consulting services – experienced consultants with strong skills to be applied on OEL's behalf while executing the project. These services included:

- **Project Management Office (PMO).** Veteran project managers have established and staffed a PMO and are using industry best practices to monitor and control the execution of the project by the systems integration vendor.
- **Independent Verification and Validation (IV&V).** A third-party vendor skilled in applying IV&V standards (ISO 9000) who reports directly to OEL leadership on the status and progress of the Early Learning Information System project.
- **Subject Matter Experts (SME) and Business Analysts (BA).** Senior consultants with direct knowledge and experience in OEL's business processes and were present and active during the years of preparation before the Early Learning Information System implementation project began.



- **Organizational Change Management (OCM).** Experienced senior consultants who are skilled in applying the science of organizational change and the tools necessary to help leaders prepare their staff members to adopt, adapt and succeed as Early Learning Information System transforms the way early learning services are delivered and managed.
- **Technical Architecture.** An experienced senior consultant assisting OEL by ensuring that the systems integration vendor complies with State standards and best practices for Early Learning Information System hardware, software and infrastructure.
- **Data Conversion.** An experienced senior consultant who is assisting both the ELCs and the systems integration vendor in preserving essential data from the legacy system from loss, and guiding its cleanup and conversion for use in Early Learning Information System.

**4.4.6 Prompt and Decisive Action When the Early Learning Information System Project Gets Off Track**

In the 18 months since the Early Learning Information System implementation project began, OEL has twice directed that the systems integration vendor prepare and submit for OEL approval a corrective action plan (CAP) in accordance with the terms for their contract.

The primary reason for taking this step in each case was schedule delays resulting in missed milestones, along with other indicators that project execution needed improvement.

The most recent corrective action plan was submitted by the systems integration vendor and approved by OEL during November 2011. This resulted in a revised/updated project schedule and a number of agreed-upon changes to the project scope and management processes. This was accomplished without an increase in the contract price.

The effective use of the CAP process by OEL and the systems integration vendor enabled them to avoid project failure and resume Early Learning Information System implementation with clearer expectations and renewed purpose.

**4.5 RISK MITIGATION & RESPONSE STRATEGIES BY ASSESSMENT AREA**

The following tables define the strategies that OEL employs to mitigate the risks in each of the eight areas evaluated by the risk assessment tool.

**4.5.1 Risk Area - Strategic Assessment**

Strategy	Description
Project Planning	A detailed project plan has been developed and approved by OEL. Project plans are progressively elaborated throughout the project and specifically updated at the completion of each phase.



Strategy	Description
Strategic Vision	A strategic vision for OEL has been adopted and the objectives of the Early Learning Information System project are fully aligned to support it. Timely and effective management of School Readiness, Child Care Resource & Referral, and Voluntary Prekindergarten Education programs are at the heart of OEL’s strategic vision. The vision is regularly re-affirmed through conference calls with ELC executive directors and regular communications with designated ELC staff members serving as local ambassadors for the Early Learning Information System project.
Risk Mitigation	<ul style="list-style-type: none"> <li>• Project objectives are carefully aligned to the strategic goals of OEL.</li> <li>• The project plan is jointly reviewed and updated periodically.</li> <li>• The project is being executed in phases and specific approval by project governance is required to close out one phase and proceed to the next.</li> <li>• A communications plan is rigorously executed to inform and promote stakeholder support and involvement throughout project.</li> <li>• Organizational Change Management is an integral, ongoing part of the Early Learning Information System project.</li> </ul>

Table 4-2 Strategic Assessment: Low Risk

#### 4.5.2 Risk Area - Technology Exposure Assessment

Strategy	Description
Define Technology Needs	By performing a thorough analysis of OEL/ELC business processes the technology risk of this project has been significantly reduced to medium.
Prototype Development	A user interface prototype has been developed by the system integrator vendor. Draft screen images have been reviewed and verified by subject matter experts to ensure they satisfy OEL requirements. Stakeholder approval of the functions implemented in Early Learning Information System, and for the interface “look and feel,” have been obtained.
Conform to Standards	The technology used in Early Learning Information System conforms to the State’s and OEL’s proven standards (i.e. security, user interface, accessibility, data standards, etc.).



Strategy	Description
Risk Mitigation	<ul style="list-style-type: none"><li>• Future-state business processes and requirements have been developed to fully support the design and development of Early Learning Information System.</li><li>• These requirements were validated and confirmed by the systems integration vendor during the earliest days of the project.</li><li>• The project team uses State, OEL, and industry standards to evaluate and select the technical components.</li></ul>

Table 4-3 Technology Exposure Assessment: Medium Risk



**4.5.3 Risk Area – Organizational Change Management Assessment**

Strategy	Description
Clear Vision	A clear vision of project objectives has been defined and will be repeatedly affirmed by executive leadership throughout the life of the project. The commitment of the executive sponsor to the Early Learning Information System project has been regularly affirmed through each channel of communication.
Organizational Change Management	Organizational Change Management (OCM) is necessary to facilitate the transition of OEL from its current familiar practices to proficient use of Early Learning Information System. Best practices and service-proven tools are being employed to help users to prepare for success in using Early Learning Information System.
Risk Mitigation	Additional OCM components include: <ul style="list-style-type: none"> <li>• Constant involvement of OEL staff, ELC staff, key stakeholders, and consumer advocates.</li> <li>• Execution of comprehensive communications plan.</li> <li>• Well defined training strategy.</li> </ul>

Table 4-4 Organizational Change Management Assessment: Medium Risk

**4.5.4 Risk Area – Communication Assessment**

Strategy	Description
Communications Plan	A communication plan has been developed and approved. The communication plan is continually reviewed, evaluated, and revised when deemed necessary.
Constant Communication	OEL understands a key ingredient to success is communication. The communications plan provides multiple means for communication, including: newsletters, conference calls, surveys, and site visits.
Risk Mitigation	<ul style="list-style-type: none"> <li>• Additional Communication components include:</li> <li>• Conducting stakeholder analysis periodically throughout the project.</li> <li>• Ensuring that no stakeholders are overlooked.</li> <li>• Executing the well-defined communications plan.</li> <li>• Easy access and prompt response to stakeholder feedback.</li> </ul>

Table 4-5 Communication Assessment: Low Risk



**4.5.5 Risk Area – Fiscal Assessment**

Strategy	Description
Defined Milestones	Well-defined project milestones have been established to alert the project team if the project is not progressing as expected. The executive sponsor has multiple opportunities to make “go/no-go” decisions based upon accurate project status, progress and performance reports.
Procurement and Contracting Strategy	The procurement strategy was clearly defined, documented and agreed to by key stakeholders. OEL has clear and fully-documented Early Learning Information System requirements, which define the project scope. The systems integrator vendor has been procured under a fixed price contract. OEL has twice invoked the Corrective Action Plan (CAP) terms in the contract, which enabled a reset and reaffirmation of expectations by all parties to the contract without changing the agreed upon price.
Risk Mitigation	<ul style="list-style-type: none"> <li>• Requirements are clearly defined and documented.</li> <li>• Milestones and decision points have been placed in the project schedule to allow OEL to exercise control if project progress is not meeting expectations.</li> </ul>

**Table 4-6 Fiscal Assessment: Medium Risk**

**4.5.6 Risk Area – Project Organization Assessment**

Strategy	Description
Project Organization	Executive participation and sponsorship is strong and steady. The project organization is well defined at all levels. OEL has contracted for Project Management Office (PMO) services and has hired an experienced professional staff to help it monitor and control the Early Learning Information System project.
Project Planning	Thorough analyses of industry best practices have been conducted and included in all planning documents.



Strategy	Description
Risk Mitigation	<p>Additional elements of the Early Learning Information System project organization:</p> <ul style="list-style-type: none"> <li>• A strong governance method has been established and – when necessary – modified.</li> <li>• The project management team is able to make decisions and take decisive action.</li> <li>• Significant planning has already occurred and is being refined as the project progresses.</li> <li>• Oversight and responsibility has been defined for each group in the project organization.</li> </ul>

Table 4-7 Project Organization Assessment: Low Risk

#### 4.5.7 Risk Area – Project Management Assessment

Strategy	Description
Project Management Methodology	OEL employs the PMI framework for all aspects of the Early Learning Information System project, tailoring the processes as required.
Project Plan	A project plan has been developed addressing the entire project lifecycle including the resources required. This plan is refined and elaborated as the project progresses.
Risk Mitigation	<ul style="list-style-type: none"> <li>• A Project Management Office has been established for Early Learning Information System</li> <li>• Additional support for this project has been established to include IV&amp;V, Quality Assurance, and the project governance team</li> <li>• Industry best practices are being employed where applicable.</li> <li>• Well defined risk mitigation and avoidance strategies have been identified for all project risks</li> <li>• Project risks will be regularly reviewed and appropriate action taken.</li> </ul>

Table 4-8 Project Management Assessment: Low Risk

#### 4.5.8 Risk Area – Project Complexity Assessment

Strategy	Description
Project Complexity	Early Learning Information System will be used statewide by OEL staff, 31 ELCs, 20 sites of the Redlands Christian Migrant Association, nearly 25,000 early care and education providers, and the parents and guardians of 380,000 children. Serving such a large and diverse group of users is unavoidably complex.





Strategy	Description
Standardization Prioritization	<p>Business processes enabled by Early Learning Information System will promote and support standardization of processes. Increased accuracy and consistency will be partially achieved through business and validation rules imposed on the user by Early Learning Information System.</p> <p>A large number of desired functions have been deferred to a later implementation in order to reduce the scope, cost and complexity of the current Early Learning Information System project.</p> <p>A commercially available packaged solution will provide the core platform for implementing Early Learning Information System. This reduces the cost and development risk by specifically avoiding the challenges of developing a unique custom solution.</p> <p>OEL has invested several years of effort into understanding, documenting, and improving its business practices with its partners, the ELCs.</p>
Risk Mitigation	<ul style="list-style-type: none"> <li>• Industry standards and proven methodologies will be employed on the Early Learning Information System project.</li> <li>• Complexity is managed through detailed planning, careful monitoring and swift resolution of issues as they are identified.</li> <li>• Constant communication with key stakeholders is now a routine activity on the project.</li> </ul>

**Table 4-9 Project Complexity Assessment: High Risk**

The Early Learning Information System Project Management Office maintains a formal registry of all identified project risks. A summary of this document is presented in Section 6 – Project Management Planning.



## 5 Technology Planning Component

### 5.1 CURRENT INFORMATION TECHNOLOGY ENVIRONMENT

#### 5.1.1 Current System Description Overview

The Enhanced Field System (EFS) is a twenty-year-old client-server application operating on stand-alone servers at 32 installations for OEL and the Early Learning Coalitions (ELCs). Data cannot be exchanged between the ELCs or with OEL without extensive manual operations. Data is received monthly from each EFS installation, cleaned up, and aggregated into an online repository called the Statewide Reporting System (SRS) <http://www.flsrcs.com>. This data is has a fairly inflexible structure and is used to produce a small number of standard reports. Ad hoc reporting is impractical under most circumstances. Because there is some variation in the way the EFS system is being employed among the various installations data cleanup can be challenging and expensive.

EFS is most frequently used by ELCs and their service providers to document the results of business activities carried out by other means – most often using paper-based forms. EFS is the repository for required data used in paying providers, invoicing OEL for operating costs, and for generating data to meet Federal and State reporting requirements.

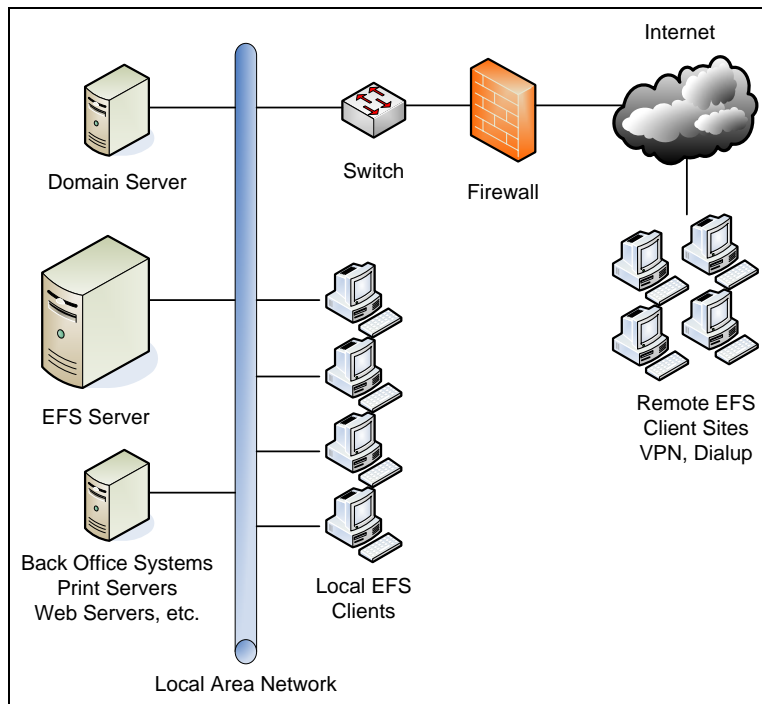


Figure 5-1 Typical EFS Installation at an Early Learning Coalition



Each installation of EFS system is administered and operated by the ELC or their service provider personnel. Help desk and maintenance support are provided by the EFS vendor under contract to Florida's Office of Early Learning.

The following figure illustrates a typical technical architecture for a single EFS site:

### 5.1.2 Data Sharing

Currently there is no data sharing between installations of EFS. This is due to the fact that EFS is run as a separate system at each ELC and – in some instances – in each county. Early Learning Coalitions also have stand-alone accounting systems, or have outsourced that function to support contractors. EFS has reports that are run so that data can be extracted from the report and imported into the local coalition's accounting system, or the data is reentered manually, which creates an opportunity to introduce errors.

### 5.1.3 System Administration and Security

EFS system administration is usually supported by the local coalition staff. In most cases, there is a single point of contact responsible for administering EFS. If a problem occurs that is beyond the capabilities of the local staff to remedy, the EFS vendor has the capability to diagnose some EFS application problems remotely by dialing into the system. Security is also managed by the EFS vendor.

### 5.1.4 Information Technology Standards

The selected systems integrator vendor will be required to submit for OEL approval a list of proposed information technology standards that will be used during the Early Learning Information System project. Suitable standards can be the vendor's own or obtained from industry groups, such as the following:

**Institute of Electrical and Electronics Engineers Standards Association (IEEE-SA).** The Institute is a leading developer of global industry standards in a broad-range of industries, including information technology. IEEE-SA has developed standards for over a century, through a program that offers balance, openness, due process and consensus. Technical experts from all over the world participate in the development of IEEE standards.

**Software Engineering Institute.** The Carnegie Mellon Software Engineering Institute (SEI) is a federally funded research and development center headquartered on the campus of Carnegie Mellon University. Since 1984, the SEI has served as a global resource in software engineering, networked systems survivability, and process improvement. The SEI provides technical leadership to advance the practice of software engineering so that software-intensive systems can be acquired and sustained with predictable and improved cost, schedule, and quality.

**International Organization for Standardization (ISO).** An international-standard-setting body composed of representatives from various national standards



organizations. Founded on 23 February 1947, the organization promulgates worldwide proprietary industrial and commercial standards.

## 5.2 PROPOSED SOLUTION DESCRIPTION

### 5.2.1 Business Requirements Summary

Business requirements for Early Learning Information System are described in detail in Section 2 and have been thoroughly defined in the Early Learning Information System Requirements Definition Document and Requirements Traceability Matrix. These requirements have been validated by the system integration vendor and have received final approval by OEL.

### 5.2.2 Technical Requirements

#### 5.2.2.1 Summary Description of the Proposed Early Learning Information System System

A conceptual technical architecture for Early Learning Information System is depicted in the following figure:

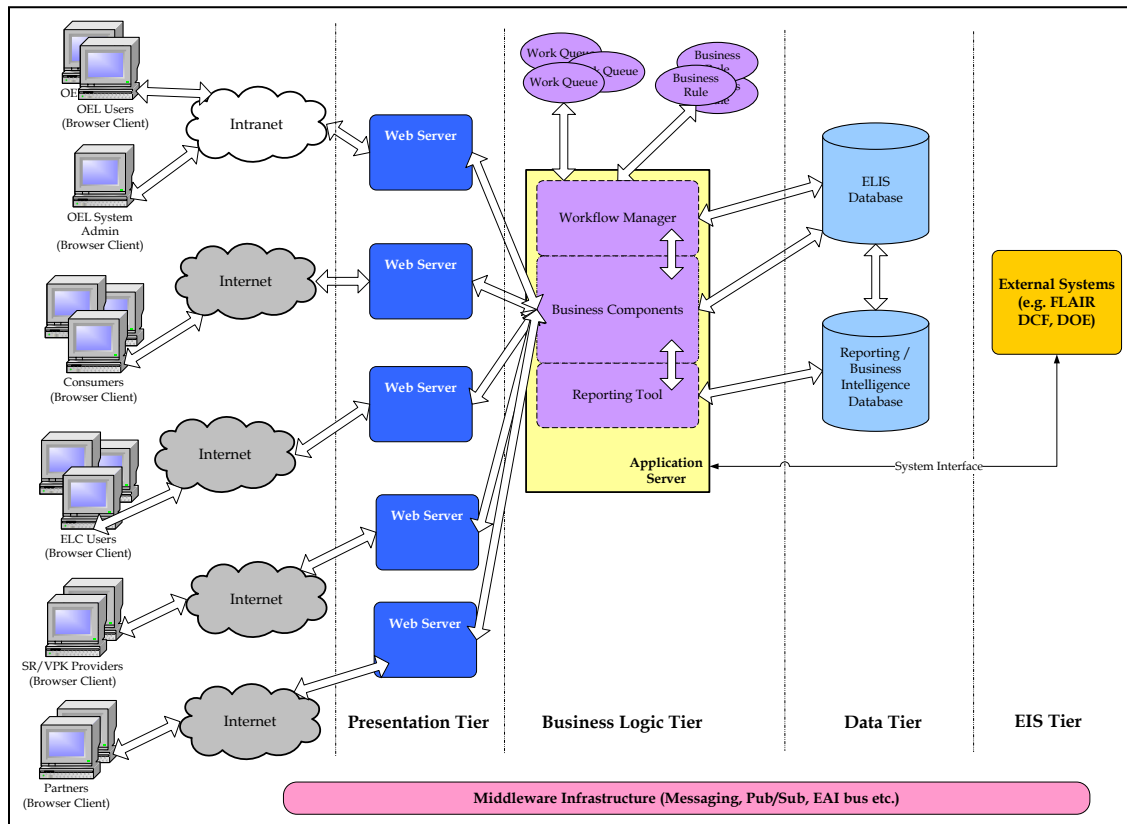


Figure 5-2 Early Learning Information System Conceptual Technical Architecture

Early Learning Information System will make full and productive use of web technology to provide secure, password-protected access to internal and external stakeholders.



Important Early Learning program information will be published on the internet as a service to families seeking or already receiving services. Family members, providers, and partners will have log-in access to their own information and will be able to – under specific controls and limits – edit and update their personal information using the self-service aspects of the portal user interfaces.

The Enterprise Information System (EIS) tier will manage the exchange of Early Learning Information System information with other state agencies. The Data Tier will store, arrange, manage, and distribute data and information needed by all types of Early Learning Information System users. The Business Logic Tier will consist of the Early Learning Information System application, which will enable users to carry out Early Learning business functions involving the entry, retrieval, and meaningful combination of data while applying business rules and logic. Finally, the presentation layer will allow users to interact with Early Learning Information System and realize the business value of its functions and capabilities.

### **5.2.3 Resource Requirements for Early Learning Information System**

#### **5.2.3.1 Anticipated Technical Platform and Hardware Requirements**

##### **5.2.3.1.1 Network**

For this analysis, it is assumed that Early Learning Information System will be hosted at the Shared Resource Center and will use MyFloridaNet (MFN). The use of web technology will allow internal users (OEL, ELCs, other State Agencies, etc.) access to Early Learning Information System data and functionality. Security will be maintained using MFN firewalls.

External users, including parents and guardians, SR/VPK providers, partners, etc. will access their own data in Early Learning Information System using the Internet.

The general public will have read-only access to selected Early Learning Information System content that will be published to the Internet.

##### **5.2.3.1.2 Servers**

These servers will initially be installed in sufficient quantity to establish the development and testing environments, with available backup. Eventually, a training environment will also be established.

As development proceeds, additional servers will be added to support design prototypes, accommodate growth in the size of the application, and accommodate the additional load of user acceptance testing and volumetric testing.

These servers are intended to increase Early Learning Information System system capacity to satisfy uptime, through-put and peak hour user support. System capacity will be confirmed thorough volumetric testing before deployment.



### 5.2.3.1.3 Storage Array Network (SAN)

Early Learning Information System data will be supported by multiple storage array network (SAN) having the necessary speed and volume to support operations for an estimated 5-10 years.



### 5.2.3.2 Anticipated Software Requirements

Early Learning Information System will be developed on a commercially available, configurable application platform (sometimes referred to - erroneously - as a commercial off the shelf (COTS) application).

The application selected for this purpose is Microsoft Dynamics (CRM). The use of commercial application with a large installed base of system implementations can shorten development time and decrease project implementation risk. Additional software will be purchased for use as tools to manage the project, control system configuration, and perform other functions. Examples of these types of applications include:

- Microsoft Project
- Requirements and traceability management software [Microsoft Team Foundation Server (MTF)]
- Software configuration and release management software [Microsoft Team Foundation Server (MTF)]
- Data modeling software [ERWIN]
- Application development tools [Microsoft Visual Studio]
- Document and content management software [FAST search and Microsoft SharePoint]
- Server monitoring software and related COTS systems administrator tools [Various]

## 5.3 CAPACITY PLANNING

The proposed architecture described in Section 5.2 is comparable to existing web-based applications in use at other state agencies.

It is expected to have sufficient capacity to meet the needs of the following user community estimates:

- 1,500 staff at OEL and the 31 ELCs and 20 RMCA's (estimated 1,300 concurrent users at peak)
- 25,000 SR/VPK providers (estimated 20,000 concurrent users at peak)
- Parents/guardians of 400,000 children (estimate 1,000 concurrent users at peak)

By applying a 90% Early Learning Information System adoption rate by providers, and a 30% Early Learning Information System adoption rate by parents/ guardians the total number of possible Early Learning Information System users is expected to be about 144,000. At peak times Early Learning Information System will be required to support an estimated 22,300 concurrent users.





These quantities are expected to increase as OEL pursues its goals of increasing the number of children served by Early Learning programs.

The architecture and hardware described in Section 5.2 is expected to have a capacity well in excess of 25,000 concurrent users, which will be confirmed by volumetric load testing of Early Learning Information System before it is deployed.

## 5.4 ANALYSIS OF ALTERNATIVES

Several alternative approaches that were considered for implementing Early Learning Information System and this section will explain why implementation of a commercial-off-the-shelf (COTS) application is clearly the preferred alternative.

### 5.4.1 Why Updating or Enhancing EFS is Not Feasible

Typically, an assessment of implementation alternatives would include the option of modifying or enhancing the existing system. Enhancing EFS has been evaluated as not feasible for the following reasons:

- Merely enhancing EFS does not address a fundamental weakness in the current architecture - 31 separate non-integrated installations of the application. Until all the data for early learning programs becomes accessible to OEL many of the challenges of managing a \$1 billion per year operation cannot be solved.
- The EFS system has been in use for 18 years and is beyond its useful service life. Attempting to "bolt on" the additional capabilities specified in the functional requirements for Early Learning Information System represents tremendous risk in terms of maintainability, cost, and the benefits that cannot be realized while continuing to defer EFS replacement.
- The EFS system was created without the benefit of the last two decades of industry experience with systems that are able to use the Internet to lower business costs, rapidly exchange information, and provide common access to people and organizations across broad geographic separation.
- The EFS system provides no relief from the dependency of core business processes on paper documentation - and the high cost of its creation, handling, use and storage.

For these reasons, further attempts to modify or enhance EFS have been evaluated as contrary to the best interests of the ELCs and OEL.

### 5.4.2 The Three Alternatives

The following three development options were considered for this analysis.

1. **Status Quo** - continuing operations with the current system
2. **Custom Development** - creating a system "from scratch" that precisely implements all of the systems functional and technical requirements



3. **Commercial Off-The-Shelf (COTS) solution** – selecting and implementing a packaged application that can be configured (with labels and data relationships) that most-closely satisfies as many of the core business requirements as possible.

The Business Process Analysis and System Requirements documents, verified and approved by OEL, were referenced to assess and score implementation options.

To conduct the alternatives analysis the following steps were performed:

- Developed detailed business and technical requirements that the new system must be capable of addressing.
- Established a set of uniform evaluation criteria against which each alternative was measured.
- Evaluated and scored each of the alternatives using common evaluation criteria.
- Determined the best alternative for the Department.

This analysis of alternatives was rigorously performed and documented in 2008. Based on those results, OEL sought to competitively procure a system integration vendor and build Early Learning Information System on a commercially available package solution.

This decision was re-affirmed during contract modification negotiations with the systems integration vendor during November 2011.



## 6 Project Management Planning

This section contains relevant excerpts from current Early Learning Information System Project Charter, dated November 17, 2011.

### 6.1 EARLY LEARNING INFORMATION SYSTEM PROJECT CHARTER

#### 6.1.1 Introduction

Florida's Office of Early Learning (Office) provides innovative and timely services to Florida's Early Learning programs to create a globally competitive workforce and to advance Florida's economic prosperity. The mission of OEL is to ensure that all children are emotionally, physically, socially and intellectually ready to enter school and ready to learn, fully recognizing the crucial role of parents as their child's first teacher.

In 2011 Senate Bill 2156 transferred Florida's Office of Early Learning from AWI to the Florida Department of Education. Florida's Office of Early Learning (hereafter referred to as "Office") continues supporting the design, development, and implementation of the Early Learning Information System System.

#### 6.1.2 Project Name

OEL has engaged in a project for the design, development and implementation of a centralized, web-based early learning information system. The name of this project is the Early Learning Information System (Early Learning Information System) project.

#### 6.1.3 Mission

The mission of the Early Learning Information System project is to develop a comprehensive, dynamic, web-based, centralized information system to better support the OEL mission of delivering quality School Readiness and Voluntary Prekindergarten Education Programs to Florida's children. In partnership with 31 Early Learning Coalitions, 20 Redlands Christian Migrant Association Offices and over 15,000 child care providers, Florida's early learning programs serve in excess of 400,000 children and families annually. Early Learning Information System will be utilized by OEL, Florida's families, Early Learning Coalitions, contractors, child care providers and other partner agencies. Early Learning Information System is the proposed system to replace the current 20 year-old Enhanced Field System and is expected to create a unified, cohesive data system for accessing, managing, storing and sharing programmatic, administrative, financial and outcome data related to OEL's Child Care Resource and Referral, School Readiness and Voluntary Prekindergarten Education Programs.

#### 6.1.4 Business Need

Early Learning Information System is the proposed system to replace the current Enhanced Field System (EFS), Single Point of Entry (SPE) system and the Unified Wait List (UWL) system. The need for the Early Learning Information System project



documented in the 2008 Early Learning Information System Feasibility Study and is provided below.

The Enhanced Field System (EFS) was an effective use of information technology when it was first employed (under another system name) in 1991. Twenty years later, not only is EFS an aging system with rising ownership costs, the business environment that it was created to serve has changed dramatically. Early Learning Programs have increased in number and complexity. With the implementation of VPK in 2005, the number of children served has nearly doubled in just the last seven years – to 385,000 – and continued growth in that number is an OEL long-range program objective.

There have been numerous changes to policy, statutes, and funding source. OEL's responsibility to make the best use of state and federal funds and to guard against fraud and billing errors remains unchanged. The annual cost of operations for Early Learning has reached \$1 billion annually. The Enhanced Field System is already beyond its useful life and is not suitable for further investment. OEL needs a modern and state-wide integrated system to effectively carry out its Early Learning mission.

The Single Point of Entry (SPE) system and the Unified Wait List (UWL) system are small web-based applications created to fill a critical gap in EFS functionality. It makes sense to roll these important functions into the core features of the Early Learning Information System application.

The following business needs will be addressed through the implementation of Early Learning Information System:

- **Payment Processing:** Payment processing is manual, inefficient and prone to error. Faster payments to the providers are needed to increase the number of providers offering child care and VPK services.
- **Attendance Management:** Attendance processing and auditing requires significant manual data entry driving up cost and decreasing the quality of attendance data. The Early Learning Coalitions cannot decrease the inefficiencies in attendance processing and auditing thereby increasing the chances for potential errors and fraud.
- **Grants and Financial Management:** The Office and Early Learning Coalitions are limited in their ability to optimize the use of program funds due to the lack of timely financial data and accurate utilization forecasting.
- **Fiscal and Program Monitoring:** The Office's and Early Learning Coalition's ability to effectively monitor both fiscal and programmatic performance of the programs is severely limited due to the lack of timely and comprehensive data.
- **Service Management:** The Early Learning Coalition's monitoring of their contracts with Child Care providers, VPK providers and service providers is highly manual. This results in less effective monitoring activities and higher costs.



- **Intake:** The Early Learning Coalition's ability to accurately determine eligibility is limited due to the current manual process and fewer automated checks and balances, thereby introducing a risk for errors.
- **Case Management:** The Office and Early Learning Coalitions are unable to adequately track child eligibility participation, attendance, other services, and results of developmental screenings and child assessments administered to children participating in early learning programs. This limits the Early Learning Coalition's ability to see the child's needs and progress holistically which impacts the ultimate outcomes achieved.
- **Longitudinal Tracking:** The Office and Early Learning Coalitions are unable to adequately collect and correlate child, staff and financial data to support the analyses of a child's short-term and long-term developmental, academic growth and the return on investment for early learning programs.
- **Data Sharing:** The Office and Early Learning Coalitions are unable to effectively share programmatic and financial data with other State of Florida agencies such as the Department of Education, Department of Children and Families, Florida Department of Law Enforcement, Department of Revenue and Department of Health in order to ensure all the agencies involved comply with their respective statutory obligations.
- **Reporting:** The Office and Early Learning Coalitions are unable to ensure that critical information needed to effectively manage the programs is readily accessible to Early Learning Coalition and Office leadership, state and local administrators and policymakers.

### 6.1.5 Objectives

To address business needs, Early Learning Information System is expected to enhance the implementation of Early Learning Programs by:

- Improving access to Early Learning Programs and customer service to parents, early learning providers and other stakeholders;
- Creating important data security and user safeguards against fraudulent actions;
- Creating a single point of entry for eligibility data for all VPK and School Readiness programs;
- Optimizing the use of funds and services provided to Florida's children by facilitating fiscal management and providing timely data for utilization forecasting;
- Establishing a centralized and consolidated information system that provides consistent, uniform information across the entire state that each Early Learning Coalition will use to manage its programs; and



- Automating cumbersome manual or paper processes to ensure that critical information needed to effectively manage the programs is readily accessible to state and local administrators and policymakers.

In addition, Early Learning Information System will provide:

- A centralized database and a data warehouse that accurately and consistently maintains current and historical Early Learning Program information;
- An enhanced information system, including the ability to track child eligibility participation, attendance and payment processing for Early Learning Coalitions and early learning providers;
- A system that records the results of developmental screenings and child assessments administered to children participating in Early Learning Programs;
- A system that collects child, staff and financial data to support the analysis of a child's short-term and long-term developmental and academic growth and the return on investment for Early Learning Programs;
- A system that integrates data from partner agencies' databases;
- A system that measures the educational impact and overall quality of Early Learning Programs and makes the information accessible through the internet for parents;
- A system that uses the most current and effective safeguards to ensure the security and confidentiality of a child's personal information and detects and prevents fraud and improper payments;
- An enhanced information and referral system, including the ability to record and maintain family and Early learning provider information, generate referrals to Early Learning Programs and/or resources and provide complete local/state/Federal reporting capabilities; and
- An accessible and robust reporting system that allows early learning administrators, managers and staff to track and report process and performance status and outcomes in real time.

### 6.1.6 Operating/Guiding Principles

The following operating and guiding principles will be applied to all decisions related to the Early Learning Information System project:

- Create and maintain a team climate of shared success and mutual respect for all Early Learning Information System team members and stakeholders



- Apply OEL Guiding Principles to all processes and decisions. The OEL Guiding Principles include accountability, collaboration, respect, innovation and careful consideration of the impact to stakeholders in all decisions
- Strive to keep Early Learning Information System on time and within budget

**6.1.7 Project Budget and Funding Summary**

Early Learning Information System project funding is appropriated annually and may be subject to periodic releases throughout the year. Any unused budget is “re-appropriated” for use in the following fiscal year. Table 4 below summarizes the annual budget amounts for each fiscal year beginning with FY09-10.

Budget	Amount
FY 2009-10 General Appropriations Act	6,000,000
FY 2010-11 General Appropriations Act	11,000,000
FY 2011-12 General Appropriations Act	3,192,398
FY 2012-13 (Requested)	5,882,782
<b>Total Budget</b>	<b>26,075,180</b>

**Table 6-1 Early Learning Information System Budget Summary**

The Early Learning Information System project costs by fiscal year are depicted in the following figure:





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CBAForm 2 - Project Cost Analysis

Agency	Office of Early Learning
Project	Early Learning Information System (ELIS)

PROJECT COST ELEMENTS	PROJECT COST TABLE -- CBAForm 2A					TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
State FTEs (No change)	\$0	\$0	\$0	\$0	\$0	\$0
OPS FTEs (No change)	\$0	\$0	\$0	\$0	\$0	\$0
Systems Integrator Vendor	\$5,670,358	\$5,442,912	\$0	\$0	\$0	\$11,113,269
Staff Augmentation Vendors	\$2,160,289	\$2,208,362	\$0	\$0	\$0	\$4,368,651
Hardware/Software	\$4,118,328	\$845,667	\$0	\$0	\$0	\$4,963,995
Expenses & OCO	\$297,815	\$335,000	\$0	\$0	\$0	\$632,815
State Host Site	\$42,500	\$130,000	\$0	\$0	\$0	\$172,500
<b>TOTAL PROJECT COSTS (*)</b>	<b>\$12,289,290</b>	<b>\$8,961,941</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,251,230</b>
<b>CUMULATIVE PROJECT COSTS</b>	<b>\$12,289,290</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	

INVESTMENT SUMMARY						TOTAL
	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	
General Revenue - 17.27%	\$2,122,360	\$1,547,727	\$0	\$0	\$0	\$3,670,087
Trust Fund - CCDF	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match	\$0	\$0	\$0	\$0	\$0	\$0
Grants	\$0	\$0	\$0	\$0	\$0	\$0
Federal CCDF - 82.73%	\$10,166,930	\$7,414,213	\$0	\$0	\$0	\$17,581,143
<b>TOTAL INVESTMENT (*)</b>	<b>\$12,289,290</b>	<b>\$8,961,941</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,251,230</b>
<b>CUMULATIVE INVESTMENT (*)</b>	<b>\$12,289,290</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	<b>\$21,251,230</b>	

(\*) Total Costs and Investments are carried forward to CBAForm3 Project Investment Summary worksheet.

Character of Project Costs Estimate - CBAForm 2B			
Choose Type		Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	X	Confidence Level	10%
Order of Magnitude		Confidence Level	
Placeholder		Confidence Level	

**Figure 6-2 Early Learning Information System Project Costs By Fiscal Year**



The approved cost allocation between the two Early Learning Programs, School Readiness and Voluntary Prekindergarten, is approved by the United States Department of Health and Human Services. The allocation based on the two programs is shown in Table 5 below.

Funding	Percentage	Funding Source
School Readiness	82.73%	Federal Child Care & Development Fund
Voluntary Prekindergarten	17.27%	State Funds

Table 6-3 Early Learning Information System Funding Allocation for School Readiness and VPK

### 6.1.8 Governance

Through the SI contract V1013, the Office has established a multi-tier governance structure to effectively manage the Early Learning Information System project. Each level of governance is empowered to make decisions appropriate to that level in the organization. Responsibilities for the escalation and resolution of project risks and issues have been established at each level of project governance.



### 6.1.8.1 Organization Chart

The following figure shows the Early Learning Information System project organization and the relationship between its components.

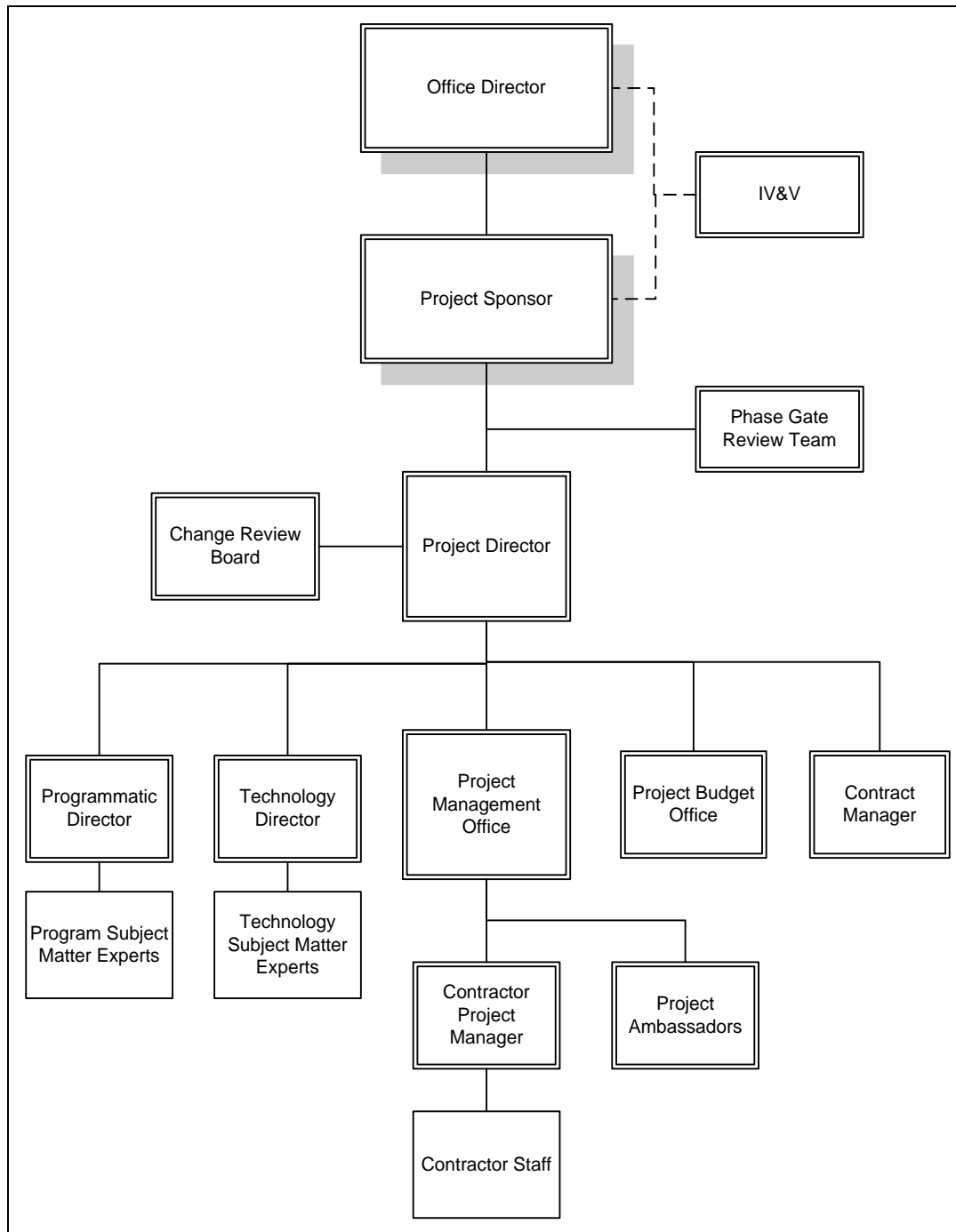


Figure 6-4 Early Learning Information System Project Governance Organization Chart



**6.1.8.2 Roles and Responsibilities**

The project governance structure consists of the following groups and roles established in the SI contract V1013 and in contract amendment IV:

Group/Role Name	Early Learning Information System Governance Role Description	Membership
Office Director	<ul style="list-style-type: none"> <li>• Provides executive oversight to the Project;</li> <li>• Supports the project vision;</li> <li>• Resolves escalated issues; and</li> <li>• Provides overall direction of the organizational change management effort and activities related to the implementation of Early Learning Information System.</li> </ul>	Office Director
IV&V Vendor	<ul style="list-style-type: none"> <li>• Verifies that the system is developed in accordance with validated requirements and design specifications;</li> <li>• Validates that the system performs its functions satisfactorily;</li> <li>• Monitors project management processes and provides feedback on any deficiencies noted;</li> <li>• Attends Early Learning Information System Project meetings and provides recommendations;</li> <li>• Reviews and provides feedback on project deliverables as required by contract with the Office; and</li> <li>• Presents to Office Director and Project Sponsor on IV&amp;V activities.</li> </ul>	Office or designee
Early Learning Information System Project Sponsor	<ul style="list-style-type: none"> <li>• Provides oversight to the Project;</li> <li>• Contributes to the scope and strategic direction for the Project;</li> <li>• Identifies project risks and mitigation strategies;</li> <li>• Resolves escalated issues;</li> <li>• Decides on project changes in terms of scope, budget, or schedule submitted through the approved Change Control process that exceed the authority of the Project Director;</li> <li>• Approves all final deliverables;</li> <li>• Provides notification of Corrective Action Plans;</li> <li>• Makes decisions to accept or reject proposed Corrective Action Plans</li> <li>• Approves Project Phase Gates; and</li> <li>• Facilitates Early Learning Information System Project meetings.</li> </ul>	Office Director or designee



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Group/Role Name	Early Learning Information System Governance Role Description	Membership
Phase Gate Review Team	<ul style="list-style-type: none"> <li>• Provides recommendations to the Project Sponsor for Phase Gate Approval Decision.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Director</li> <li>• Contractor Project Manager</li> <li>• Project Management Office</li> <li>• Contractor Project Executive (optional)</li> </ul>
Early Learning Information System Project Director	<ul style="list-style-type: none"> <li>• Has overall responsibility for the successful development and implementation of the Early Learning Information System Project;</li> <li>• Oversees the development and implementation of the Early Learning Information System Project;</li> <li>• Attends Early Learning Information System Project meetings and provides reports and recommendations;</li> <li>• Decides on project changes submitted through the approved Change Control process in terms of budget with a cost less than \$20,000, provided there is forecast remaining project budget in excess of \$200,000 and within other limitations established in the approved Office Early Learning Information System Project Charter;</li> <li>• Decides on changes in scope submitted through the approved Change Control process which do not impact the schedule or budget in excess of the parameters described above;</li> <li>• Reports to the Project Sponsor;</li> <li>• Oversees the Project Management Office for the Project;</li> <li>• Acts as liaison with the Technology Director for resources;</li> <li>• Acts as liaison with the Programmatic Director and other Office personnel for business resources and day-to-day activities; and</li> <li>• For the purposes of this Contract V1013, the Early Learning Information System Project Director also functions as the Office's Project Manager.</li> </ul>	Office or designee



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Group/Role Name	Early Learning Information System Governance Role Description	Membership
Change Review Board	<ul style="list-style-type: none"> <li>• Reviews and provides recommendations on project changes submitted through the approved Change Control process in terms of scope, budget and schedule; and</li> <li>• Reports to the Project Director and Project Sponsor as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Management Office</li> <li>• Programmatic Director</li> <li>• Technology Director</li> <li>• Project Budget Officer</li> <li>• Contract Manager</li> <li>• Contractor Project Manager</li> </ul>
Early Learning Information System Project Management Office	<ul style="list-style-type: none"> <li>• Is responsible for day-to-day project oversight;</li> <li>• Provides overall guidance and direction to the Contractor;</li> <li>• Coordinates with the Early Learning Information System Project Director for resources;</li> <li>• Works with Contractor Project Manager to ensure stakeholder needs are met;</li> <li>• Has daily decision making authority;</li> <li>• Oversees, manages and develops project plans at the Office level;</li> <li>• Coordinates with the Program Subject Matter Experts and Technology Subject Matter Experts;</li> <li>• Coordinates project resources, budgets and contract management;</li> <li>• Reviews and provides feedback on project deliverables;</li> <li>• Is responsible for project management areas including scope, risk, quality and change control;</li> <li>• Coordinates project status communications;</li> <li>• Acts as liaison with external agencies as needed;</li> <li>• Acts a member of the Change Review Board;</li> </ul>	Office or designee
Early Learning Information System Project Budget Officer	<ul style="list-style-type: none"> <li>• Controls project budget;</li> <li>• Provides budget related input into project scope and contract change decision making process; and</li> <li>• Acts a member of the Change Review Board.</li> </ul>	Office Budget Director
Early Learning Information System Contract Manager	<ul style="list-style-type: none"> <li>• Acts as the primary point of contact for contractual issues with the Contractor;</li> <li>• Enforces the performance of the contract;</li> <li>• Mediates contract disputes;</li> <li>• Acts a member of the Change Review Board; and</li> <li>• Maintains all contract files and financial information.</li> </ul>	Early Learning Information System Contract Manager



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Group/Role Name	Early Learning Information System Governance Role Description	Membership
Early Learning Information System Project Sponsor	<ul style="list-style-type: none"> <li>• Has programmatic decision making authority;</li> <li>• Champions the project within the customer’s organization;</li> <li>• Provides guidance on overall strategic direction;</li> <li>• Provides business resources for project success;</li> <li>• Has programmatic responsibility for successful development and implementation of the Project;</li> <li>• Coordinates the Business Subject Matter Experts for participating in project activities;</li> <li>• Reports to the Early Learning Information System Project Director;</li> <li>• Acts a member of the Change Review Board; and</li> <li>• Coordinates the organizational change management effort and activities related to the implementation of Early Learning Information System.</li> </ul>	Office Director designee
Early Learning Information System Technology Director	<ul style="list-style-type: none"> <li>• Has programmatic decision making authority as it relates to IT-related issues;</li> <li>• Champions the project within the customer’s organization;</li> <li>• Provides guidance on overall strategic direction;</li> <li>• Provides IT resources for project success;</li> <li>• Has IT strategy responsibility for successful development and implementation of the Project;</li> <li>• Coordinates the Technology Subject Matter Experts for participating in project activities;</li> <li>• Reports to the Early Learning Information System Project Director; and</li> <li>• Acts a member of the Change Review Board.</li> </ul>	Office Director designee
Early Learning Information System Project Ambassadors (Small Group of Early Learning Coalition stakeholders)	<ul style="list-style-type: none"> <li>• Participates in JAD and design sessions;</li> <li>• Reviews and comments on project documents and deliverables;</li> <li>• Disseminates project information and updates to local internal/external stakeholders;</li> <li>• Provides recommendations and advice to the Early Learning Information System Project Director and Early Learning Information System Project Sponsor;</li> <li>• Reviews system functionality and performs user acceptance testing; and</li> <li>• Provides system training support and deployment support.</li> </ul>	Representatives from each Early Learning Coalition





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Group/Role Name	Early Learning Information System Governance Role Description	Membership
Program Subject Matter Experts	<ul style="list-style-type: none"><li>• Reports to the Early Learning Information System Programmatic Director</li><li>• Provides input on functional requirements;</li><li>• Participates in project user group meetings and sessions;</li><li>• Provides input on project activities;</li><li>• Reviews and comments on project documents and deliverables; and</li><li>• Disseminates project information and updates to local internal/external stakeholders.</li></ul>	Small group of stakeholders, including Business Unit Manager(s) and Supervisor(s) from the Office and partner agencies
Technology Subject Matter Experts	<ul style="list-style-type: none"><li>• Reports to the Early Learning Information System Technology Director</li><li>• Provides technical guidance and advice to the Early Learning Information System project team;</li><li>• Provides advice related to the Office's IT policies and procedure;</li><li>• Maintains an active dialog with the Early Learning Information System project team related to technical aspects of the Project; and</li><li>• Gives guidance/advice on other aspects of the Office's IT technical program and process.</li></ul>	Small group of subject matter experts from the Office's IT Department



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Group/Role Name	Early Learning Information System Governance Role Description	Membership
Early Learning Information System Contractor Project Manager	<ul style="list-style-type: none"> <li>• Retains overall responsibility for successful delivery of the Project;</li> <li>• Leads Contractor day-to-day project planning, scheduling, monitoring, and reporting activities;</li> <li>• Reports to the Early Learning Information System Project Management Office;</li> <li>• Works with the Early Learning Information System Project Management Office to seek guidance and direction;</li> <li>• Communicates directly with the Early Learning Information System Project Director and the Early Learning Information System Project Sponsor, when necessary, to present concerns regarding the progression of the project;</li> <li>• Serves as primary point of contact for identification and escalation of project issues, and reports of project status for the Early Learning Information System Project Director or Early Learning Information System Project Management Office;</li> <li>• Determines, monitors, and reviews all project issues and risks;</li> <li>• Is responsible for Contractor’s project management activities;</li> <li>• Manages and directs all Contractor staff;</li> <li>• Participates in the Change Review Board;</li> <li>• Approves Contractor project estimate and Contractor project change requests;</li> <li>• Leads the planning and development of project deliverables;</li> <li>• Develops and manages the project schedule and associated tasks;</li> <li>• Maintains all project documentation, including the detailed Project Management Plan;</li> <li>• Ensures adherence to the project management standards and guidelines;</li> <li>• Is responsible for project management areas including scope, risk, quality and change control;</li> <li>• Prepares formal project reports and presentations;</li> <li>• Attends Early Learning Information System Project meetings and provides reports and recommendations;</li> <li>• Works with the Contractor Project Executives on change requests to determine the impact on the project</li> <li>• Ensures planning and development of project deliverables and documentation conform to the Office’s standards; and</li> <li>• Facilitates project related meetings as required.</li> </ul>	HP Project Manager



Table 6-5 Early Learning Information System Governance Roles and Responsibilities

### 6.1.8.3 Decision Framework

The decision framework for the Early Learning Information System project builds on the governance structure defined in the SI contract V1013 by incorporating drivers, accountability, authority, and performance factors into the decision process for each level of governance. Decisions are made at the appropriate level in the governance hierarchy in order to meet project objectives. This decision framework is integrated into each of the Early Learning Information System project processes where decisions are made. Decision making on the Early Learning Information System project is governed by the following questions:

1. Is the decision aligned with factors driving the project for the level of governance making the decision?
2. Is the decision aligned with the accountability of the governance level where it is being made?
3. Does the level of governance making the decision have the most appropriate authority?
4. Is the decision in line with performance concerns for the level of governance making the decision?

This process is depicted in the figure below:

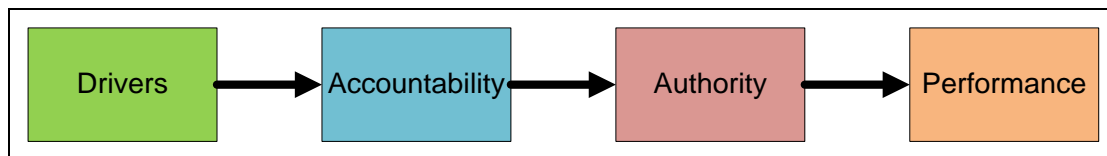


Figure 6-6 Early Learning Information System Decision Framework

Descriptions of these decision factors are listed below:

**Drivers:** The mission, objects and goals, that are relevant at each level of project governance, are the drivers for decision making at that level of governance. For the Early Learning Information System project, these include the mission and objectives described in previous sections of this document, as well as Florida’s Office of Early Learning Guiding Principles. These also include drivers that are specific to each governance level that derive from specific project roles and business goals.

**Accountability:** Each level of the Early Learning Information System project governance has specific roles and responsibilities appropriate to each level. Accountability for project success flows from those defined roles and responsibilities. Within the roles and responsibilities that make up the accountability for each level of governance, decisions are weighed against decision drivers.



**Authority:** The basic authority framework for decision rights on the Early Learning Information System project is established in the SI contract V1013. Decision rights are associated logically on the Early Learning Information System project with the level of governance that has accountability for those areas. Prior to making project decisions, the appropriate governance level for the Early Learning Information System project will examine if decision authority exists, or should be handled by a higher or lower level of governance. Within that framework, project processes may include additional decision rights as appropriate to further the project objectives, provided they remain within contractual boundaries and are aligned with the associated accountability and drivers.

**Performance:** Each level of the Early Learning Information System project governance incorporates specific types of performance concerns appropriate to that level and in alignment with the SI contract V1013. The Early Learning Information System governance and decision framework are structured to provide an integrated performance approach. Performance concerns are aligned with decision authority.

### 6.1.9 Change Control and Configuration Management

The change management process for the Early Learning Information System project derives its authority from the SI contract V1013. The Change Review Board (CRB) reviews and provides recommendations on project changes in terms of scope, budget and schedule. The CRB reports to the Project Director and Project Sponsor as necessary. The Project Director has decision making authority on project changes submitted through the change control process in terms of budget with a cost less than \$20,000, provided there is forecast remaining project budget in excess of \$200,000. The Project Sponsor has decision making authority that exceeds the limitations of the Project Director. The figure below highlights the change management process for the Early Learning Information System project:

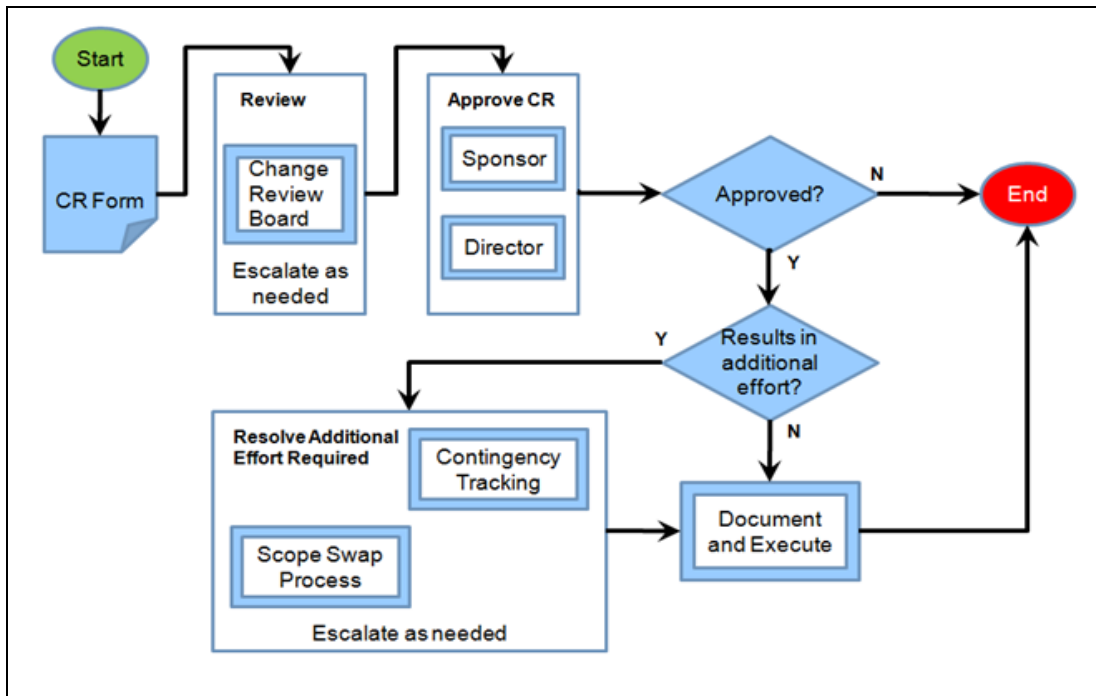


Figure 6-7 Early Learning Information System Change Control Process

Additional details regarding the Early Learning Information System change management process can be found in the following Early Learning Information System deliverables:

- Early Learning Information System PMO Scope and Spend Management Plan
- Early Learning Information System SI Project Management Plan

### 6.1.10 Risk and Issue Management

The risk and issue management processes for the Early Learning Information System project derives its authority from the SI contract V1013. Risk and issue management activities assist with reporting overall status and health of the Early Learning Information System project. The risk and issue management processes serve as inputs into the decision making process.

#### 6.1.10.1 Risk Management

The figures below highlight the risk management processes for the Early Learning Information System project.

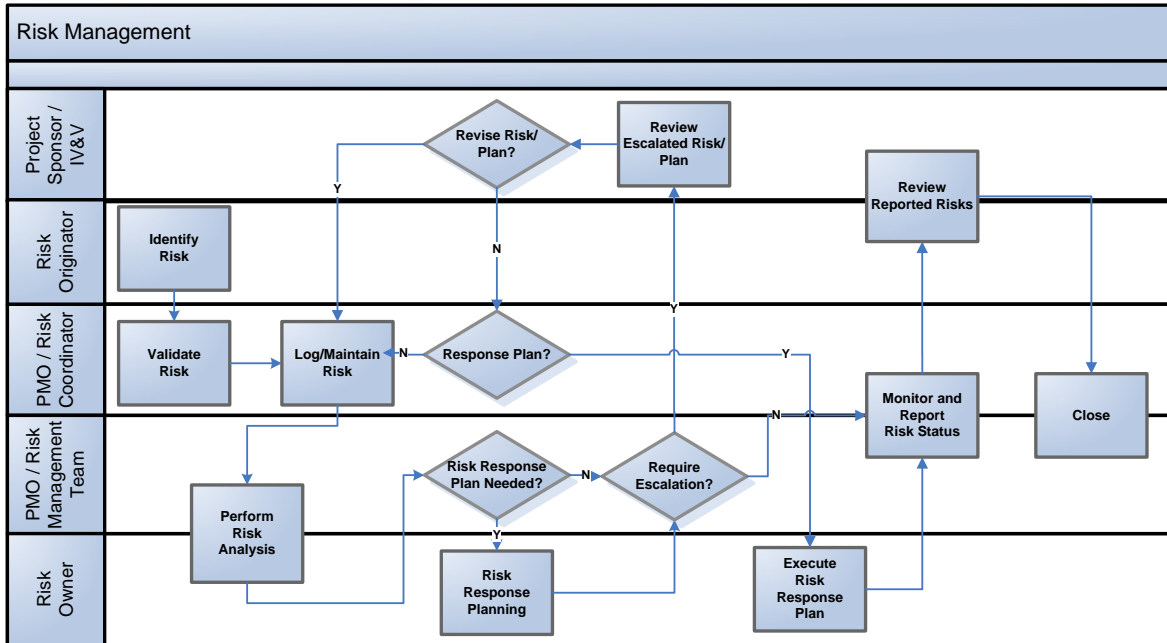


Figure 6-8 Early Learning Information System Risk Management Process



The unique risk management steps are all part of the key activities listed in the table below.

Key Activity	Risk Management Steps	Purpose
Identify and Classify	<p><b>Identify Risk</b> – create a list of project risks; capture risks identified in meeting minutes, gather risks from stakeholders using workshops and brainstorming, etc.</p> <p><b>Validate Risk</b> – confirm that the risk has not already been logged, and capture information about the risk</p> <p><b>Log Risk</b> – add the risk to the tracking tool, assign a unique number, and enter risk details</p>	<p>Make known project risks explicit before they become problems; helps to set expectations and provide a vehicle for reaching consensus – unknown risks cannot be managed</p> <p>Understand risk details in order to select appropriate response technique</p>
Analyze	<p><b>Perform Risk Analysis</b> – determine the probability and impact of risks, and calculate the risk exposure</p>	<p>Transform the risk data into decision making information, allowing the risks to be prioritized</p>
Respond	<p><b>Risk Response Planning</b> – determine desired risk strategies and actions, and assign responsibility</p> <p><b>Execute Risk Response Plan</b> – implement planned actions when risk indicators manifest; determine mitigation effectiveness for continuous improvement</p>	<p>Translate the risk information into strategies and response actions</p> <p>Correct and ensure implementation of mitigation actions as required</p>
Track	<p><b>Monitor Risk</b> – review and re-examine risks when project situation changes or key milestones are achieved</p> <p><b>Close</b> – as risks are mitigated or realized, capture key information to use for future mitigation or to resolve resulting issues</p>	<p>Monitor risk indicators and mitigation actions</p> <p>Eventually close each risk by identifying it as either mitigated or realized (realized risks continue to be tracked as issues)</p>





Key Activity	Risk Management Steps	Purpose
Report	<b>ALL STEPS</b> – discuss and review project risks and plans in project status, or other scheduled meetings, when the project situation changes or key milestones are achieved	Enable sharing of critical information throughout the project  Facilitate risk management communication

Table 6-9 Early Learning Information System Risk Management Activities

### 6.1.10.2 Issue Management

The issue management process for the Early Learning Information System project is similar to the risk management process in that it is a structured and repeatable approach intended to remove problems that threaten project objectives. Instead of mitigation plans intended to reduce the severity of the potential consequences, issues have resolution plans intended to reduce the severity of the existing problems. Because many concepts are applicable to both processes, this section will focus on how issue management differs from risk management rather than repeat each concept.

The Issue Register is managed by the Issue Coordinator (who may be the same PMO team member as the Risk Coordinator). As with risks, issues are assigned owners responsible for executing resolution plans. Also similar to risks, issues may have detailed resolution plans or high-level resolution action items. The disposition of open issues is communicated in project status reports so that the PMO can follow up on their resolution action items.

The issue management process consists of the following activities:

- Identify issues as one of three types: realized risks, new issues and decisions
- Resolve issues using the appropriate strategy, which includes resolution action items and corrective action plans where necessary

Additional details regarding the Early Learning Information System risk and issue management processes can be found in the following Early Learning Information System deliverables:

- Early Learning Information System PMO Risk and Issue Management Plan
- Early Learning Information System SI Project Management Plan, Risk and Issue Management subcomponents

### 6.1.11 Early Learning Information System Project Scope

The scope of the Early Learning Information System project defines all of the work, and only the work, necessary to accomplish the purpose and objectives of the project.



**6.1.11.1 Scope Statement**

The scope of this project will include design, development, testing, user training and state-wide implementation of a new Office technology system that supports business processes listed in the next two sections.

**6.1.11.2 OEL Processes That Will Be Implemented in Early Learning Information System**

The following table contains a listing of the 9 OEL As-Is Processes (out of 16) and the 7 OEL To-Be Processes (out of 13) that have been selected for implementation in Early Learning Information System.

OEL As-Is Model		OEL To-Be Model	
As-Is Functional Group	Process Name	To-Be Functional Group	Process Name
Administer Program	Reimburse ELC Invoice	Grants and Financial Management	Process ELC Invoice
	Cash Receipts	Program Support	Process Cash Receipts
	OEL Statewide Contract Management - Invoicing		Manage Statewide Contracts
	CCEP Grant Management	Policy, Planning and Program Management	Develop Policy and Manage Programs
Oversight of Services & Activities	Program Monitoring - Eligibility File Review	Monitoring and Quality Management	Monitor Program and Instructor Eligibility
	Financial Monitoring - Grants Spending and Reconciliation	Grants and Financial Management	Monitor and Reconcile ELC Grant Utilization
	Financial Monitoring - Grants Usage		<i>(combined into Monitor and Reconcile ELC Grant Utilization)</i>
Quality Improvement / Availability of Services	Child Care Resource & Referral	Policy, Planning and Program Management	<i>(Combined into Develop Policy and Manage Programs)</i>
	Provide Data Quality and Support	Program Support	Maintain Data Quality and Provide Service Support



**Florida Office of Early Learning**  
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**Table 6-10 Florida's Office of Early Learning Business Processes in Scope for the Early Learning Information System Project**



### 6.1.11.3 ELC Processes That Will Be Implemented in Early Learning Information System

The following table contains a listing of the 16 ELC As-Is processes (out of 20) and the 14 ELC To-Be processes (out of 18) that that have been selected for implementation in Early Learning Information System.

ELC As-Is Model		ELC To-Be Model	
As-Is Functional Group	Process Name	To-Be Functional Group	Process Name
CCR&R	Childcare Resource & Referral	Resource and Referral	Childcare Resource & Referral
	Provider On-boarding and Management	Service Management	Provider On-boarding and Management
Eligibility and Enrollment	SR Eligibility Determination	Intake ( <i>new group</i> ) (Wait list placement is now included in CCR&R process.)	Enrollment ( <i>new</i> )
	SR Enrollment		
	VPK Eligibility Determination		
	VPK Enrollment		
	Wait List Management		
	SR Eligibility Re-Determination	Case Management ( <i>new group</i> )	SR Eligibility Re-Determination
	Provider Transfer		VPK Re-enrollment / SR Provider Transfer
	<i>No matching process</i>		Guardianship Transfer
	<i>No matching process</i>		Child Screening ( <i>new</i> )
Monitoring and Oversight	<i>No matching process</i>	Service Management	Provider Quality Monitoring and Improvement
	Attendance Auditing		(combined with Provider Quality Monitoring and Improvement)
Back Office / Financial	Attendance Management	Attendance Management	Attendance Roster Processing
	Attendance Payment Adjustment		Attendance Payment Adjustment



ELC As-Is Model		ELC To-Be Model	
As-Is Functional Group	Process Name	To-Be Functional Group	Process Name
	Monthly Close & Provider Payment	Financial Management	Close Out
	ELC Invoicing		(combined with Close Out)
	Collections		Collections
	Slot Management	ELC Planning & Quality management (new group)	Slot Management

Table 6-11 Early Learning Coalition Business Processes in Scope for the Early Learning Information System Project

#### 6.1.11.4 Project Deliverables

Listed below are the major Early Learning Information System project deliverables by project phase:

Project Phase	Deliverable Description
Early Learning Information System Planning	IV&V, PMO and SI planning deliverables including Project Charters, Project Management Plans, Baseline Assessment, Infrastructure Plan, Hardware and Software Procurement Plan
Early Learning Information System Requirements Validation	SI deliverables for Business Process Reengineering, Software Requirements Specification, Requirements Traceability Matrix, and Interface Requirements Specification
Early Learning Information System Functional and Technical Design	Functional and Technical designs, SI deliverables for Data Conversion, Security, Business Processes and Interfaces
Early Learning Information System Development	SI deliverables for Early Learning Information System System Code and Unit Test, as well as planning deliverables for subsequent phases including Training, User Acceptance, Pilot and Implementation
Early Learning Information System User Acceptance	Early Learning Information System Training and User Acceptance Testing deliverables



Project Phase	Deliverable Description
Early Learning Information System Pilot	SI Operational Production Pilot Report
Early Learning Information System Implementation	SI statewide phased Early Learning Information System rollout; Maintenance and Operations Planning deliverables

Table 6-12 Early Learning Information System Project Deliverables by Project Phase



### 6.1.12 Early Learning Information System Project Implementation Approach and Timeline

Early Learning Information System will be a single state-of-the-art complex enterprise system integrating 34 disparate systems within Florida’s Office of Early Learning. The Office’s approach to execute this project is depicted in the figure below.

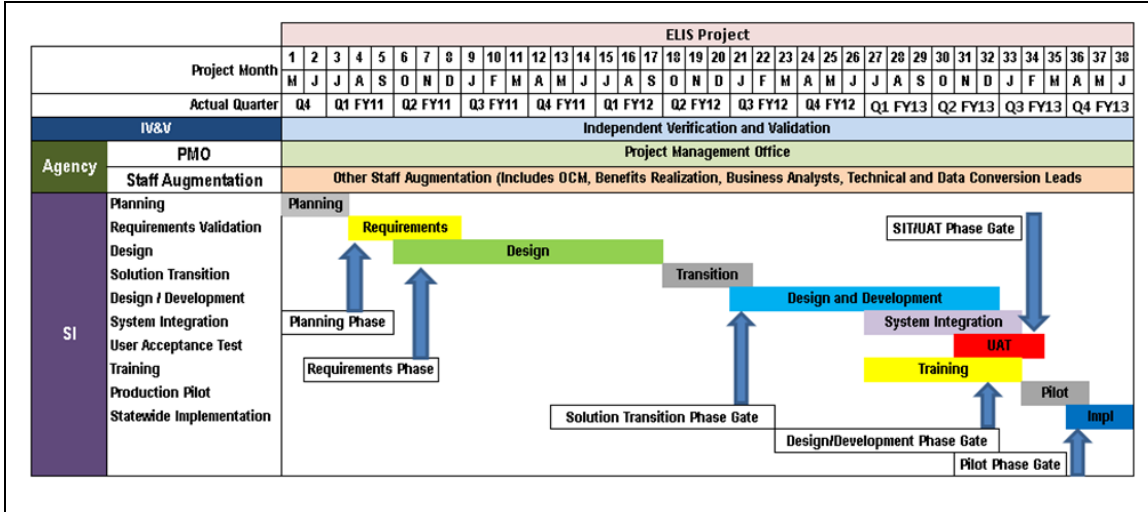


Figure 6-13 Early Learning Information System Project Implementation Approach and Timeline

### 6.1.13 WBS Architecture

The project schedule will have a Work Breakdown Structure (WBS) that is aligned with the high level phase structure of the Systems Development Life Cycle (SDLC) described in the SI contract V1013. The integrated master schedule (IMS) is developed combining the work stream project schedules for the IV&V, the Project Management Office (PMO) and the System Integrator (SI) Hewlett-Packard. The IMS will exhibit the following WBS structure:

- WBS Level 0 will contain the Florida Early Learning Information System project name
- WBS Level 1 will contain the following work streams:
  - Early Learning Information System IV&V
  - Early Learning Information System PMO
  - Early Learning Information System SI
- WBS Level 2 will contain key project phases from the project start up to the close down at completion.
- WBS Level 3 will contain further breakdown for the particular phase of the project. In the example above, the execution phase is broken down into the contract defined phases of the Early Learning Information System project with





- the addition of another structure to capture the user acceptance testing and production environment procurement and implementation tasks.
- WBS Level 4 and lower will contain the project deliverables associated for each phase and further elaborated tasks and assigned resources. The tasks that included integration points between the Early Learning Information System PMO schedule and Early Learning Information System SI schedule will be linked in the IMS. For example, this includes tasks where the Early Learning Information System SI is producing deliverables that require resources for review cycles by the Early Learning Information System PMO or the Office.

Figure 9 below illustrates the WBS architecture, expanding the execution phase of the integrated master schedule.

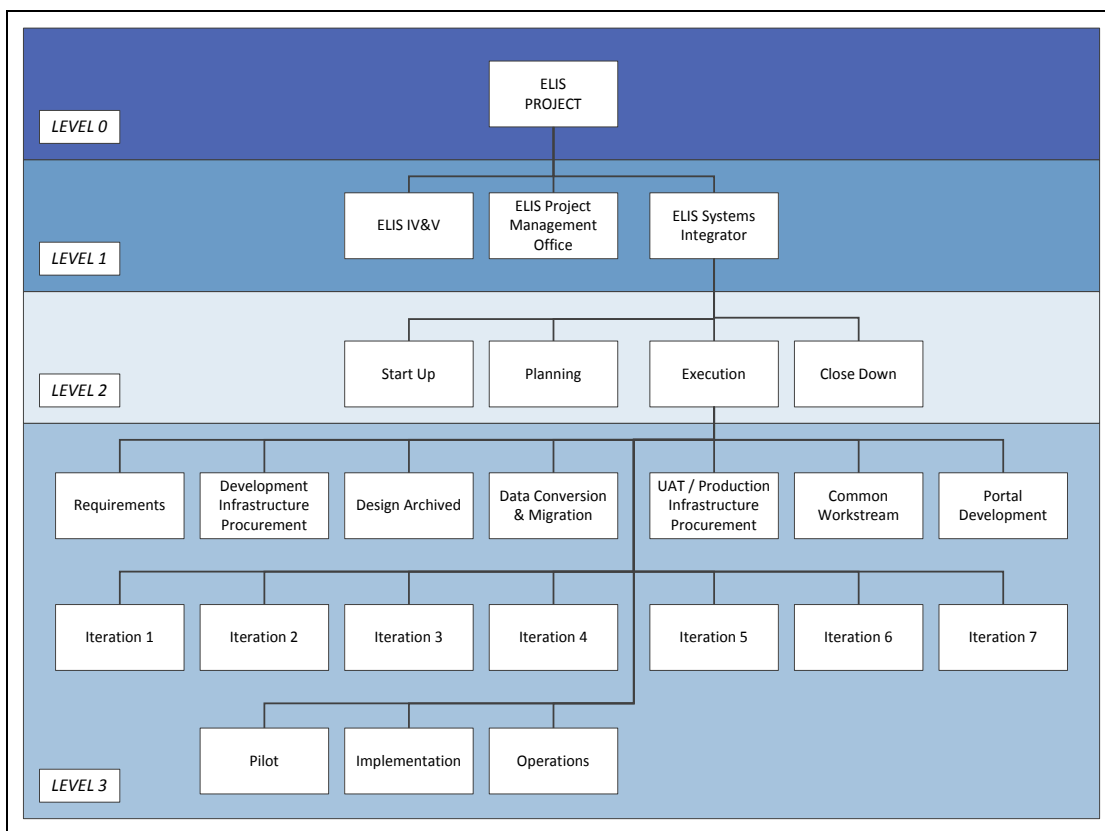


Figure 14: Early Learning Information System Work Breakdown Structure (WBS) Architecture



### 6.1.14 Project Schedule

The project schedule below has been updated to include revised delivery dates for future project phases and related deliverables based on acceptance of the SI Corrective Action Plan (CAP). The CAP was accepted by OEL on 11/14/2011. The summary below contains the key project milestones.

Schedule Task	Start	Actual Start	Finish	Actual Finish
Start Up	5/17/2010	5/17/2010	5/24/2010	5/24/2010
Planning	5/26/2010	5/26/2010	7/28/2010	7/28/2010
Planning Phase Acceptance Criteria	5/26/2010	5/26/2010	6/23/2010	6/23/2010
Project Scope Statement	6/3/2010	6/3/2010	6/29/2010	6/29/2010
Project Plan	6/10/2010	6/10/2010	7/28/2010	7/28/2010
HW/SW Procurement Plan	6/7/2010	6/7/2010	7/27/2010	7/27/2010
Infrastructure Plan	6/7/2010	6/7/2010	7/21/2010	7/21/2010
Execution	7/1/2010	7/1/2010	7/17/2014	NA
Requirements	7/1/2010	7/1/2010	2/7/2011	2/7/2011
Development Infrastructure Procurement	8/2/2010	8/2/2010	11/5/2010	11/5/2010
Design - Archived	8/3/2010	8/3/2010	11/15/2011	11/15/2011
Solution Transition	10/7/2011	10/7/2011	1/23/2012	NA
Data Conversion & Migration	1/13/2011	1/13/2011	10/8/2012	NA
Iteration 1	6/14/2011	6/14/2011	4/4/2012	NA
UAT/Prod Environment Infrastructure Procurement	11/16/2011	NA	7/16/2012	NA
Common Work stream	12/1/2011	NA	10/22/2012	NA
Portal Development	12/9/2011	NA	10/26/2012	NA
Iteration 2	11/23/2011	NA	4/19/2012	NA
Iteration 3	2/2/2012	NA	6/5/2012	NA
Iteration 4	3/30/2012	NA	10/12/2012	NA
Iteration 5	3/30/2012	NA	12/19/2012	NA
Iteration 6	4/30/2012	NA	1/24/2013	NA
Iteration 7	5/15/2012	NA	2/20/2013	NA
Pilot	11/16/2011	NA	4/19/2013	NA
Implementation	3/7/2012	NA	6/28/2013	NA
Operations	7/6/2012	NA	7/17/2014	NA
Close Down DDI	5/21/2013	NA	7/15/2013	NA
Project Administrative Reporting	6/18/2013	NA	6/28/2013	NA
Administrative Project Closure Report	5/21/2013	NA	7/15/2013	NA

**Table 6-15 Early Learning Information System Project Schedule**



## 6.2 PROJECT QUALITY CONTROL

*Purpose: To understand project quality requirements and ensure that effective quality control processes and procedures are in place and operational in time to support the needs of the project.*

Quality management includes creating and following policies and procedures in order to ensure that a project meets the defined needs it was intended to meet. A high quality project is one which is completed with no deviations from the project requirements.

Quality management includes quality planning, quality assurance, and quality control.

### 6.2.1 Quality Planning

Quality was considered during the development of the Early Learning Information System Project Charter, scope, deliverable definitions.

A Quality Management Plan has been developed by the system integrator vendor and approved by OEL. The plan will address the following, as a minimum:

- Adoption of existing quality standards for managing the Early Learning Information System project;
- Creation of additional project-specific standards, as required;
- Determining the work that will be performed in order to meet quality standards;
- Procedures for balancing project quality needs will against the constraints of scope, cost, schedule, and risk; and
- Integration of the quality management plan into the project management plan.

The Quality Management Plan will specify the following:

- Assignment to specific quality management duties to individuals and/or roles in the Early Learning Information System project organization;
- Quality reporting requirements – content and frequency;
- Which metrics will be employed, including who will take measurements, how the measurements will be taken and recorded (e.g. units), frequency, etc.;
- Who will assemble and analyze the measurements; and
- Which components of the project or deliverables are to be measured and when.

### 6.2.2 Quality Assurance

Quality assurance consists of actions taken – primarily during the project execution phase – to ensure that the Early Learning Information System project is complying with approved project policies and processes.

Quality assurance actions to be specified in the Quality Management Plan include:



- Assigning responsibility for the pursuit of continuous process improvement to every member of the Early Learning Information System project team;
- Creating quality checklists to use as job aids for each frequently repeated project process;
- Performing periodic quality audits to determine in project activities comply with project policies and processes;
- Assigning corrective actions to specific individuals in response to deficiencies noted in quality audits and tracking progress until the action is completed;
- Considering making changes whenever a recurring pattern of quality deficiencies is recognized for a particular process; and
- Recommending changes and corrective actions will be submitted using the project's approved integrated change control procedures.

### 6.2.3 Quality Control

Quality control refers to measurements taken of Early Learning Information System project resources, activities, and results, during the project monitoring and controlling phase, as specified in the approved Quality Management Plan. Quality assurance focuses on processes, while quality control focuses on outcomes.

Early in the project, a quality baseline will be established for all elements specified in the Quality Management Plan. This will enable all members of the project team to know what is expected and so they assess the quality of the project while the work is being done.

Quality control actions to be specified in the Quality Management Plan include:

- Defining the specific project results that will be measured and compared against approved quality standards;
- Implementing approved changes to the quality baseline, as necessary;
- Identifying quality improvements that are needed whenever approved quality standards are not met;
- Repairing defects and curing deliverables;

Recommending changes, corrective actions, preventive actions and defect repairs using the project's approved integrated change control procedures.

## 6.3 EXTERNAL PROJECT OVERSIGHT

*Purpose: To understand any unique oversight requirements or mechanisms required by this project.*

### 6.3.1 Independent Verification and Validation (IV&V)



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The Early Learning Information System project is being supported by an experienced Independent Verification and Validation (IV&V) vendor with objective, experienced and knowledgeable staff to make recommendations for improvement and provide proactive risk mitigation to the project. The IV&V vendor's roles and responsibilities have been specified in the IV&V vendor contract.

The methodology employed is based on PMI guidelines published in the PMBOK and on the IEEE Standard for Software Verification and Validation (IEEE Std 1012-1998).

The IV&V vendor monitors and validates that the systems integrator vendor:

- Complies with the terms of the contract,
- Performs and provides deliverables to the satisfaction of DCF and the ACF,
- Fulfills the technical and non-technical requirements of the contract,
- Completes the project within the expected timeframe (December 2007),
- Demonstrates value and is committed to achieving the goals outlined by DCF, and,
- Acts in the best interests of OEL and surfaces issues in a timely and comprehensive manner.

The IV&V vendor is also responsible for the following:

- Providing an independent, forward looking perspective on the project by raising key risks, issues and concerns and making actionable recommendations to address them.
- Enhancing understanding of the progress, risks and concerns relating to the project and provide information to support sound business decisions and proactive action on potential issues.
- Providing ongoing advice and direction to the Project Steering Committee and the Executive Management Team through each phase of the project.
- Conducting a review of the system integrator's project plans, resource commitments and project management processes to help ensure they are fully aligned with the expectations of OEL.

Throughout the project lifecycle, the IV&V vendor will periodically provide a written evaluation of the Early Learning Information System project. Each evaluation will include an assessment of the project team's effectiveness by evaluating processes and tools against ten disciplines of Project Management identified below:

1. Schedule Management;
2. Budget/Cost Management;
3. Business Objectives Alignment;
4. Risk Management;



5. Issue Tracking and Management;
6. Organizational Readiness;
7. Project Management;
8. Resource Management;
9. Scope Management; and
10. Deliverable Quality Assurance.

These reviews are intended to increase the likelihood that the project will successfully achieve its goals and will report the project's strengths, areas that need improvement and make recommendations.

The results of the IV&V Assessment will be compiled in formal IV&V reports generated for each phase of the project and will be distributed to stakeholders in accordance with the Early Learning Information System Project Communication Plan.

## 6.4 ORGANIZATIONAL CHANGE MANAGEMENT

*Purpose: To increase the understanding of the key requirements for managing the changes and transformation that the users and process owners will need to implement for the proposed project to be successful.*

OEL has initiated an organizational change (OCM) process as part of the development and deployment of Early Learning Information System. The objectives for the OCM process are as follows:

1. determine the current state of ELC staff and their service provider readiness for the coming organizational transformation;
2. establish criteria that ELCs will need to attain before transitioning onto the Early Learning Information System system; and
3. develop an action plan to help each of the ELCs to achieve their required readiness.

The OCM process has identified the resources, staff and activities that the ELCs will need to increase their readiness for Early Learning Information System.

Volunteers (Ambassadors) have been appointed by each ELC director to act as liaison with the Early Learning Information System project team and to take a leadership role in managing change in their organization and for the parents/guardians and providers in their service area. A plan for training the Early Learning Information System user community in the principles of organizational change management has been developed it ready to commence.

An Organizational Change Management plan has been developed and approved by OEL.



## 6.5 PROJECT COMMUNICATION

*Purpose: To ensure that effective communication processes are in place to disseminate information and receive feedback from users, participants, and other project stakeholders to facilitate project success.*

A communication plan has been already developed and approved by OEL. The purpose of the Communication Plan is to document identified communication needs and to establish a structured process that will be used to address those needs.

The overall goal of the communication effort is to provide all stakeholders, both internal and external to Florida's Office of Early Learning, with the information they need in a timely, effective manner. The communications objectives are to:

- identify key stakeholder audiences,
- provide communications in ways, and on a schedule that will meet each audience's unique needs,
- provide feedback mechanisms, with measures where possible, to determine the effectiveness of the communications delivered to each audience, and
- adjust the communication plan and strategies to better meet stakeholder needs, based on feedback

Each phase of the project will use proven communication practices. These include the following:

- regular status meetings and written status reports;
- milestone reviews;
- clear assignment roles and responsibilities;
- a prompt and rigorous review of all contract deliverables;
- regular feedback to the system integrator vendor;
- regular review and active resolution of project issues and risks;
- a periodic formal project evaluation;
- periodic demonstrations of the system; and
- access to a carefully-managed project artifact repository.

Disseminating knowledge about the Early Learning Information System Project is essential to the project's success. Project sponsors, core project team members and key stakeholders are participants in the project and must be kept informed of the project status and how changes will affect them. Stakeholder participation is increased and sustained when they kept informed and frequently receive a consistent message about the progress, goals and benefits of the project.

Successful communication involves passing information in three directions: top-down, bottom-up, and middle-out.





### **Top-Down**

It is crucial that all participants in this project sense a high degree of executive support and guidance for this effort. The executive leadership of the organization (including the project sponsor) needs to speak with a unified, enthusiastic voice about the project and what it holds for everyone involved. The project will require dedicated, 'hands-on' organizational change management if it is to be successful. Not only will the executives need to speak directly to all levels of the organization, they will need to listen to all levels as well. The transition from the business practices of today to the new practices envisioned for tomorrow will be driven by confident and convincing leadership.

### **Bottom-Up**

To ensure the buy-in and confidence of the staff that will be directly involved in bringing the proposed changes to reality, it will be important to communicate to them the way in which the new processes were created. If their perception is that the core project team created the proposed changes in isolation then resistance is likely to occur. If, on the other hand, there is broad understanding that input was received from all levels of the organization, acceptance and adoption of the changes will increase.

### **Middle-Out**

Full support at all levels of management is important for sustainable improvement. At this level (as with all levels), there must be an effort to find and communicate the specific benefits of the changes. People need a personal stake in the success of the project management practices.

Communication will be an ongoing function within the Early Learning Information System project and will be directed toward internal and external stakeholder groups. The Communications Team will work closely with stakeholder groups to insure that communications needs are met, and will adjust methods and frequency as indicated by feedback received.

**Maintenance** - The Early Learning Information System Communication Plan and Stakeholder Communications Matrices are not intended as static documents. These documents will evolve over the life of the project. Communications strategies will change as the needs of the stakeholders change.

**Implementation** - Existing communication events and vehicles will be used as much as possible to facilitate Early Learning Information System communications. This might include standing meetings, the internet, the OEL intranet, newsletters, and conferences/workshops.

**Distribution** - The Early Learning Information System Communication Plan, along with Stakeholder Communication Matrices, is available through the Early Learning Information System Project repository on SharePoint.

Communications Matrices provide specific strategies for each stakeholder group. The Matrices function as the day-to-day working tool and be updated as events and stakeholder needs indicate.



## 6.6 SPECIAL AUTHORIZATION REQUIREMENTS

There are no special authorization requirements for the Early Learning Information System project.



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Final

END OF DOCUMENT

## Schedule VII: Agency Litigation Inventory

*For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.*

<b>Agency:</b>	<b>Department of Education</b>						
<b>Contact Person:</b>	Matthew Carson, General Counsel	<b>Phone Number:</b>	850-245-0442				
<b>Names of the Case: (If no case name, list the names of the plaintiff and defendant.)</b>	<u>Kim Cook et al., v. Tony Bennett et al.</u>						
<b>Court with Jurisdiction:</b>	U. S. District Court Northern District of Florida						
<b>Case Number:</b>	Case No. 1:13-cv-00072-MW-GRJ						
<b>Summary of the Complaint:</b>	Plaintiffs challenge the constitutionality of SB 736, which is codified throughout Chapter 1012, F.S., and the teacher evaluation policies the Defendant School Boards have adopted to comply with the Act, as implemented by the Florida State Board of Education and the Department of Education.						
<b>Amount of the Claim:</b>	\$ unspecified						
<b>Specific Statutes or Laws (including GAA) Challenged:</b>	Chapter 2011-1, Laws of Florida (SB 736) Section 1012.34, Florida Statutes						
<b>Status of the Case:</b>	Complaint filed 04/16/13, SBE Motion to Dismiss filed 07/08/13. Response to Motion to Dismiss filed 08/05/13, Discovery Due 11/08/13, Dispositive Motions Due 11/15/13, and Trial Period set for February 2014.						
<b>Who is representing (of record) the state in this lawsuit? Check all that apply.</b>	<input checked="" type="checkbox"/>	Agency Counsel					
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management					
	<input type="checkbox"/>	Outside Contract Counsel					
<b>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).</b>	<p><b>Not a class action.</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Ron Meyer Meyer, Brooks, Demma and Blohm</td> <td style="width: 50%;">Pamela Cooper Florida Education Assoc.</td> </tr> <tr> <td>Alice O’Brien Lisa Powell National Education Association</td> <td></td> </tr> </table>			Ron Meyer Meyer, Brooks, Demma and Blohm	Pamela Cooper Florida Education Assoc.	Alice O’Brien Lisa Powell National Education Association	
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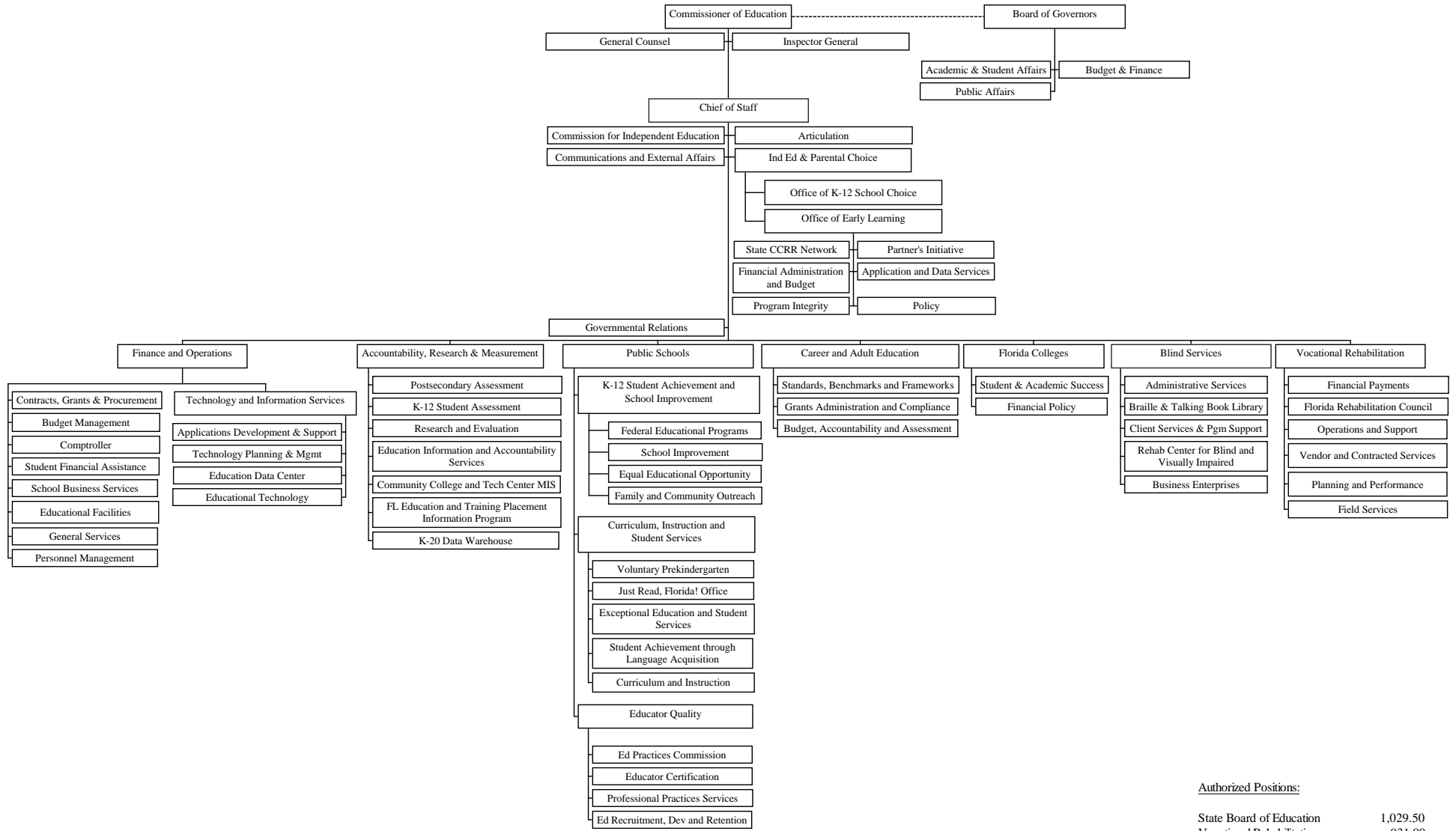
<b>Agency:</b>	<b>Department of Education</b>																
<b>Contact Person:</b>	Matthew Carson, General Counsel	<b>Phone Number:</b>	850-245-0442														
<b>Names of the Case: (If no case name, list the names of the plaintiff and defendant.)</b>	<u>Citizens for Strong Schools, Inc., et al. v. Florida State Board of Education, et al.</u>																
<b>Court with Jurisdiction:</b>	Second Judicial Circuit, in and for Leon County, Florida																
<b>Case Number:</b>	Case No. 09-CA-4534																
<b>Summary of the Complaint:</b>	Plaintiffs allege that the State has failed to adequately provide for a uniform, efficient, safe, secure, and high quality system of free public schools that allows students to obtain a high quality education.																
<b>Amount of the Claim:</b>	\$ unspecified																
<b>Specific Statutes or Laws (including GAA) Challenged:</b>	Article IX, Section 1, Florida Constitution (1998)																
<b>Status of the Case:</b>	Defendants’ Motion to Dismiss was denied. Answer filed 10/12/10. Case stayed 11/4/10. Supreme Court denied jurisdiction. The case has been sent back to the trial court. Hearing on Motion for Complex Litigation Designation on 10/09/13.																
<b>Who is representing (of record) the state in this lawsuit? Check all that apply.</b>	<input checked="" type="checkbox"/>	Agency Counsel															
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management															
	<input checked="" type="checkbox"/>	Outside Contract Counsel															
<b>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).</b>	<p><b>Not a class action</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Neil Chonin</td> <td style="width: 50%;">Jon L. Mills</td> </tr> <tr> <td>Jody Siegel</td> <td>Elan M. Nehleber</td> </tr> <tr> <td>Natalie Maxwell</td> <td>(Boies Schiller &amp; Flexner)</td> </tr> <tr> <td>(Southern Legal Counsel, Inc.)</td> <td></td> </tr> <tr> <td>Timothy McLendon</td> <td></td> </tr> <tr> <td>Deborah Cupples</td> <td></td> </tr> <tr> <td>University of College of Law</td> <td></td> </tr> </table>			Neil Chonin	Jon L. Mills	Jody Siegel	Elan M. Nehleber	Natalie Maxwell	(Boies Schiller & Flexner)	(Southern Legal Counsel, Inc.)		Timothy McLendon		Deborah Cupples		University of College of Law	
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University of College of Law																	

## Schedule VII: Agency Litigation Inventory

*For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Governor’s website.*

<b>Agency:</b>	<b>Office of Early Learning</b>		
<b>Contact Person:</b>	Lauri Goldman	<b>Phone Number:</b>	(850) 717-8656
<b>Names of the Case: (If no case name, list the names of the plaintiff and defendant.)</b>	Victoria Rohn v. Palm Beach County School Board et al.		
<b>Court with Jurisdiction:</b>	U.S. District Court for the Southern District of Florida – West Palm Beach		
<b>Case Number:</b>	11-81408-CIV-MARRA		
<b>Summary of the Complaint:</b>	<p>Original lawsuit named Agency for Workforce Innovation’s Office of Early Learning as a party. The plaintiff is the mother of two autistic children who have received services from Palm Beach School system as well as Easter Seals. The mother describes lengthy history of interactions with the Palm Beach school system and various individuals employed by them.</p> <p>AWI was a named party as a result of her contact with the Office of Early Learning during the time of her efforts as well as her allegation that AWI had the ability to and the duty to monitor the actions of the school board with respect to VPK vouchers.</p>		
<b>Amount of the Claim:</b>	\$ 0		
<b>Specific Statutes or Laws (including GAA) Challenged:</b>	The lawsuit is an Amended Complaint under the Civil Rights Act, 42 U.S.C. s. 1983. The plaintiff also alleged violation of the Individuals with Disabilities Education Act; Negligence, Breach of Duty, Proximate Cause and Damages; violation of Equal Protection; Failure to Train; violation of section 504; and violation of retaliation provisions of the Americans with Disabilities Act.		
<b>Status of the Case:</b>	Motion to Dismiss Office of Early Learning as a party was granted in December 2012. Case against the school district remains active.		
<b>Who is representing (of record) the state in this lawsuit? Check all that apply.</b>	<input type="checkbox"/>	Agency Counsel	
	<input checked="" type="checkbox"/>	Office of the Attorney General or Division of Risk Management	
	<input type="checkbox"/>	Outside Contract Counsel	
<b>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).</b>	Not a Class Action		

FLORIDA DEPARTMENT OF EDUCATION



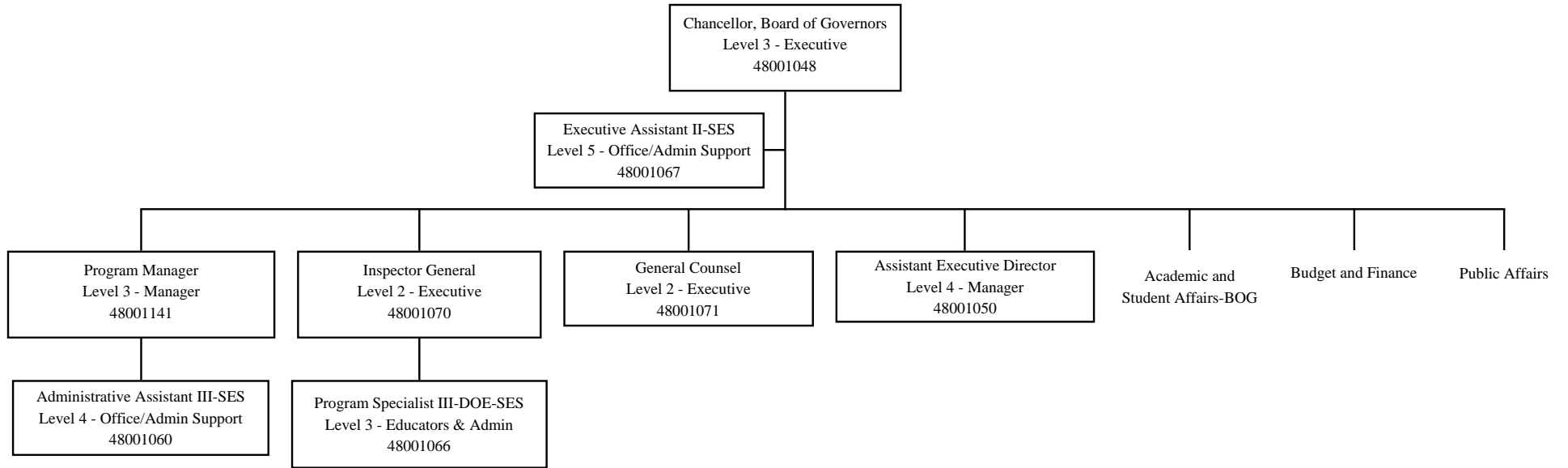
Authorized Positions:

State Board of Education	1,029.50
Vocational Rehabilitation	931.00
Division of Blind Services	299.75
Board of Governors	57.00
Office of Early Learning	97.00
<b>TOTAL</b>	<b>2,414.25</b>



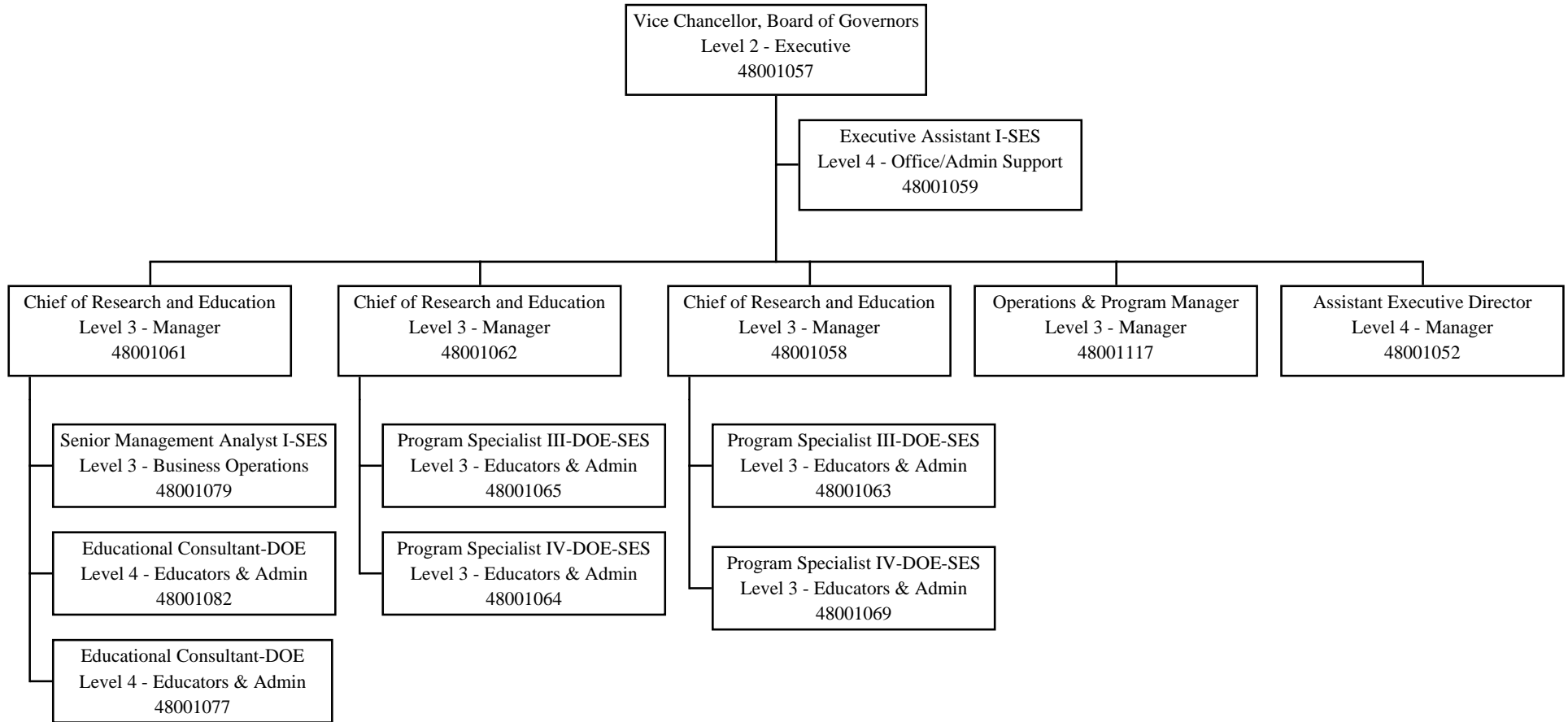
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BOARD OF GOVERNORS  
OFFICE OF THE CHANCELLOR

DBS: 701001



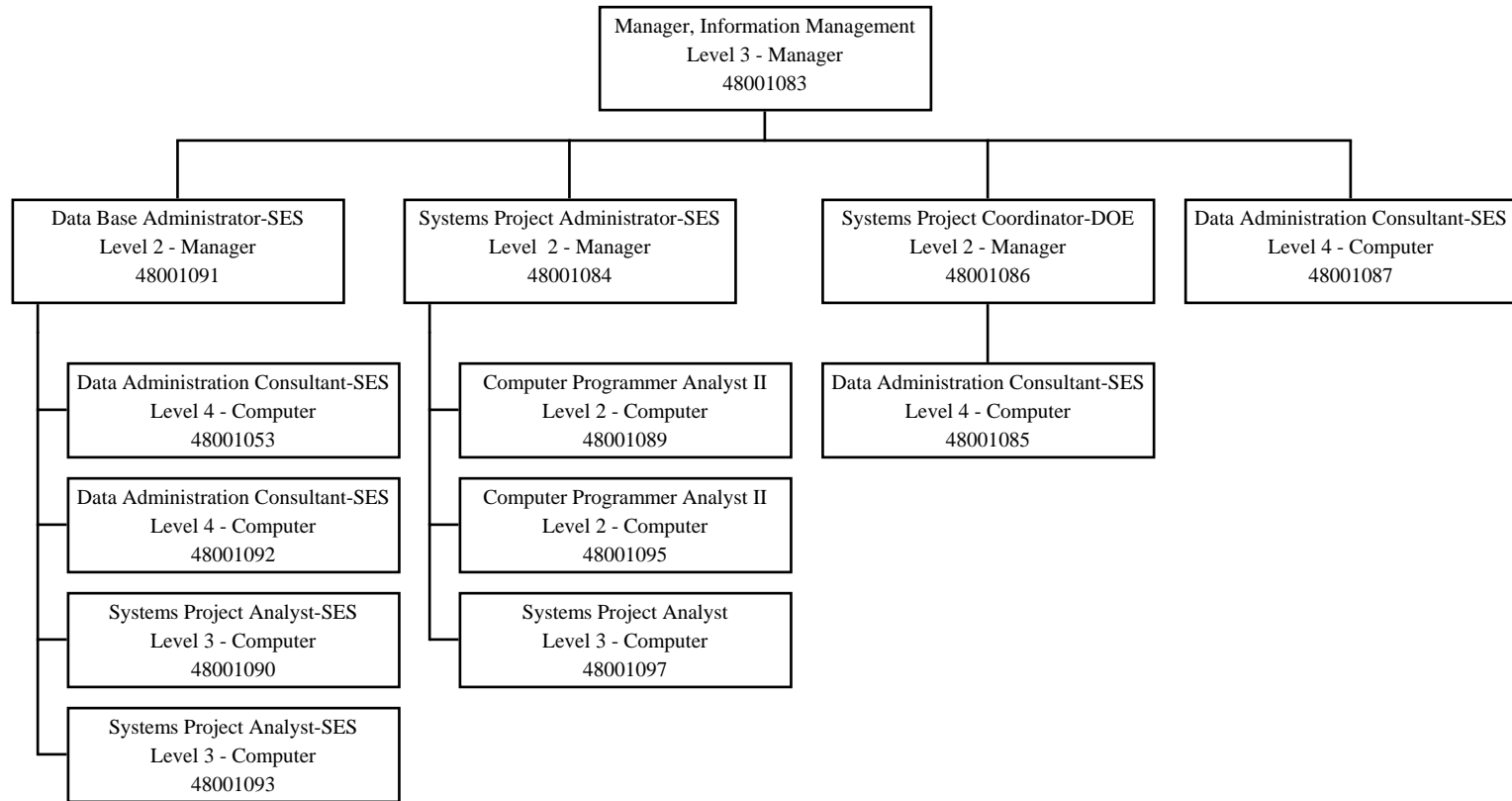
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 ACADEMIC AND STUDENT AFFAIRS-BOG

DBS: 702001



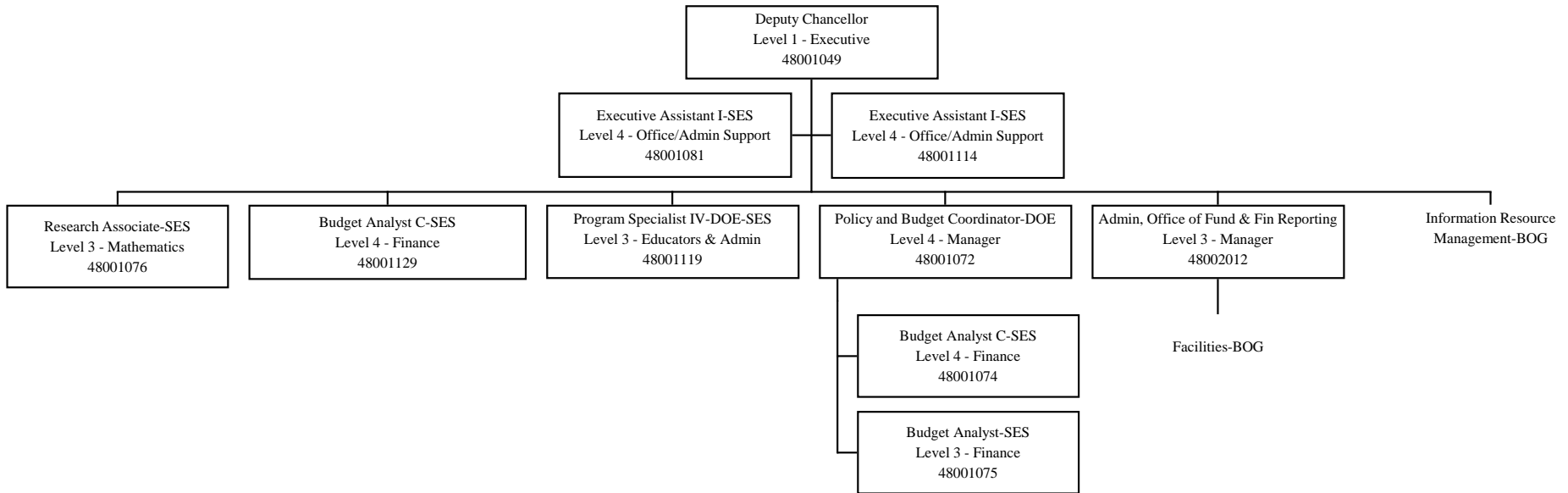
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 BOARD OF GOVERNORS  
 BUDGET AND FINANCE  
 INFORMATION RESOURCE MANAGEMENT-BOG

DBS: 702002



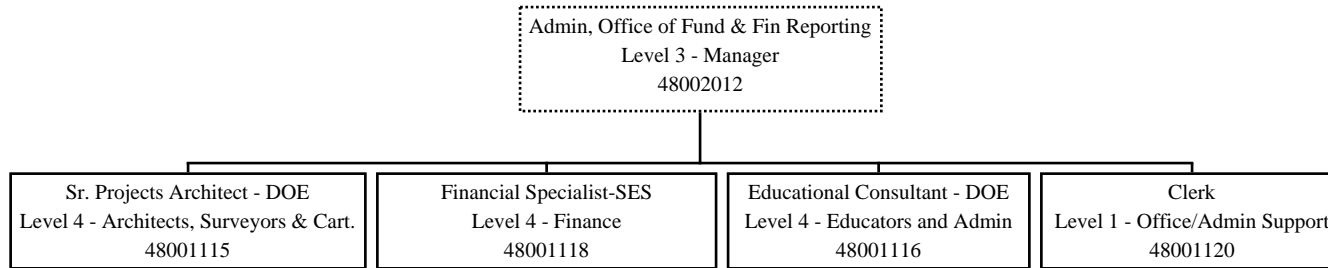
FLORIDA DEPARTMENT OF EDUCATION  
BOARD OF GOVERNORS  
BUDGET AND FINANCE

DBS: 703001



FLORIDA DEPARTMENT OF EDUCATION  
BOARD OF GOVERNORS  
BUDGET AND FINANCE  
FACILITIES-BOG

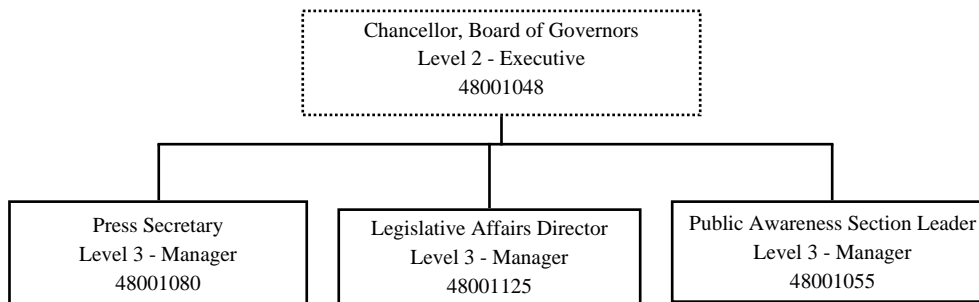
DBS: 703003



Position 48002012 Assigned to Supervise from 703001

FLORIDA DEPARTMENT OF EDUCATION  
BOARD OF GOVERNORS  
PUBLIC AFFAIRS

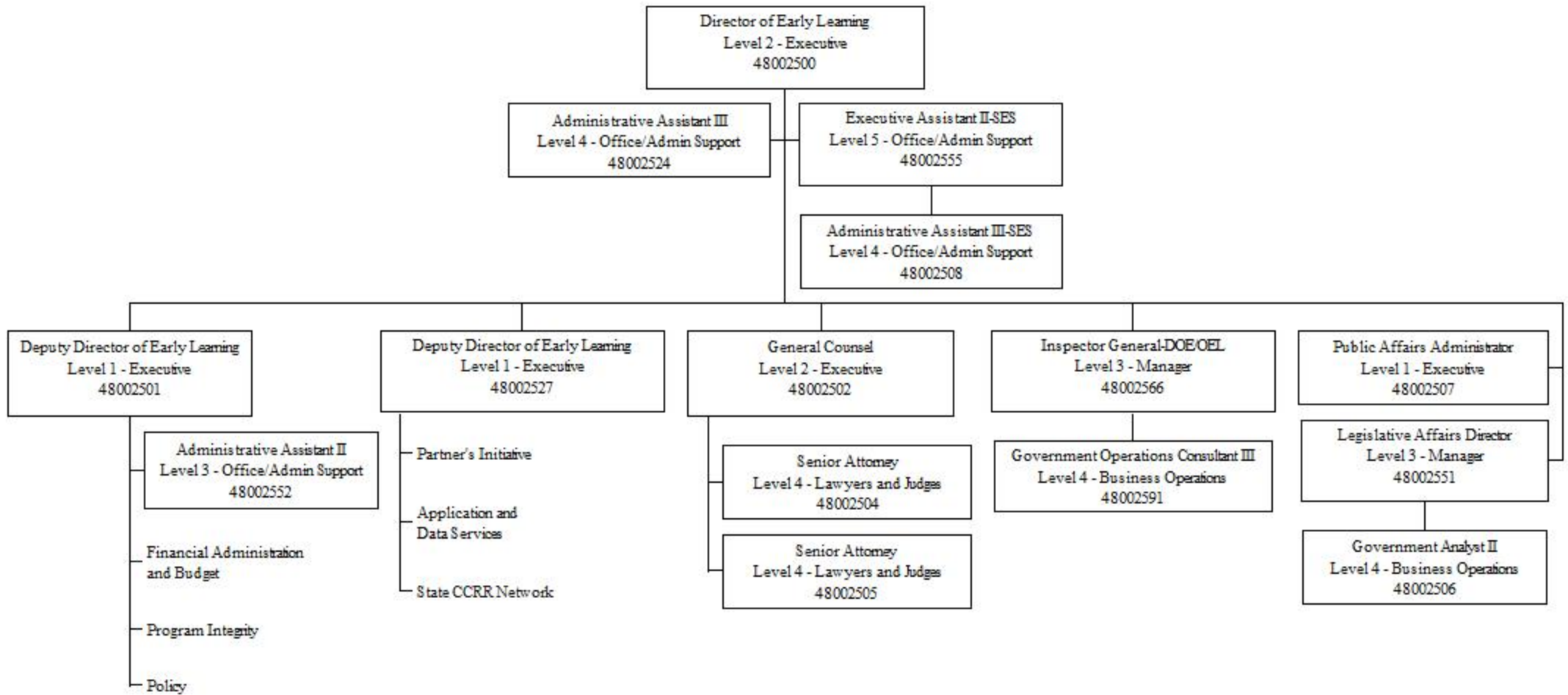
DBS: 704001



Position 48001048 Assigned to Supervise 704001

FLORIDA DEPARTMENT OF EDUCATION  
 OFFICE OF EARLY LEARNING  
 OFFICE OF THE DIRECTOR

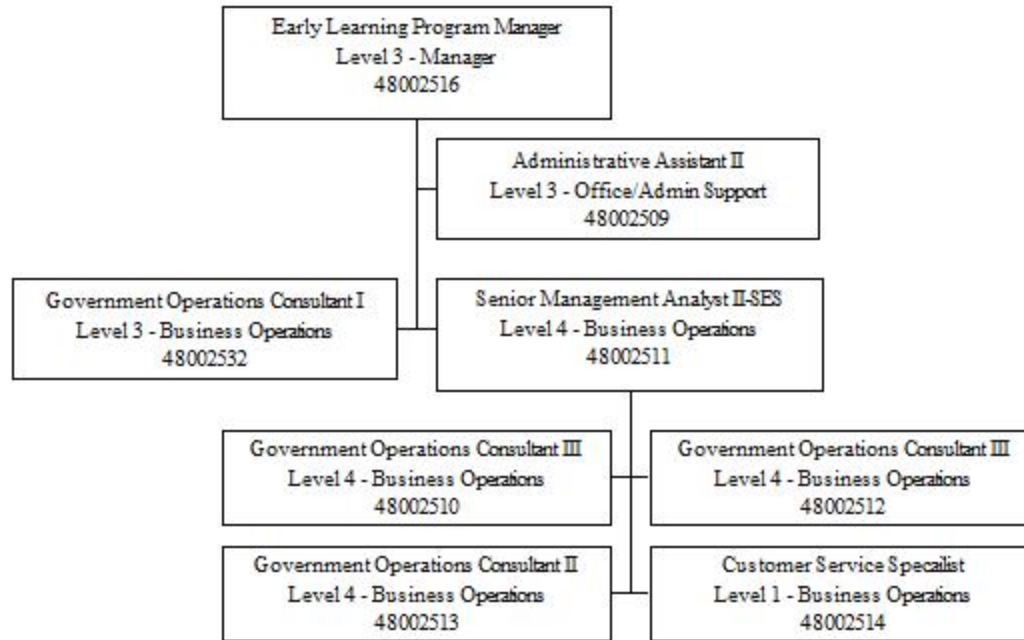
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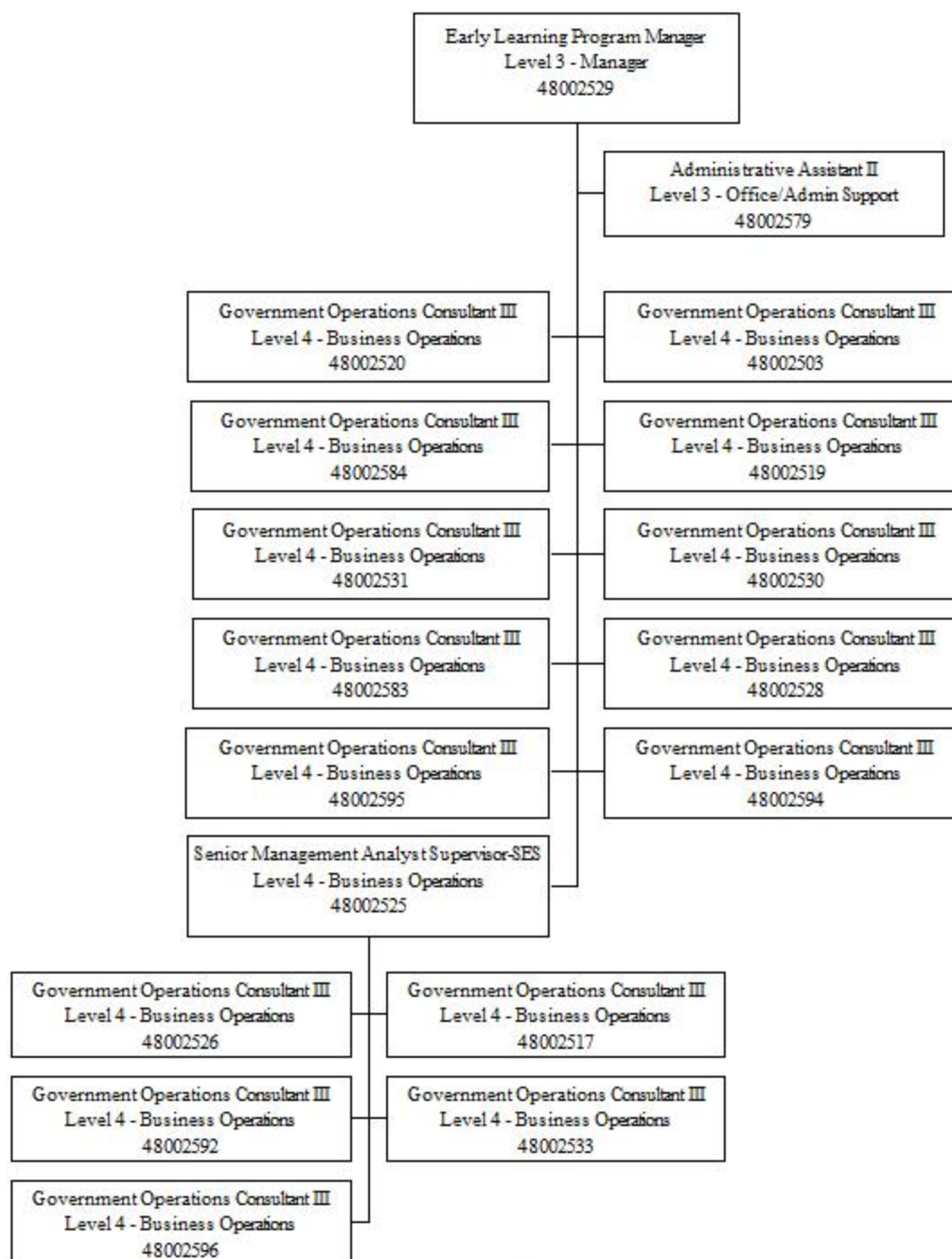
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OFFICE OF EARLY LEARNING  
STATE CCRR NETWORK

DBS: 753010



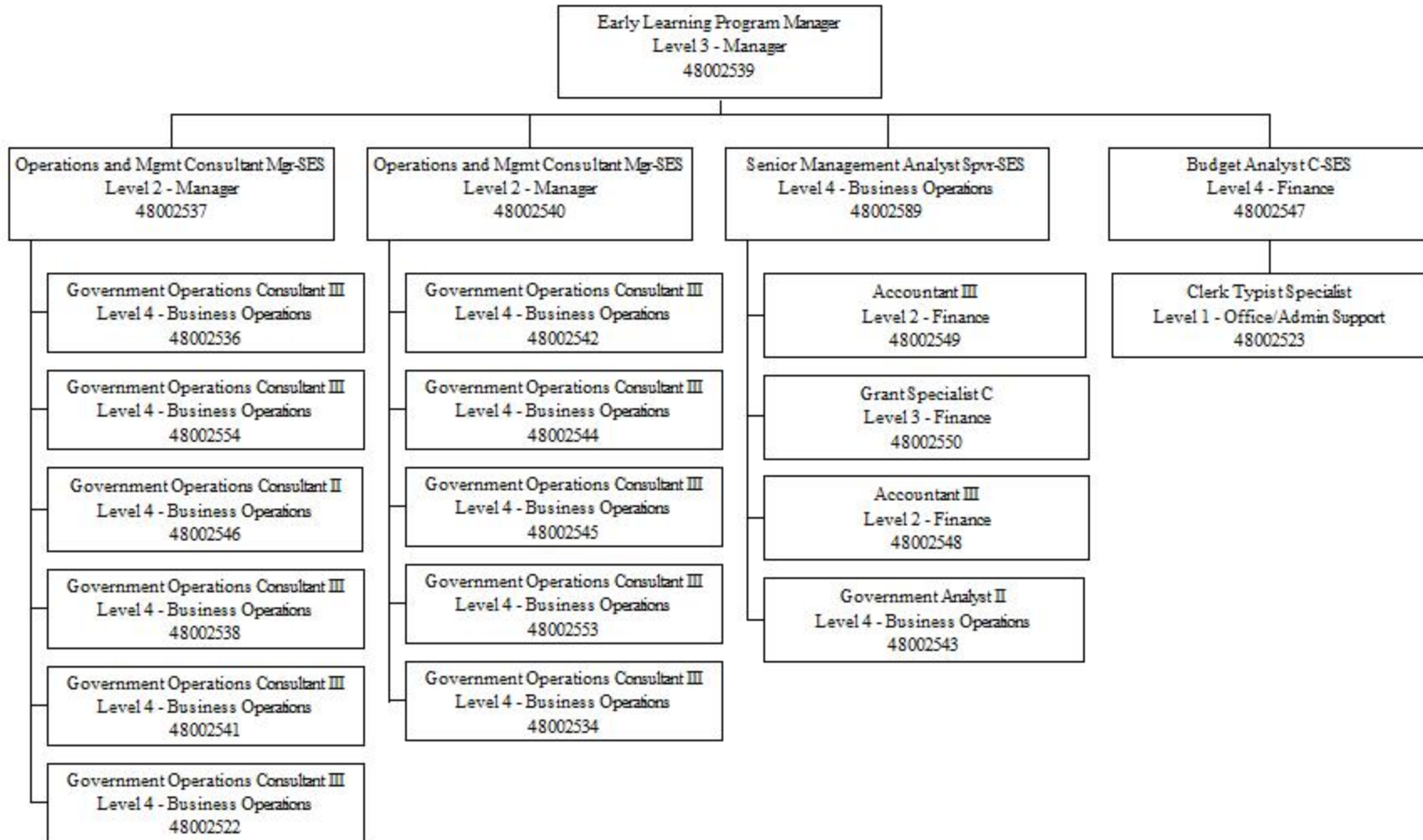
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 OFFICE OF EARLY LEARNING  
 PARTNER'S INITIATIVE

DBS: 753020



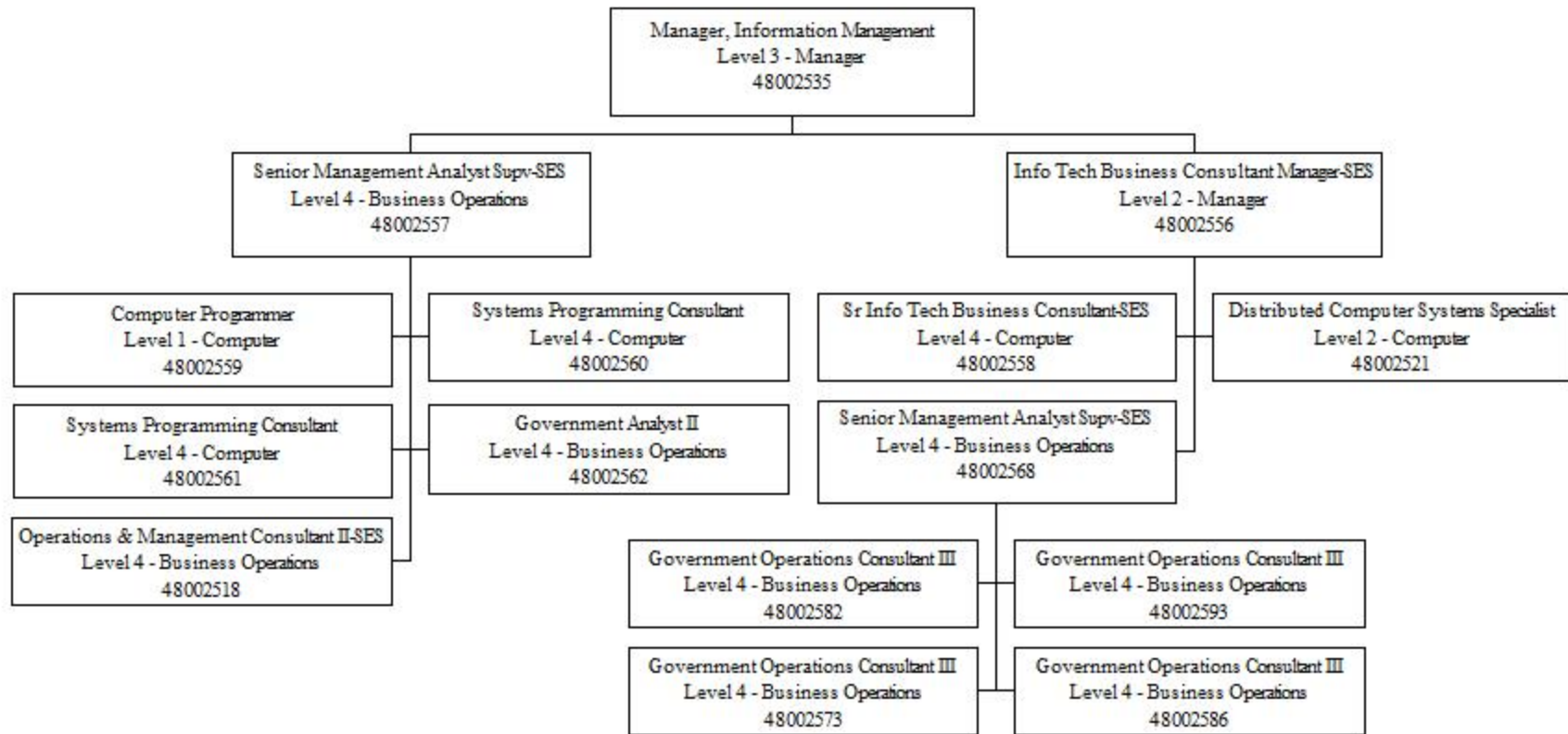
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 OFFICE OF EARLY LEARNING  
 FINANCIAL ADMINISTRATION AND BUDGET

DBS: 753030



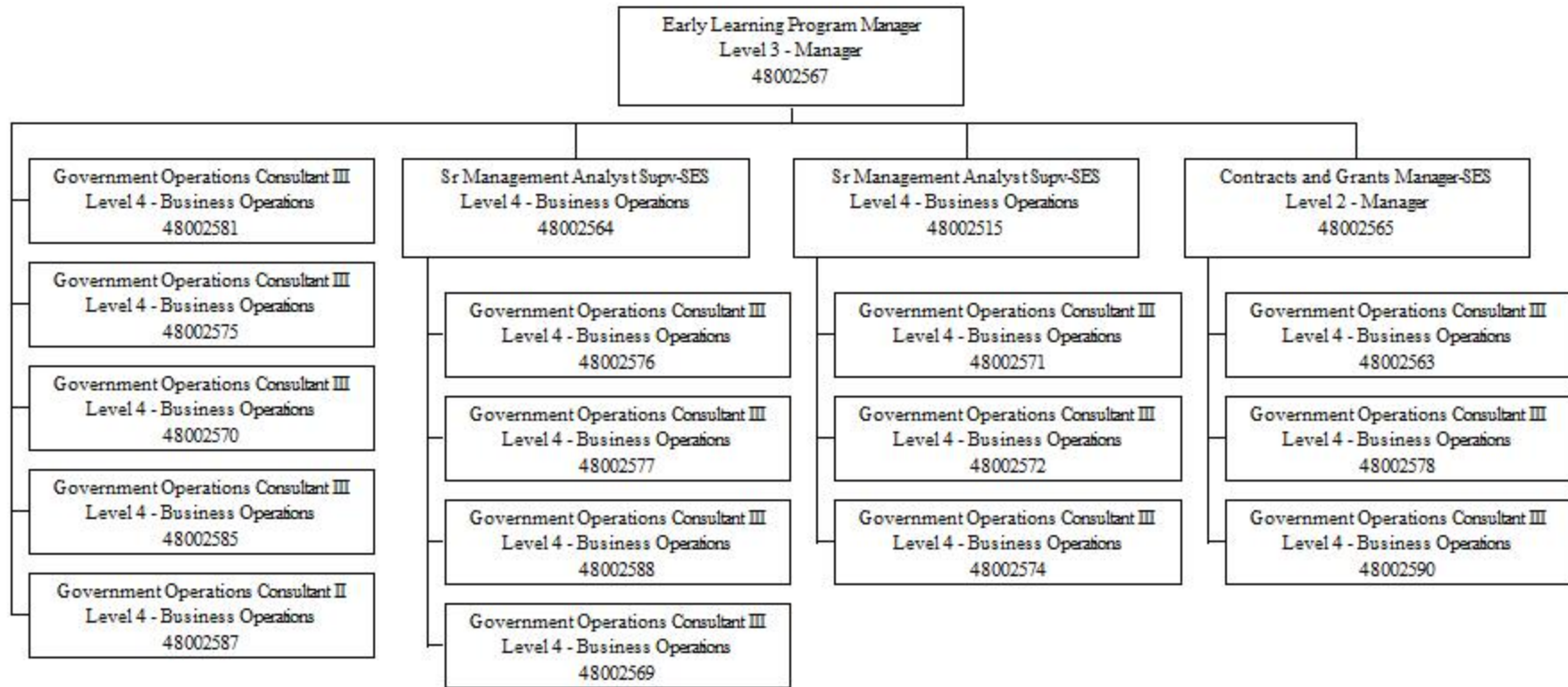
FLORIDA DEPARTMENT OF EDUCATION  
 OFFICE OF EARLY LEARNING  
 APPLICATION AND DATA SERVICES

DBS: 753040



FLORIDA DEPARTMENT OF EDUCATION  
 OFFICE OF EARLY LEARNING  
 PROGRAM INTEGRITY

DBS: 753060



FLORIDA DEPARTMENT OF EDUCATION  
OFFICE OF EARLY LEARNING  
POLICY

DBS: 753070

Early Learning Program Manager  
Level 3 - Manager  
48002580



EDUCATION, DEPARTMENT OF		FISCAL YEAR 2012-13			
SECTION I: BUDGET		OPERATING		FIXED CAPITAL OUTLAY	
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT		14,184,231,824		1,639,651,700	
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)		270,268,175		326,641,483	
FINAL BUDGET FOR AGENCY		14,454,499,999		1,966,293,183	
SECTION II: ACTIVITIES * MEASURES		Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
Executive Direction, Administrative Support and Information Technology (2)					1,837,873,183
Educational Facilities * Students served		2,691,322	1.04	2,787,179	
Funding And Financial Reporting * Students served		2,691,322	0.49	1,306,421	
School Transportation Management * Students transported.		1,010,324	0.50	501,930	
Curriculum And Instruction * Students served		2,691,322	0.50	1,340,040	
Community College Program Fund * Number of students served.		712,036	1,497.72	1,066,427,907	
Safe Schools * Students served.		2,691,322	0.65	1,760,538	
School Choice And Charter Schools * Students served.		2,691,322	1.08	2,898,543	
Education Practices Commission * Complaints reviewed.		402	1,285.83	516,904	
Professional Practices Services * Investigations completed		3,134	674.45	2,113,740	
Teacher Certification * Subject area evaluations processed.		128,901	37.87	4,881,681	
Assessment And Evaluation * Total tests administered.		6,498,600	12.20	79,307,924	
Exceptional Student Education * Number of ESE students.		497,927	8.43	4,197,468	
Postsecondary Education Coordination * Number of institutions.		131	3,843.27	503,468	
Commission For Independent Education * Number of institutions.		1,020	3,376.08	3,443,601	
Florida Education Finance Program * Number of students served.		2,691,322	3,546.89	9,545,832,981	
State Grants To School Districts/ Non-florida Education Finance Program * Number of students served.		2,691,322	82.80	222,834,587	
Determine Eligibility, Provide Counseling, Facilitate Provision Of Rehabilitative Treatment, And Job Training To Blind Customers * Customers served		11,187	4,001.17	44,761,104	
Provide Food Service Vending Training, Work Experience And Licensing * Facilities supported		143	24,219.71	3,463,419	
Provide Braille And Recorded Publications Services * Customers served		34,283	66.62	2,283,789	
Federal Funds For School Districts * Number of students served.		2,691,322	581.15	1,564,071,413	
Parcc-partnership For Assessment Of Readiness For College And Careers * Students served.		2,691,322	7.97	21,461,887	
Race To The Top (rttt) * N/A		2,691,322	51.09	137,508,612	
Capitol Technical Center * Number of students served.		2,691,322	0.43	1,149,474	
Statewide Longitudinal Data System (slds) * N/A		2,691,322	1.42	3,815,235	
Public Broadcasting * Stations supported.		13	510,913.15	6,641,871	
Projects, Contracts And Grants * N/A		2,691,322	0.10	275,000	
Florida Alliance For Assistive Service And Technology * Number of clients served		169,409	6.28	1,063,113	
Independent Living Services * Number of clients served		23,030	240.00	5,527,107	
Vocational Rehabilitation - General Program * Number of individualized written plans for services		17,128	12,332.94	211,238,521	
Barry University/Bachelor Of Science - Nursing * Students served.		20	3,676.00	73,520	
Able Grant * Grants awarded.		4,021	571.88	2,299,535	
Barry University/Podiatry * Students served.		65	3,076.92	200,000	
Bethune Cookman * Students served.		3,400	1,017.68	3,460,111	
Edward Waters College * Students served.		875	3,142.32	2,749,526	
Florida Memorial College * Students served.		1,534	1,976.56	3,032,048	
Nova University/Master Of Science/Speech Pathology * Students served.		33	1,188.30	39,214	
Library Resources * Students served.		5,809	20.63	119,858	
Florida Resident Access Grants * Students served.		42,895	1,753.72	75,226,013	
Lecom/Florida - Health Programs * Students served.		665	1,530.90	1,018,050	
Leadership And Management- State Financial Aid * N/A		2,691,322	1.04	2,801,637	
Leadership And Management- Federal Financial Aid * N/A		2,691,322	7.97	21,454,603	
Children Of Deceased/Disabled Veterans * Number of students receiving support.		806	3,414.64	2,752,201	
Florida Bright Futures Scholarship * Students served.		162,980	1,920.86	313,062,120	
Florida Education Fund * Students served.		159	12,578.62	2,000,000	
Florida Work Experience Scholarship * Students served.		684	2,247.96	1,537,605	
Jose Marti Scholarship Challenge Grant * Students served.		39	1,940.21	75,668	
Mary Mcleod Bethune Scholarship * Students served.		138	2,326.09	321,000	
Minority Teacher Scholarships * Students served.		278	3,185.14	885,468	
Postsecondary Student Assistance Grant * Students served.		10,686	1,029.25	10,998,557	
Prepaid Tuition Scholarships * Students served.		1,116	6,272.40	7,000,000	
Private Student Assistance Grant * Students served.		14,360	1,105.49	15,874,860	
Public Student Assistance Grant * Students served.		92,590	1,092.24	101,130,855	
Rosewood Family Scholarship * Students served		20	2,915.70	58,314	
John R Justice Loan Repayment Program *		71	1,353.59	96,105	
First Generation In College - Matching Grant Program * Students served.		9,211	576.34	5,308,663	
Career Education * Students served.		3,822	558.35	2,134,007	
College Access Challenge Grant Program * Student served.		5,600	1,145.77	6,416,312	
Nursing Student Loan Forgiveness Program * Students served.		193	1,761.84	340,036	
Funding And Support Activities * Students served.		1,100,000	3.68	4,045,002	
State Grants To Districts And Community Colleges *		269,426	1,757.89	473,621,403	
Equal Opportunity And Diversity * N/A		2,691,322	0.11	287,027	
TOTAL				14,004,334,775	1,837,873,183
SECTION III: RECONCILIATION TO BUDGET					
PASS THROUGHS					
TRANSFER - STATE AGENCIES					
AID TO LOCAL GOVERNMENTS					
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS					
OTHER				11,128,677	
REVERSIONS				424,954,801	372,603,423
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)				14,440,418,253	2,210,476,606

## 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.

NUCSSP03 LAS/PBS SYSTEM  
BUDGET PERIOD: 2004-2015  
STATE OF FLORIDA

SP 10/12/2013 15:31  
SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY  
AUDIT REPORT EDUCATION, DEPT OF

-----  
ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

-----  
THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5)  
AND SHOULD NOT:

\*\*\* NO ACTIVITIES FOUND \*\*\*

-----  
THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:  
(NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION  
TECHNOLOGY)

\*\*\* NO OPERATING CATEGORIES FOUND \*\*\*

-----  
THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN  
SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL  
GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED  
IN SECTION II.)

BE	PC	CODE	TITLE	EXPENDITURES	FCO
48800000	0312000000	ACT0560	RECRUITMENT AND RETENTION	1,147,069	
48160000	1102000000	ACT0561	WORKERS' COMPENSATION	41,159	
48800000	0312000000	ACT0610	PROFESSIONAL TRAINING	553,412	
48800000	0312000000	ACT0645	BOARD OF GOVERNORS (BOG)	269,192	
48250500	0304000000	ACT0710	DOMESTIC SECURITY	4,291,609	
48190000	0305050000	ACT1910	BARRY UNIVERSITY/JUVENILE JUSTICE	250,000	
48190000	0305050000	ACT1912	FLORIDA INSTITUTE OF	1,000,000	
48190000	0305050000	ACT1916	UNIVERSITY OF MIAMI - INSTITUTE FOR	100,000	
48800000	0312000000	ACT3000	ACADEMIC AND STUDENT AFFAIRS	398,535	
48800000	0312000000	ACT3015	INSTRUCTION AND ASSESSMENT	3,077,701	

-----  
TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 48	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	14,454,499,999	1,966,293,183



TOTAL BUDGET FOR AGENCY (SECTION III):	14,440,418,253	2,210,476,606	
	-----	-----	
DIFFERENCE:	14,081,746	244,183,423-	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====	
FSDB - Carry Forwards	6,602,050-		(1)
FSDB - Accts Payable	1,811,987		(2)
FCO Reversions		244,183,420	(3)
SB 1852 - Natl Mrtg Settlement	9,117,895		(4)
Certified Forward Rounding	176,121		(5)
A01-A36 Rounding	3-	3	(6)
	-----	-----	
Difference	0	0	
	=====	=====	

Footnote (1) Carry Forwards/Florida School for the Deaf and the Blind - June 30 unexpended appropriations, category 130300 (Ref: Sec 1011.57(4), FS)

(2) Accounts Payable/Florida School for the Deaf and the Blind - Included in Column A01 expenditures

(3) FCO Projects/Reversions - Compare A01 to A36 Audit, LAS/PBS.

(4) Ch. 2013-106, LOF. National Mortgage Settlement

(5) Certified Forward Rounding

(6) A01-A36 Rounding



NUCSSP03 LAS/PBS SYSTEM  
BUDGET PERIOD: 2004-2015  
STATE OF FLORIDA

SP 10/14/2013 11:05  
SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY  
AUDIT REPORT EDUCATION, DEPT OF

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

\*\*\* NO ACTIVITIES FOUND \*\*\*

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:  
(NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

\*\*\* NO OPERATING CATEGORIES FOUND \*\*\*

THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED IN SECTION II.)

BE	PC	CODE	TITLE	EXPENDITURES	FCO
48900300	1602000000	ACT3000	ACADEMIC AND STUDENT AFFAIRS	913,557	
48900300	1602000000	ACT3100	FACILITIES MANAGEMENT	322,863	

\*\* EXPENDITURES DO NOT EQUAL EXPENDITURES (ALLOCATED) IN SECTION II: 4,580,717 \*\*

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 48	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	6,317,418	
TOTAL BUDGET FOR AGENCY (SECTION III):	1,736,702	
DIFFERENCE:	4,580,716	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

Justification for 2014-15 LBR Checklist Item 16.1 - BE 48900300

Board of Governors Office  
Schedule XI Detailed Information

Final BOG Budget after Adjustments - Section I	\$	6,317,418
Activities / Measures - Section II	\$	-
Reconciliation to Budget - Section III	\$	<u>1,736,702</u>
Difference :	\$	4,580,716
Less : Administrative Activities/Measures Allocated to Other Activities :		
ACT0010	\$	1,451,060
ACT0070	\$	319,088
ACT0090	\$	1,141,071
ACT0300	\$	<u>1,669,498</u>
Total	\$	4,580,717
Remaining Amount :	\$	(1)



NUCSSP03 LAS/PBS SYSTEM  
BUDGET PERIOD: 2004-2015  
STATE OF FLORIDA

SP 10/14/2013 11:05  
SCHED XI: AGENCY-LEVEL UNIT COST SUMMARY  
AUDIT REPORT EDUCATION, DEPT OF

ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

\*\*\* NO ACTIVITIES FOUND \*\*\*

THE FCO ACTIVITY (ACT0210) CONTAINS EXPENDITURES IN AN OPERATING CATEGORY AND SHOULD NOT:  
(NOTE: THIS ACTIVITY IS ROLLED INTO EXECUTIVE DIRECTION, ADMINISTRATIVE SUPPORT AND INFORMATION TECHNOLOGY)

\*\*\* NO OPERATING CATEGORIES FOUND \*\*\*

THE FOLLOWING ACTIVITIES DO NOT HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND ARE REPORTED AS 'OTHER' IN SECTION III: (NOTE: 'OTHER' ACTIVITIES ARE NOT 'TRANSFER-STATE AGENCY' ACTIVITIES OR 'AID TO LOCAL GOVERNMENTS' ACTIVITIES. ALL ACTIVITIES WITH AN OUTPUT STANDARD (RECORD TYPE 5) SHOULD BE REPORTED IN SECTION II.)

BE	PC	CODE	TITLE	EXPENDITURES	FCO
48900300	1602000000	ACT3000	ACADEMIC AND STUDENT AFFAIRS	913,557	
48900300	1602000000	ACT3100	FACILITIES MANAGEMENT	322,863	

\*\* EXPENDITURES DO NOT EQUAL EXPENDITURES (ALLOCATED) IN SECTION II: 4,580,717 \*\*

TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 48	EXPENDITURES	FCO
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TOTAL BUDGET FOR AGENCY (SECTION III):	1,736,702	
DIFFERENCE:	4,580,716	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

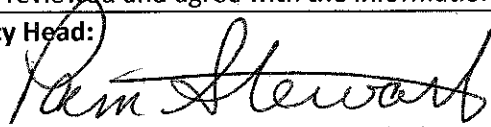
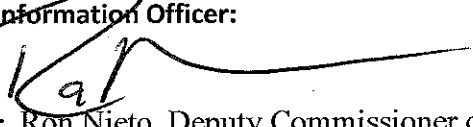


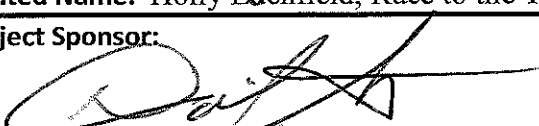
Justification for 2014-15 LBR Checklist Item 16.1 - BE 48900300

Board of Governors Office  
Schedule XI Detailed Information

Final BOG Budget after Adjustments - Section I	\$	6,317,418
Activities / Measures - Section II	\$	-
Reconciliation to Budget - Section III	\$	<u>1,736,702</u>
Difference :	\$	4,580,716
Less : Administrative Activities/Measures Allocated to Other Activities :		
ACT0010	\$	1,451,060
ACT0070	\$	319,088
ACT0090	\$	1,141,071
ACT0300	\$	<u>1,669,498</u>
Total	\$	4,580,717
Remaining Amount :	\$	(1)



**SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY**

<b>Schedule XII Cover Sheet and Agency Project Approval</b>	
Agency: Florida Department of Education	Schedule XII Submission Date: October 15, 2013
Project Name: Shared Call Centers	Is this project included in the Agency's LRPP? ___ Yes <u>X</u> No
FY 2014-2015 LBR Issue Code: 36345C0	FY 2014-2015 LBR Issue Title: Continuation of Education Initiatives - Technology
Agency Contact for Schedule XII (Name, Phone #, and E-mail address): David Stokes, Chief Information Officer, 850-245-9326, david.stokes@fldoe.org	
<b>AGENCY APPROVAL SIGNATURES</b>	
I am submitting the attached Schedule XII in support of our legislative budget request. I have reviewed and agree with the information in the attached Schedule XII.	
Agency Head:  Printed Name: Pam Stewart, Commissioner	Date: 10/11/13
Agency Chief Information Officer: (If applicable)  Printed Name: Ron Nieto, Deputy Commissioner of Technology and Innovation	Date: 10/11/13
Budget Officer:  Printed Name: Linda Champion, Deputy Commissioner of Finance and Operations	Date: 10/11/13
Planning Officer:  Printed Name: Holly Edenfield, Race to the Top Coordinator	Date: 10/11/13
Project Sponsor:  Printed Name: David Stokes, Chief Information Officer	Date: 10/11/13

**Schedule XIV**  
**Variance from Long Range Financial Outlook**

Agency: Department of Education

Contact: DOE - Linda Champion/BOG - Tim Jones / OEL - Bill Ammons

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 2013 contain revenue or expenditure estimates related to your agency?

Yes  No

- 2) If yes, please list the estimates for revenues and budget drivers that reflect an estimate for your agency for Fiscal Year 2013-2014 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 2014-2015 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	Maintain Current Budget - FEFP	B	88.4	88.4
b	Workload and Enrollment - FEFP	B	257.8	227.3
c	Adjustment to Offset Tax Roll Changes - FEFP	B	-232.7	-203.4
d	Workload and Enrollment - VPK	B	-0.7	0.0
e	Maintain Current Budget - Higher Education	B	0.2	3.8
f	Workload and Enrollment - Bright Futures and CSDDV	B	-32.9	-38.0
g	EETF Adjustment - Bright Futures Workload - Higher Education	B	0.0 (net)	0.0 (net)
h	EETF Adjustment - Bright Futures Tuition Increases - FEFP	B	0.0 (net)	0.0
i	Workload - Florida Colleges	B	13.7	1.2
j	Workload - State Universities	B	16.7	2.7
k	Workload - Workforce Education	B	-1.5	0.0
l	Bright Futures - Adjust Award Levels for Tuition Increases	B	12.6	0.0
m	EETF Adjustment - Bright Futures Tuition Increases - Higher Ed.	B	0.0 (net)	0.0
n	Workload - Other Higher Education Programs	B	3.3	0.8
o	Anticipated New Space Costs for Colleges & Universities	B	18.7	15.5
p	Education Fixed Capital Outlay	B	92.2	443.1
q	Price Level Increase - Class Size & FEFP	B	0.0	273.7
r	Federal Program Reductions	B	0.0	-251.0
s	Other Workload Issues - DOE	B	0.0	32.8
t	Other Workload Issues - Universities	B	0.0	0.0
u	Matching Grants - School Districts & Florida Colleges	B	0.0	2.0
v	Matching Grants - Universities	B	0.0	0.0
w	New Initiatives/Programs/Enhancements - DOE	B	0.0	131.5
x	New Initiatives/Programs/Enhancements - Universities	B	0.0	62.4
y	General Revenue	R	29,277.2	14,454.5
z	Educational Enhancement Trust Fund	R	1,734.2	1,734.2
aa	State School Trust Fund	R	266.3	266.3

- 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 Legislative Budget Request is based on the independent judgement of the State Board of Education, the Board of Governors, and the Office of Early Learning in identifying the needs for education.

\* R/B = Revenue or Budget Driver  
Office of Policy and Budget - July 2013

## SCHEDULE XII: OUTSOURCING OR PRIVATIZATION OF A SERVICE OR ACTIVITY

<b>I. Background Information</b>
<b>1. Describe the service or activity proposed to be outsourced or privatized.</b>
<p>Under the federal Race to the Top (RTTT) grant, the Florida Department of Education (Department) is currently running six major deliverable projects whose final products require Tier 1 Call Center Support no later than July 1, 2014. These technology projects will ultimately result in the enhancement and delivery of world-class educational tools to teachers, administrators, parents and students throughout Florida's K-20 education system. All systems and system upgrades will be implemented on or before July 1, 2014.</p> <p>These programs include Curriculum Planning and Learning Management System (CPALMS, upgrade), Florida Assessments for Instruction in Reading / Progress Monitoring and Reporting Network (FAIR/PMRN, upgrade), Interim Assessment Item Bank and Test Platform (new), Formative Assessments &amp; Lesson Study Toolkits in English Language Arts ( ELA, new), Centralized Portal with Single Sign-on Dashboards and Reports (SOS, new), Classroom Enrollment Tool (CET, new) and an Electronic Institution Program Evaluation Plan (eIPEP, upgrade). Collectively these programs support all public and charter schools in the state, the Department, and all colleges and universities with undergraduate students working on a degree in Education.</p> <p>Service desk support services will be necessary to successfully maintain and support these systems. The most effective and efficient approach to providing these services would be to utilize an existing third-party call center to reduce overall cost as well as ensure flexibility to surge during periods of increased usage. Tier 1 support will be provided directly by the call center staff, which will connect users with Tier 2 and Tier 3 support as needed. Collectively these programs will touch all teachers and students in Florida K-12 programs and pre-service students enrolled in colleges of education.</p>
<b>2. How does the service or activity support the agency's core mission? What are the agency's desired goals and objectives to be achieved through the proposed outsourcing or privatization and the rationale for such goals and objectives?</b>
<p>Consolidation of service desk support services will support the agency's core mission – Increase Student Proficiency – by providing critical assistance to users of the highly effective educational systems that are being implemented or improved upon as part of the RTTT initiative.</p>
<b>3. Provide the legal citation authorizing the agency's performance of the service or activity.</b>
<p>Section 1002.69(1), F.S., requires the Department to adopt a statewide kindergarten screening to be administered to each kindergarten student within the first 30 days of school; this tool is housed within the FAIR/PMRN system (the FL Kindergarten Readiness Screener, or FLKRS)</p> <p>Section 1008.22(6)(c), F.S., requires the Commissioner to identify methods to assist and support Local Education Agencies (LEA) in the development and acquisition of the local assessments required by law, which may include item banks (Interim Assessment Item Bank and Test Platform)</p> <p>Section 1003.41, F.S., defines the requirements of education standards in the content areas of ELA, mathematics, science, social studies, visual and performing arts, physical education, health, and foreign language. These standards are housed in CPALMS for the purposes of public review as required in the development of standards and, once formally adopted by the State Board of Education, are available in CPALMS for LEA access for curriculum planning.</p> <p>Section 1011.62(1)(t), F.S., allows the State Board to adopt rules establishing programs and courses for which the</p>

student may earn credit toward high school graduation and thus generate Florida Education Finance Program (FEFP) funding. Rule 6A-1.09441(5), F.A.C., establishes the Course Code Directory which is housed in CPALMS.

Section 1012.34, F.S., requires that the Department provide a process for teachers to review their class rosters for accuracy in calculating student learning growth formulas for purposes of teacher evaluation; the Classroom Enrollment Tool (CET) is also under development to provide roster data to teacher tools like Item Bank.

Sections 1004.04, 1004.85, and 1012.56(8), F.S., require that institutions prepare and the Department report on the performance of educator preparation programs (eIPEP).

SSO is critical to providing secure access to each of these programs (in compliance with Family Educational Rights and Privacy Act), including CPALMS and Formative Assessments & Lesson Study Toolkits in ELA.

4. Identify the service's or activity's major stakeholders, including customers, clients, and affected organizations or agencies.

Students, parents, teachers, administrators, education professionals, the Department and all colleges and universities with undergraduate students pursuing a degree in education will benefit from the successful upgrade and/or implementation of the systems as described in #1 above. While some of the systems enable enhanced instruction and diagnostic testing for teachers and students, others involve ease of use while protecting data security (SSO) and fine-tuned reporting capabilities (SSO-SAS).

5. Describe and analyze how the agency currently performs the service or activity and list the resources, including information technology services and personnel resources, and processes used.

Three of these programs currently utilize outsourced service desk support services via three separate contracts. The other three programs are not yet implemented and do not require support at this time. By July 1, 2014 the Department will have six fully functional systems, consisting of extensive hardware and software structures, linked via the Northwest Regional Data Center (NWRDC). Ultimately, hundreds of thousands of users will need access to Tier 1 support (password re-sets and basic system operations questions) and a connection to Tier 2 and 3 support for Subject Matter Experts and in-depth technical support.

6. Provide the existing or needed legal authorization, if any, for outsourcing or privatizing the service or activity.

Section 287.0571, Florida Statutes (F.S.) – It is the intent of the Legislature that each state agency focus on its core mission and deliver services effectively and efficiently by leveraging resources and contracting with private sector vendors whenever vendors can more effectively and efficiently provide services and reduce the cost of government. The implementation of the six systems described above supports the core mission of Florida's K-20 education system: to increase the proficiency of all students within one seamless, efficient system, by allowing them the opportunity to expand their knowledge and skills through learning opportunities and research valued by students, parents, and communities. The resources to support these systems on an on-going basis simply do not exist within the Department, as evidenced by the fact that support for those systems currently in use is outsourced via three separate contracts. Consolidation of service desk support services for these systems, along with the others to be implemented by July 1, 2014 is the most effective and cost-efficient means to support all stakeholders – the parents, students, teachers, administrators and Department staff utilizing the new technology.

7. Provide the reasons for changing the delivery or performance of the service or activity. What is the current cost of service and revenue source?

Utilizing multiple vendors via multiple contracts to perform the same function (Tier 1 and Tier 2 service desk support) is a fragmented, cost-inefficient approach.

The current cost of service cannot be determined as all the systems to be supported are not yet in use; they are in various stages of development and will be implemented statewide beginning in the 2014-2015 school year. As the systems are not yet fully developed and implemented, and are therefore not all currently being supported by a

service desk, there is no current revenue source to meet this need.

## II. Evaluation of Options

1. Provide a description of the available options for performing the service or activity and list for each option the general resources and processes needed to perform the service or activity. If state employees are currently performing the service or activity, provide at least one option involving maintaining state provision of the service or activity.

1. In-house resources within the Department – this is not a viable option; resources to support the three systems already in use do not exist within the Department and resulted in the outsourcing of support to outside providers via three separate contracts
2. Current approach is to find several independent call centers to provide support services – while this option is feasible, it is clearly not the most cost-effective or efficient approach
3. Consolidate service for single management, efficiency and overall cost reduction, use of best practices and supporting staff to support intermittent surge operations – one single contract with an experienced service desk support provider is the logical solution to meet the need

2. For each option, describe its current market for the service or activity under consideration for outsourcing or privatizing. How many vendors are currently providing the specific service or activity on a scale similar to the proposed option? How mature is this market?

The Department released a Request for Information (RFI) for Service Desk Support Services in July 2013. Seven vendors responded – some headquartered in Florida with local call centers, as well as some with operations located elsewhere. This is a highly mature market with multiple vendors currently operating call centers providing varying levels of support to numerous other state agencies and private corporations; further, there is an existing contract one of these providers to support Florida Virtual School.

3. List the criteria used to evaluate the options. Include a cost-benefit analysis documenting the direct and indirect specific baseline costs, savings, and qualitative and quantitative benefits involved in or resulting from the implementation of the recommended option(s).

A cost-benefit analysis is not required as the project is not requesting \$10 million or more.

4. Based upon the evaluation criteria, identify and analyze the advantages and disadvantages of each option, including potential performance improvements and risks.

A cost-benefit analysis is not required as the project is not requesting \$10 million or more.

5. For each option, describe the anticipated impact on the agency and the stakeholders, including impacts on other state agencies and their operations.

A cost-benefit analysis is not required as the project is not requesting \$10 million or more.

6. Identify changes in cost and/or service delivery that will result from each option. Describe how the changes will be realized. Describe how benefits will be measured and provide the annual cost.

For option 2 above, existing contracts would not change; new contracts would simply be executed to support the other systems.
For option 3 above, the existing contracts would not be renewed. The services provided via those contracts would be rolled into the new, singular contract with the service desk call center vendor. Benefits will be measured via service desk (customer service) performance metrics and the vendor's documented compliance with the contract.
<b>7. List the major risks for each option and how the risks could be mitigated.</b>
The major risk for option 2 would be the unnecessary expenditure of additional funds and demand on resources. Managing multiple contracts to provide the same basic service to the same group of stakeholders is simply not nearly as efficient and cost-effective as option 3. The logical solution to meet the need is to consolidate all service desk support into one contract with a single vendor.
<b>8. Describe any relevant experience of other agencies, other states, or the private sector in implementing similar options.</b>
Florida Virtual School has a current contract to support their users.

<b>III. Information on Recommended Option</b>
<b>1. Identify the proposed competitive solicitation including the anticipated number of respondents.</b>
Based upon the number of responses to the Request For Information (RFI) released in July 2013 (there were seven), we might expect between five and ten respondents when the proposed competitive solicitation begins. The option to use an existing call center solution remains open.
<b>2. Provide the agency's projected timeline for outsourcing or privatization of the service or activity. Include key events and milestones from the beginning of the procurement process through the expiration of a contract and key events and milestones for transitioning the service or activity from the state to the vendor. Provide a copy of the agency's transition plan for addressing changes in the number of agency personnel, affected business processes, employee transition issues including reemployment and retraining assistance plan for employees who are not retained by the agency or employed by the contractor, and communication with stakeholders such as agency clients and the public.</b>
The Department would like to have the call center support services available no later than April 2014, with a contract available for renewal each fiscal year.  A transition plan is not applicable. The Department does not currently provide the service or activity, thus, there would be no transition from the state to the vendor. The services currently provided by the three existing contracts would be subsumed by the new contract encompassing Tier 1 service desk support services for all systems. New contracts will be executed between the department and the two vendors currently providing all levels of service to limit the extent of their contracts to Tier 2 (Subject Matter Expert and content knowledge) support only.
<b>3. Identify all forms of compensation to the vendor(s) for performance of the service or activity, including in-kind allowances and state resources to be transferred to the vendor(s). Provide a detailed cost estimate of each.</b>
The department does not have any resources to be transferred to the vendor.
<b>4. Provide an analysis of the potential impact on federal, state, and local revenues, and expenditures. If federal dollars currently fund all or part of the service or activity, what has been the response of the federal funding agency(ies) to the proposed change in the service delivery method? If federal dollars currently fund all or part of the service or activity, does the change in the service delivery method meet federal requirements?</b>

<p>At this time the department does not anticipate any impact on federal, state or local revenues or expenditures.</p>
<p>5. What responsibilities, if any, required for the performance of the service or activity will be retained and performed by the agency? What costs, including personnel costs, will the agency continue to incur after the change in the service delivery model? Provide these cost estimations. Provide the method for monitoring progress in achieving the specified performance standards within the contract.</p>
<p>None of the performance of the service or activity is currently performed by the agency (Department); therefore, no responsibilities will be retained by the agency.</p>
<p>6. Describe the agency's contract management process for the outsourced or privatized service or activity, including a description of the specific performance standards that must be met to ensure adequate performance and how the agency will address potential contractor nonperformance. Attach a copy of any competitive solicitation documents, requests for quote(s), service level agreements, or similar documents issued by the agency for this competitive solicitation if available.</p>
<p>The Department will comply with existing contract guidelines as it pursues a final contract for call center support. The process began with an RFI to capture vendor capabilities. A competitive proposal or link to an existing contract will be considered in the Department's final solution, which will include service level agreements and agreed upon measures for non-performance.</p>
<p>7. Provide the agency's contingency plan(s) that describes the tasks involved in and costs required for its implementation and how the agency will resume the in-house provision of the service or activity in the event of contract termination/non-renewal.</p>
<p>Currently, the Department does not have the personnel to staff call center support for these programs as they go live. Expansion of the current solutions (current call center contracts) would be the most logical way to proceed on a contingency basis.</p>
<p>8. Identify all other Legislative Budget Request issues that are related to this proposal.</p>
<p>3007150: Continuation of Education Initiatives – Assessments  3007250: Continuation of Education Initiatives – State Standards Tools  3007350: Continuation of Education Initiatives – Educator Quality and Data Analysis  3007450: Continuation of Education Initiatives – District Educator Effectiveness Program Support  3007550: Continuation of Education Initiatives – Educator Quality Program Evaluation  36345C0: Continuation of Education Initiatives – Technology</p>
<p>9. Explain whether or not the agency can achieve similar results by a method other than outsourcing or privatization and at what cost. Please provide the estimated expenditures by fiscal year over the expected life of the project.</p>
<p>The Department has no other potential solution to meet this need.</p>
<p>10. Identify the specific performance measures that are to be achieved or that will be impacted by changing the service's or activity's delivery method.</p>

This is a new activity as we consider a single consolidated call center. However, the quality standards currently applied to our three existing contracts which have proven successful will be integrated into our new contract strategy.

11. Provide a plan to verify vendor(s) compliance with public records laws.

We will ensure all vendors considered in the contract bidding comply with current public records law. Our highly experienced procurement staff and leadership have the responsibility to validate that a successful bidder complies with Florida's very broad laws pertaining to public records. The Department's in-house legal team will review and sign-off on any proposed contract, and the chosen vendor will acknowledge receipt and understanding of training on Sunshine State laws.

12. If applicable, provide a plan to verify vendor compliance with applicable federal and state law ensuring access by persons with disabilities.

The final, executed contract will contain standard language regarding American with Disabilities Act compliance.

13. If applicable, provide a description of potential differences among current agency policies or processes and a plan to standardize, consolidate, or revise current policies or processes.

We do not see any requirements that differ from how we currently operate call center support services, other than our intent to move to a single consolidated solution to gain economy of scale, ease contract controls and reduce long-term sustainment costs.

14. If the cost of the outsourcing is anticipated to exceed \$10 million in any given fiscal year, provide a copy of the business case study (and cost benefit analysis if available) prepared by the agency for the activity or service to be outsourced or privatized pursuant to the requirements set forth in s. 287.0571, F.S.

The cost of the outsourcing is not anticipated to exceed \$10 million in any given fiscal year.



# Strategic Plan 2012-2018

Approved October 2012



Florida's  
State Board of Education

# Strategic Plan

For the Public School System  
and The Florida College System

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## Introduction

### *A Roadmap for Education in Florida*

Education is a priority in Florida. Our state's students and families deserve an education system that creates a culture of high expectations for present and future generations. Our great state has spent more than a decade developing cutting-edge accountability systems and quality assessments, while collecting valuable education data that prove our students' incredible progress. In 2014-15, more than 45 states, including Florida, will move to national education standards and assessments that are built around the Common Core Standards. The Common Core will demand more from our students and they must be prepared to tackle the new material and tougher assessments that will measure how well they learn it.

Advancing high-quality education for the next generation of students is the primary responsibility of the Florida State Board of Education. This Strategic Plan offers a roadmap for Florida's education community that shows where we are, where we want to be, and how we will get there. The best interest of our children is at stake, and we must challenge them to reach higher and realize their full potential. Florida students must know that they can graduate from high school and be prepared to compete for jobs, join a global workforce, make their dreams a reality – and become the strong leaders that we know they can be.

Setting objectives that will ensure the best access and opportunities for our state's diverse student population, while increasing educator effectiveness, raising standards, and deepening the level of school curriculum, are at the forefront of Florida's ambitious education agenda. The State Board of Education is authorized in Section 1001.02(3)(a), Florida Statute, to "adopt a strategic plan that specifies goals and objectives for the state's public schools and Florida College System institutions." Florida's education system includes the Florida Public School System and The Florida College System. This Strategic Plan outlines a five-year vision to support students from prekindergarten through college so they may achieve success in their careers and life. How will we ensure this? Progress toward this vision will be measured through performance indicators included in this plan. The State Board of Education will review and approve the plan annually.

1. *Highest Student Achievement*
2. *Seamless Articulation and Maximum Access*
3. *Skilled Workforce and Economic Development*
4. *Quality Efficient Services*



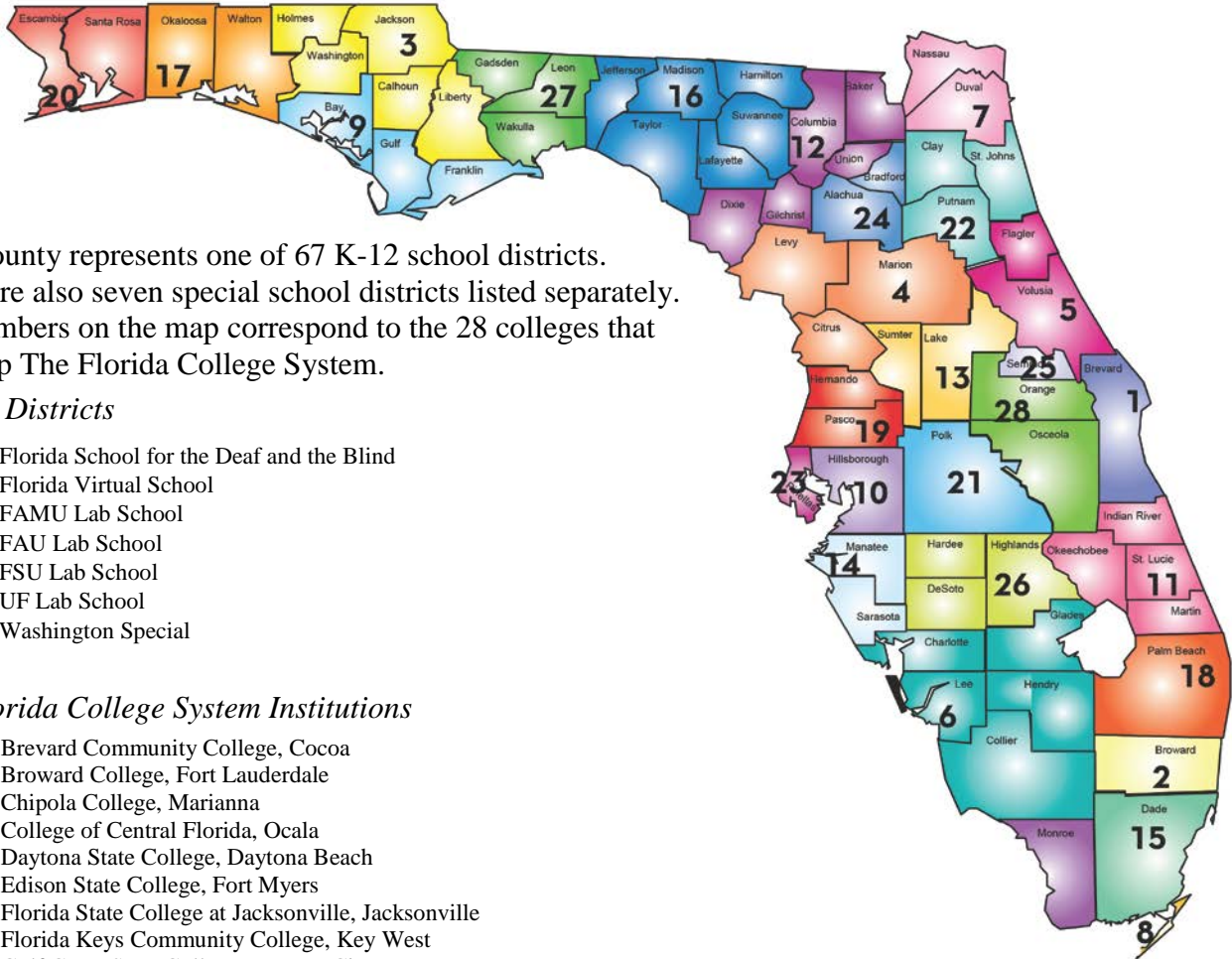
## At a Glance

### Who We Are

In Florida, education is everything. We are fortunate to have a student-centered education system that is focused on expanding opportunities for learners at every level. Florida's parents also have the freedom to choose the educational path that is right for their child – one that focuses on preparing students for a successful future. Our state's innovative education system serves more than 3.5 million students, 4,200 public schools, 28 colleges, 188,000 educators, 47,000 college professors and administrators, and 318,000 full-time staff throughout the state. A national leader in school choice options, Florida is home to more than 570 charter schools, 480 magnet schools and programs, and 240 career academies. Our state operates more than 200 public virtual schools offering full- and part-time education programs to Florida's children; and, in 2011-12, more than 160,000 students participated in virtual education. The Florida Department of Education enhances the economic independence of Floridians through educational programs and services geared toward college, workforce education, job-specific skills, and career development. Florida ranks first in the nation for teacher quality, first in the nation in advanced placement participation, and first in the southern region for graduation rate and degrees awarded by The Florida College System.



## Mapping Florida's Education System



Each county represents one of 67 K-12 school districts. There are also seven special school districts listed separately. The numbers on the map correspond to the 28 colleges that make up The Florida College System.

### Special Districts

- Florida School for the Deaf and the Blind
- Florida Virtual School
- FAMU Lab School
- FAU Lab School
- FSU Lab School
- UF Lab School
- Washington Special

### The Florida College System Institutions

1. Brevard Community College, Cocoa
2. Broward College, Fort Lauderdale
3. Chipola College, Marianna
4. College of Central Florida, Ocala
5. Daytona State College, Daytona Beach
6. Edison State College, Fort Myers
7. Florida State College at Jacksonville, Jacksonville
8. Florida Keys Community College, Key West
9. Gulf Coast State College, Panama City
10. Hillsborough Community College, Tampa
11. Indian River State College, Fort Pierce
12. Florida Gateway College, Lake City
13. Lake-Sumter State College, Leesburg
14. State College of Florida, Manatee-Sarasota, Bradenton
15. Miami Dade College, Miami
16. North Florida Community College, Madison
17. Northwest Florida State College, Niceville
18. Palm Beach State College, Lake Worth
19. Pasco-Hernando Community College, New Port Richey
20. Pensacola State College, Pensacola
21. Polk State College, Winter Haven
22. St. Johns River State College, Palatka
23. St. Petersburg College, St. Petersburg
24. Santa Fe College, Gainesville
25. Seminole State College of Florida, Sanford
26. South Florida State College, Avon Park
27. Tallahassee Community College, Tallahassee
28. Valencia College, Orlando



## Mission

Section 1008.31, Florida Statute, establishes the mission of Florida's education delivery system.

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*The mission of Florida's K-20 education system is to increase the proficiency of all students within one seamless, efficient system, by allowing them the opportunity to expand their knowledge and skills through learning opportunities and research valued by students, parents, and communities.*

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## Vision

To achieve the mission established in statute for Florida's education delivery system, the State Board of Education presents the following vision statement.

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*Florida will have an efficient world-class education system that engages and prepares all students to be globally competitive for college and careers.*

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## Strategic Goals

Section 1008.31, Florida Statute, establishes four goals for Florida's education system. Each of these goals will be measured through the accountability system and progress will be documented through the performance indicators included in this Strategic Plan.

- 
1. *Highest Student Achievement*
  2. *Seamless Articulation and Maximum Access*
  3. *Skilled Workforce and Economic Development*
  4. *Quality Efficient Services*
- 

The first three goals will be supported by the priorities approved by the State Board of Education that are aligned with VPK students, K-12 students in the public school system, teachers and leaders, school choice, and postsecondary students in The Florida College System. The fourth goal, Quality Efficient Services, will support each priority and create an environment of high expectations. The priorities of the Florida Department of Education are shown in the following matrix.



## Priorities Matrix

Statutory Goals (1008.31)			
	Goal 1: Highest Student Achievement	Goal 2: Seamless Articulation/ Maximum Access	Goal 3: Skilled Workforce/ Economic Development
Prekindergarten Students	<ul style="list-style-type: none"> <li>Improve kindergarten readiness</li> </ul>		
K-12 Students	<ul style="list-style-type: none"> <li>Increase the percentage of students performing at grade level</li> <li>Increase student participation and performance in accelerated course options</li> </ul>	<ul style="list-style-type: none"> <li>Increase high school graduation rates</li> <li>Improve college readiness</li> <li>Expand digital education</li> </ul>	<ul style="list-style-type: none"> <li>Expand STEM-related educational opportunities in high-demand areas</li> <li>Increase career and technical education opportunities</li> <li>Improve adult education programs in school districts</li> </ul>
Teachers & Leaders	<ul style="list-style-type: none"> <li>Increase the percentage of effective and highly-effective principals</li> <li>Increase the percentage of effective and highly-effective teachers</li> <li>Reduce the number of out-of-field teachers</li> </ul>	<ul style="list-style-type: none"> <li>Increase the percentage of effective and highly-effective teachers at high-minority, high-poverty and low-performing schools</li> <li>Reduce the number of out-of-field teachers at high-minority, high-poverty and low-performing schools</li> </ul>	
School Choice	<ul style="list-style-type: none"> <li>Increase the percentage of charter school students performing at grade level</li> <li>Improve charter school performance</li> <li>Ensure Supplemental Educational Service providers are high performing</li> </ul>	<ul style="list-style-type: none"> <li>Expand choice options for students</li> </ul>	
Postsecondary Students	<ul style="list-style-type: none"> <li>Increase college readiness and success</li> </ul>	<ul style="list-style-type: none"> <li>Expand and maintain student access</li> </ul>	<ul style="list-style-type: none"> <li>Prepare students for careers</li> </ul>
<b>Goal 4: Quality Efficient Services</b>			





## Strategies and Tactics

In order to organize the efforts to achieve the goals and priorities of the Strategic Plan, the Department will draft a supplemental "Strategies and Tactics Work Plan" document. The strategies and tactics will support and be aligned to the goals and priorities of this plan, while providing additional information regarding the specific activities and efforts involved.



## Performance Indicators

The following performance indicators will show the progress toward attaining each of the four goals of Florida's education system. Each performance indicator has been categorized under one of the four goals and aligned to the most applicable priority. This plan will include the current year's data for each performance indicator starting with 2011-12. Upon approval of the performance indicators and current year data, goals will be established and approved for each indicator. The goals and performance indicators are not static and will continue to evolve as the Strategic Plan is refined.

1. PreK-12 Students				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
<b>Priority:</b> Improve kindergarten readiness	1.1 Percentage of VPK completers who score ready on both state Kindergarten readiness assessments	<i>* 2010-11 data</i> VPK completers: 76.89% Ready VPK non-completers: 61.70% Ready Non-VPK participants: 52.99% Ready	VPK completers: 91%	Kindergarten readiness assessments are ECHOS and FAIR.
<b>Priority:</b> Increase the percentage of students performing at grade level	1.2 Percentage of students scoring at or above grade level on statewide English Language Arts, science, and mathematics assessments	Reading: 57% Math: 58% Science: 50%	Reading: 83% Math: 82% Science: TBD	Grade level is currently defined as Level 3 and above on FCAT 2.0.  2017-18 goals correspond to targets in the federal ESEA waiver that call for cutting in half the percentage of students scoring below grade level within six years.  The goals will be reviewed in 2014-15 when the new statewide assessment system is implemented.



1. PreK-12 Students			
Performance Indicator	Current (2011-12 unless noted)	2017-18 Goal	Notes
1.3 Percentage of students scoring at or above grade level on statewide English Language Arts, science, and mathematics assessments by subgroup to reduce the achievement gap	<p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>American Indian 55%</li> <li>Asian 76%</li> <li>Black/African American 38%</li> <li>Hispanic 53%</li> <li>White 69%</li> <li>Economically Disadvantaged 46%</li> <li>English Language Learners 33%</li> <li>Students with Disabilities 29%</li> </ul> <p><b>Math:</b></p> <ul style="list-style-type: none"> <li>American Indian 58%</li> <li>Asian 82%</li> <li>Black/African American 40%</li> <li>Hispanic 55%</li> <li>White 68%</li> <li>Economically Disadvantaged 48%</li> <li>English Language Learners 41%</li> <li>Students with Disabilities 32%</li> </ul>	<p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>American Indian 82%</li> <li>Asian 90%</li> <li>Black/African American 74%</li> <li>Hispanic 81%</li> <li>White 88%</li> <li>Economically Disadvantaged 78%</li> <li>English Language Learners 72%</li> <li>Students with Disabilities 71%</li> </ul> <p><b>Math:</b></p> <ul style="list-style-type: none"> <li>American Indian 81%</li> <li>Asian 92%</li> <li>Black/African American 74%</li> <li>Hispanic 80%</li> <li>White 86%</li> <li>Economically Disadvantaged 78%</li> <li>English Language Learners 74%</li> <li>Students with Disabilities 72%</li> </ul>	<p>The ultimate goal of the State Board of Education is that 100 percent of students will perform at or above grade level in reading and math.</p> <p>Grade level is currently defined as Level 3 and above on FCAT 2.0.</p> <p>2017-18 goals correspond to targets in the federal ESEA waiver that call for cutting in half the percentage of students scoring below grade level within six years.</p> <p>The goals will be reviewed in 2014-15 when the new statewide assessment system is implemented.</p> <p><i>Continuing on this trajectory, all students will be proficient in reading and math by the 2022-23 school year.</i></p>



1. PreK-12 Students				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
	1.4 Percentage of students scoring Level 4 and above on statewide assessments in reading and mathematics	<i>* 2010-11 data</i> Reading: 31% Math: 36%	Reading: 56% Math: 61%	The goals will be reviewed in 2014-15 when the new statewide assessment system is implemented.
<b>Priority:</b> Increase student participation and performance in accelerated course options	1.5 Number and percentage of ninth-grade students who passed a statewide high school credit bearing end-of-course exam prior to ninth grade	19% 43,374 of 228,617	TBD	Goal to be determined when more than one year of data is available
	1.6 Percentage of students completing at least one accelerated mechanism (AP, IB, DE, AICE or Industry Certification)	<i>* 2010-11 data</i> AP: 34% IB: 2% DE: 14% AICE: 1% Industry Certification: 12% Any Mechanism: 45%	Any Mechanism: 66%	



1. PreK-12 Students				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
	1.7 Percentage of students who completed at least one accelerated course (AP, IB, DE, AICE or Industry Certification) and were eligible for the associated postsecondary credit	<p><b>* 2010-11 data</b></p> <p>AP: 52%</p> <p>IB: 94%</p> <p>DE: 97%</p> <p>AICE: 79%</p> <p>Industry Certification: 67%</p> <p>Any Mechanism: 70%</p>	Any Mechanism 91%	To be eligible for postsecondary credit, students must earn a grade of 3 or above on AP/AICE exam, grade of C or better in DE course, or passed an industry certification exam.
<b>Priority:</b> Increase high school graduation rates	1.8 Graduation Rates	<p>Standard Diploma: 70.6%</p> <p>Standard, Special and 5 year Diplomas: 73.4%</p>	<p>Standard Diploma: 92%</p> <p>Standard, Special and 5 year Diplomas: 94%</p>	New federal graduation rate
<b>Priority:</b> Improve college readiness	1.9 Percentage of high school graduates meeting approved postsecondary readiness standard	<p><b>* 2009-10 data</b></p> <p>Math: 53%</p> <p>Reading: 62%</p> <p>Writing: 63%</p> <p>In all 3 subjects: 47%</p>	In all 3 subjects: 87%	Postsecondary readiness standard means achieving a college ready score on an approved assessment. This number may be low due to some students not having a score reported.
<b>Priority:</b> Expand digital education	1.10 Student to computer ratio	2.87:1	1:1	This includes desktop and mobile computers combined across all grade levels (K-12)



1. PreK-12 Students				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
	1.11 Percentage of schools meeting the minimum network bandwidth standards	Data collection will begin in 2012-13		
<b>Priority:</b> Expand STEM-related educational opportunities	1.12 Percentage of career and technical education (CTE) students enrolled in STEM programs	<i>* 2010-11 data</i> 29% 97,620 of 342,632	33%	
<b>Priority:</b> Increase career and technical educational opportunities	1.13 Percentage of high school students earning an industry certification	<i>* 2010-11 data</i> 3.7% 29,084 of 784,922 students	10%	Data will be disaggregated by weight beginning in 2011-12.
<b>Priority:</b> Improve adult education programs	1.14 Percentage of adult general education students who demonstrate learning gains	<i>* 2010-11 data</i> Adult Basic Education Students: 25.1% 29,037 students  ESOL Students: 30.7% 48,084 students	Adult Basic Education Students: 29%  ESOL Students: 35%	Learning gains are assessed based on pre- and post-test assessments of reading, mathematics, and language.



1. PreK-12 Students				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
1.15	Percentage of adult general education students who earn a high school diploma or its equivalent (GED)	<i>* 2010-11 data</i> 40.6% 35,874 students	44%	Based on students enrolled in diploma programs, specifically adult high school which results in a standard high school diploma and GED preparation which results in an equivalency diploma (GED Tests).
1.16	Percentage of adult high school diploma earners who enroll in a postsecondary program	<i>* 2010-11 data</i> 40.2% 733 of 1,825	54%	
1.17	Percentage of state of Florida high school equivalency diploma (GED) earners who enroll in a postsecondary program	<i>* 2010-11 data</i> 29.1% 6,050 of 20,819	43%	



**2. Teachers and Leaders**

Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
<b>Priority:</b> Increase the percentage of effective and highly-effective principals	2.1 Number and percentage of effective and highly-effective principals at all elementary and secondary schools	TBD	TBD	Goal to be determined when more than one year of data is available
	2.2 Number and percentage of effective and highly-effective principals at high- minority schools	TBD	TBD	Goal to be determined when more than one year of data is available
	2.3 Number and percentage of effective and highly-effective principals at high- poverty schools	TBD	TBD	Goal to be determined when more than one year of data is available
	2.4 The change in the percentage of classes taught by effective and highly-effective principals in D and F schools after three years	TBD	TBD	Goal to be determined when more than one year of data is available





2. Teachers and Leaders					
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes	
<b>Priority:</b> Increase the percentage of effective and highly effective teachers	2.5	Number and percentage of effective and highly-effective teachers at all elementary and secondary schools	TBD	TBD	Goal to be determined when more than one year of data is available
	2.6	Number and percentage of effective and highly-effective teachers at high- minority schools	TBD	TBD	Goal to be determined when more than one year of data is available
	2.7	Number and percentage of effective and highly-effective teachers at high- poverty schools	TBD	TBD	Goal to be determined when more than one year of data is available
	2.8	The change in the percentage of classes taught by effective and highly-effective teachers in D and F schools after three years	TBD	TBD	Goal to be determined when more than one year of data is available
	2.9	Number and percentage of STEM courses taught by effective and highly-effective teachers	TBD	TBD	Goal to be determined when more than one year of data is available



2. Teachers and Leaders				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
<b>Priority:</b> Reduce the number of out-of-field teachers	2.10 Number and percentage of classes taught by in-field teachers at all elementary and secondary schools	94% 1,021,595	95%	
	2.11 Number and percentage of classes taught by in-field teachers at high-minority schools	94% 255,796	96%	
	2.12 Number and percentage of classes taught by in-field teachers at high-poverty schools	94% 226,885	96%	
	2.13 The change in the percentage of classes taught by in-field teachers in D and F schools after three years	TBD	TBD	
	2.14 Number and percentage of STEM classes taught by in-field teachers	96% 378,558	97%	



3. School Choice				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
<b>Priority:</b> Increase the percentage of charter school students performing at grade level	3.1 Percentage of students attending a charter school and scoring at or above grade level on statewide assessments in English Language Arts, science and mathematics	Reading: 62% Math: 62% Science: 52%	Reading: 83% Math: 82% Science: TBD	The goals match the targets set in the federal ESEA waiver. The goals will be reviewed in 2014-15 when the new statewide assessment system is implemented.
	3.2 Percentage of students attending a charter school scoring Level 4 or above on statewide assessments in English Language Arts and mathematics	Reading: 34% Math: 29%	Reading: 56% Math: 61%	
<b>Priority:</b> Ensure SES providers are high performing	3.3 Number and percentage of high-performing SES providers	49% 223 out of 459 Excellent	70%	
<b>Priority:</b> Expand choice options for students	3.4 Number of charter schools	518 schools	829 schools	8.5% increase per year for a total of 60% increase in the next six years



3. School Choice			
Performance Indicator	Current (2011-12 unless noted)	2017-18 Goal	Notes
3.5 Close the gap between the percentage of free-and-reduced lunch students served by charters and traditional public schools	45%	55%	
3.6 Number of students enrolled in charter schools	179,940 students	359,880 students	12.5% increase per year for a total of 100% increase in the next six years
3.7 Number of students participating in the McKay Scholarship program	24,194 students	31,441 students	5.38% increase per year for a total of 30% increase in the next six years
3.8 Number of students participating in the Florida Tax Credit Scholarship program	40,248 students	100,620 students	14.87% increase per year for a total of 150% increase in the next six years
3.9 Percentage of students attending a full-time virtual program and scoring at or above grade level on statewide assessments in English Language Arts, science, and mathematics	Reading: 71% Math: 55% Science: 58%	Reading: 83% Math: 82% Science: TBD	The goals match the targets set in the federal ESEA waiver. The goals will be reviewed in 2014-15 when the new statewide assessment system is implemented.



3. School Choice				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
	3.10 Percentage of students enrolled in virtual education courses	<p><b>* 2010-11 data</b></p> <p>Part-time programs 3.84%</p> <p>Full-time programs 0.24%</p>	<p>Part-time programs 5.0%</p> <p>Full-time programs 1.0%</p>	



4. Postsecondary Students				
Performance Indicator	Current (2011-12 unless noted)	2017-18 Goal	Notes	
<b>Priority:</b> Increase college readiness and success	4.1 Percentage of developmental education completers who complete college-level course in same subject with a "C" grade or above within 2 years	<i>* 2007-08 data</i> <u>Mathematics</u> 31.8% <u>English</u> 62.4% <u>Mathematics &amp; English</u> 23.7%	<u>Mathematics</u> 33.3% <u>English</u> 63.9% <u>Mathematics &amp; English</u> 24.8%	FCS plan benchmark 3.1 S. 1001.03(16)(a)
	4.2 Number of institutional and program rankings	Institutional rankings: 128 Program rankings: 56	Institutional rankings: 157 Program rankings: 84	FCS plan benchmark 3.2 S. 1001.03(16)(a)
	4.3 Number of faculty receiving awards	743 faculty	812 faculty	FCS plan benchmark 3.3 S. 1001.03(16)(a)
	4.4 Percentage of students receiving federal, state, local, institutional, or other sources of grant aid	<i>* 2010-11 data</i> 52.7%	55.7%	FCS plan benchmark 3.4
	4.5 Percentage of students receiving federal student loans and average amount of federal student loan aid received by undergraduate students	<i>* 2010-11 data</i> <u>Students Receiving Loans</u> 19.4% <u>Average Amount of Loan Received</u> \$5,418	<u>Students Receiving Loans</u> 17.4% <u>Average Amount of Loan Received</u> \$5,924	FCS plan benchmark 3.5 S. 1001.03(16)(a)
	4.6 Cohort default rate for FCS	<i>* 2008-09 data</i> 12.9%	10.7%	FCS plan benchmark 3.6 S. 1001.03(16)(a)



4. Postsecondary Students			
Performance Indicator	Current (2011-12 unless noted)	2017-18 Goal	Notes
4.7 Retention rates	<i>* Fall 2007-Spring 2011</i> AA Retention Rate: 66.7% AAS/AS Retention Rate: 58.8%	AA Retention Rate: 70.8% AAS/AS Retention Rate: 63.2%	FCS plan benchmark 3.7 S. 1001.03(16)(a)
4.8 Number of degrees and certificates awarded	<i>* 2010-11 data</i> 93,285	124,596	FCS plan benchmark 3.8
4.9 Graduation rate for first-time college students (150% time)	<i>* 2010-11 data</i> 35.0% of Cohort Graduate in 150% time	36.9% of Cohort Graduate in 150% time	FCS plan benchmark 3.9 S. 1001.03(16)(a)
4.10 Average time and credit to associate degree	<i>* 2009-10 data</i> <u>Time to Degree</u> Accelerated students: 2.8 years Non-Accelerated Students: 4.4 years  <u>Credit to Degree</u> Accelerated students: 73 credits Non-Accelerated Students: 78 credits	<u>Time to Degree</u> Accelerated students: 2.6 years Non-Accelerated Students: 4.2 years  <u>Credit to Degree</u> Accelerated students: 68 credits Non-Accelerated Students: 73 credits	FCS plan benchmark 3.10 S. 1001.03(16)(a)



4. Postsecondary Students				
Performance Indicator	Current (2011-12 unless noted)	2017-18 Goal	Notes	
4.11 Transfer rates of associate degree graduates who transfer within two years to the upper division at a Florida College System institution or state university	<p><i>* 2008-09 Completers</i></p> <p><u>Transfers enrolled in SUS</u> 50.7%</p> <p><u>Transfers in FCS upper division</u> 7.6%</p>	<p><u>Transfers enrolled in SUS</u> 53.7%</p> <p><u>Transfers in FCS upper division</u> 15.4%</p>	FCS plan benchmark 3.11 S. 1001.03(16)(a)	
4.12 Percentage of students taking and passing licensure exams	<p><i>* 2010-11 data</i></p> <p><u>NCLEX-RN (Registered Nurse)</u> 89.7% (4,214)</p> <p><u>NCLEX-PN (Practical Nurse)</u> 88.6% (569)</p>	<p><u>NCLEX-RN (Registered Nurse)</u> 90.7%</p> <p><u>NCLEX-PN (Practical Nurse)</u> 90.1%</p>	FCS plan benchmark 3.12 S. 1001.03(16)(a)	
<b>Priority:</b> Maintain affordability and access	4.13 Number of high school students participating in dual enrollment	<p><i>* 2010-11 data</i></p> <p>46,083 students</p>	58,782 students	FCS plan benchmark 1.1
	4.14 Number of students enrolled in college credit courses in the FCS disaggregated by age range	<p>Statewide Overall: 478,130</p> <p>Under 18-21 225,951</p> <p>22-29 135,187</p> <p>30-39 64,014</p> <p>40-64 51,777</p> <p>Other 1,201</p>	<p>Statewide Overall: 505,532</p> <p>Under 18-21, 240,573</p> <p>22-29, 136,399</p> <p>30-39, 71,346</p> <p>40-64, 56,007</p> <p>Other, 1,207</p>	FCS plan benchmark 1.2
	4.15 Percentage of students who enroll in the FCS in the year following high school graduation	<p><i>* 2010-11 data</i></p> <p>35.5%</p>	37.6%	FCS plan benchmark 1.3.1





4. Postsecondary Students				
Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
4.16	Of students who enroll in the year following high school graduation, percentage of minority students	54.1%	59.5%	FCS plan benchmark 1.3.2
4.17	Of students who enroll in the year following high school graduation, percentage of low-income students	64.2%	65.8%	FCS plan benchmark 1.3.3
4.18	Percentage of degree-seeking students classified as non-Florida residents for tuition purposes	<i>* 2010-11 data</i> 3.7%	4.9%	FCS plan benchmark 1.4
4.19	Average net price of attending a FCS institution	<i>* 2009-10 data</i> \$6,511	\$6,511	FCS plan benchmark 1.5 Tuition remains level. State funds cover inflation and cost increases.
4.20	Number of students enrolled in community education programs	<i>* 2010-11 data</i> Continuing Workforce Education: 151,948 Recreation and Leisure: 57,761	Continuing Workforce Education: 182,992 Recreation and Leisure: 63,466	FCS plan benchmark 1.6



4. Postsecondary Students				
Performance Indicator	Current (2011-12 unless noted)	2017-18 Goal	Notes	
<b>Priority:</b> <b>Prepare for careers</b>	4.21 Percentage of graduates found employed in Florida within one year of college completion disaggregated by certificate/degree type	<p><i>* 2009-10 data</i></p> <p>Statewide Overall: 65.0%</p> <p>Career Certificate: 76.7%</p> <p>College Credit Certificate: 72.7%</p> <p>AAS: 83.3%</p> <p>AS: 86.3%</p> <p>AA: 53.0%</p> <p>Bachelors: 88.2%</p>	<p>Statewide Overall: 72.9%</p> <p>Career Certificate: 84.5%</p> <p>College Credit Certificate: 82.0%</p> <p>AAS: 87.2%</p> <p>AS: 91.2%</p> <p>AA: 58.2%</p> <p>Bachelors: 91.7%</p>	FCS plan benchmark 4.1 S. 1001.03(16)(a)
	4.22 Average wages of college graduates found employed in Florida within one year of college completion disaggregated by certificate/degree type	<p><i>* 2009-10 data</i></p> <p>Statewide Overall: \$40,731</p> <p>Career Certificate: \$37,984</p> <p>College Credit Certificate: \$37,184</p> <p>AAS: \$41,732</p> <p>AS: \$46,604</p> <p>AA: \$31,948</p> <p>Bachelors: \$48,936</p>	<p>Statewide Overall: \$43,238</p> <p>Career Certificate: \$40,319</p> <p>College Credit Certificate: \$39,471</p> <p>AAS: \$44,300</p> <p>AS: \$49,471</p> <p>AA: \$33,913</p> <p>Bachelors: \$51,946</p>	FCS plan benchmark 4.2
	4.23 Percentage of school district postsecondary certificate program completers found employed in Florida within one year of completion	<p><i>* 2010-11 data</i></p> <p>59.7%</p>	70.0%	
	4.24 Percentage of school district postsecondary certificate program enrollees who earn an industry certification	<p><i>* 2010-11 data</i></p> <p>11.0%</p>	18.0%	



## 5. Quality Efficient Services

The fourth goal of Florida's education system is quality efficient services. The three main goals and corresponding priorities of this plan are supported through efforts to achieve quality efficient services. Section 1008.31, Florida Statutes, specifies that these efforts will be measured by evidence of return on investment. While a return on investment indicator for public school districts has historically been available, the methodology of this calculation is being revised to accommodate the transition to district grade points. When the revised return on investment indicator is finalized and approved by the State Board of Education, it will be added to this plan. In addition, plans are being developed to measure return on investment for all other education sectors.



## Appendix A: Supplemental Department Performance Indicators

Performance Indicator		Current (2011-12 unless noted)	2017-18 Goal	Notes
<b>Other Department of Education Functions</b>				
<b>Priority:</b> Increase employment outcomes for Vocational Rehabilitation and Blind Services customers	A. 1. Number of blind service customers placed in competitive employment (at or above minimum wage)	708 Individuals	766 Individuals	
	A. 2. Number of blind vending food service facilities supporting employed blind vendors	147 facilities	155 facilities	
	A. 3. Number of individuals exiting the Vocational Rehabilitation program who achieved an employment	6,071 employed customers	6,800	
	A. 4. Of the individuals who achieved employment from the vocational rehabilitation program, the percentage who exit with earnings equivalent to at least minimum wage	90.4%	91%	

State of Florida  
Department of Education  
Fixed Capital Outlay



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Fixed Capital Outlay



2014-15  
Schedule I Series

**SCHEDULE VI: DETAIL OF DEBT SERVICE**

**Department:** 48 EDUCATION **Budget Period 2014-15**  
**Budget Entity:** 48150000/2071 University System Improvement Revenue Bonds

(1)	(2)	(3)	(4)
ACTUAL	ESTIMATED	REQUEST	
FY 2012 - 2013	FY 2013 - 2014	FY 2014 - 2015	
<b><u>SECTION I</u></b>			
Interest on Debt (A)	9,613,739	8,796,124	8,209,011
Principal (B)	17,335,000	12,835,000	13,460,000
Repayment of Loans (C)			
Fiscal Agent or Other Fees (D)	18,820	17,839	16,555
Other Debt Service (E)			
Total Debt Service <sup>1</sup> (F)	26,967,559	21,648,963	21,685,566

Explanation: The University System Capital Improvement Fee and Building Fee Program is funded through the issuance of bonds secured by capital improvement fees and net student building fees. The Program is an initiative to provide funds for university student-related fixed capital outlay projects.

<sup>1</sup> Amount differs from LBR by rounding.

**SECTION II**

**ISSUE:** University System Improvement Revenue Bonds, 2015 Series

(1)	(2)	(3)	(4)	(5)
INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 2014	JUNE 30, 2015
5.75%	7/1/2039	133,000,000		130,530,000
(6)	(7)	(8)	(9)	
ACTUAL	ESTIMATED	REQUEST		
FY 2012 - 2013	FY 2013 - 2014	FY 2014 - 2015		
Interest on Debt (G)			7,520,086	
Principal (H)			2,470,000	
Fiscal Agent or Other Fees (I)			9,914	
Other (J)				
Total Debt Service (K)			10,000,000	

**ISSUE:**

INTEREST RATE	MATURITY DATE	ISSUE AMOUNT	JUNE 30, 20__	JUNE 30, 20__
ACTUAL	ESTIMATED	REQUEST		
FY 2012 - 2013	FY 2013 - 2014	FY 2014 - 2015		
Interest on Debt (G)				
Principal (H)				
Fiscal Agent or Other Fees (I)				
Other (J)				
Total Debt Service (K)				

**SCHEDULE VI: DETAIL OF DEBT SERVICE**

**Department:** 48 EDUCATION **Budget Period 2014-15**  
**Budget Entity:** 48150000/2612 Capital Outlay Bonds

(1)	(2)	(3)	(4)
<b>SECTION I</b>	<b>ACTUAL FY 2012 - 2013</b>	<b>ESTIMATED FY 2013 - 2014</b>	<b>REQUEST FY 2014 - 2015</b>
Interest on Debt	(A) 23,767,961	20,163,145	16,402,470
Principal	(B) 72,930,000	76,185,000	75,210,000
Repayment of Loans	(C)		
Fiscal Agent or Other Fees	(D) 48,600	45,668	38,049
Other Debt Service	(E)		
<b>Total Debt Service</b>	<b>(F) 96,746,561</b>	<b>96,393,813</b>	<b>91,650,519</b>

Explanation: These bonds are issued in support of the School Capital Outlay Amendment to provide funding for projects at the Florida colleges and public school districts. The bonds are secured by motor vehicle license tax revenues.

**SECTION II**  
**ISSUE:** State Board of Education Capital Outlay Bonds, 2015 Series

(1)	(2)	(3)	(4)	(5)
<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 2014</b>	<b>JUNE 30, 2015</b>
5.75%	7/1/2035	218,075,000		211,805,344

	<b>ACTUAL FY 2012 - 2013</b>	<b>ESTIMATED FY 2013 - 2014</b>	<b>REQUEST FY 2014 - 2015</b>
Interest on Debt	(G)		
Principal	(H)		6,269,656
Fiscal Agent or Other Fees	(I)		21,808
Other	(J)		
<b>Total Debt Service</b>	<b>(K)</b>		<b>6,291,464</b>

<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 2014</b>	<b>JUNE 30, 2015</b>

	<b>ACTUAL FY 2012 - 2013</b>	<b>ESTIMATED FY 2013 - 2014</b>	<b>REQUEST FY 2014 - 2015</b>
Interest on Debt	(G)		
Principal	(H)		
Fiscal Agent or Other Fees	(I)		
Other	(J)		
<b>Total Debt Service</b>	<b>(K)</b>		



**SCHEDULE VI: DETAIL OF DEBT SERVICE**

**Department:** 48 EDUCATION **Budget Period 2014-15**  
**Budget Entity:** 48150000/2555 Public Education Capital Outlay Bonds

(1)	(2)	(3)	(4)
<b>SECTION I</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2012 - 2013</b>	<b>FY 2013 - 2014</b>	<b>FY 2014 - 2015</b>
Interest on Debt (A)	520,356,202	494,171,389	473,606,196
Principal (B)	434,720,000	427,045,000	428,835,000
Repayment of Loans (C)			
Fiscal Agent or Other Fees (D)	1,073,109	1,022,656	979,951
Other Debt Service (E)			
<b>Total Debt Service (F)</b>	<b>956,149,311</b>	<b>922,239,045</b>	<b>903,421,147</b>

Explanation: These bonds are issued to fund K-20 educational facilities and are payable from Gross Receipts Taxes. The bonds are additionally secured by the full faith and credit of the State of Florida.

**SECTION II**  
**ISSUE:**

(1)	(2)	(3)	(4)	(5)
<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 2012</b>	<b>JUNE 30, 2013</b>
(6)		(7)	(8)	(9)
		<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
		<b>FY 2012 - 2013</b>	<b>FY 2013 - 2014</b>	<b>FY 2014 - 2015</b>
Interest on Debt (G)				
Principal (H)				
Fiscal Agent or Other Fees (I)				
Other (J)				
<b>Total Debt Service (K)</b>				

**ISSUE:**

<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 2012</b>	<b>JUNE 30, 2013</b>
		<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
		<b>FY 2012 - 2013</b>	<b>FY 2013 - 2014</b>	<b>FY 2014 - 2015</b>
Interest on Debt (G)				
Principal (H)				
Fiscal Agent or Other Fees (I)				
Other (J)				
<b>Total Debt Service (K)</b>				

**SCHEDULE VI: DETAIL OF DEBT SERVICE**

**Department:** 48 EDUCATION **Budget Period 2014-15**  
**Budget Entity:** 48150000/2004 Lottery Revenue Bonds

(1)	(2)	(3)	(4)
<b>SECTION I</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
	<b>FY 2012 - 2013</b>	<b>FY 2013 - 2014</b>	<b>FY 2014 - 2015</b>
Interest on Debt (A)	128,190,386	121,157,540	111,755,852
Principal (B)	185,661,000	194,105,000	203,389,000
Repayment of Loans (C)			
Fiscal Agent or Other Fees (D)	252,495	242,912	223,502
Other Debt Service (E)			
<b>Total Debt Service<sup>1</sup> (F)</b>	<b>314,103,881</b>	<b>315,505,452</b>	<b>315,368,354</b>

Explanation: The Classrooms First and Classrooms for Kids Programs are funded through the issuance of bonds supported by lottery revenues. The Classrooms First Program was an initiative to provide permanent classrooms while the Classrooms for Kids Program was to assist school districts in complying with the constitutional class size reduction requirements.

<sup>1</sup> Does not include \$963,242 of school district allocations for project expenditures.

**SECTION II**

**ISSUE:**

(1)	(2)	(3)	(4)	(5)
<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 2013</b>	<b>JUNE 30, 2014</b>
(6)		(7)	(8)	(9)
		<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
		<b>FY 2012 - 2013</b>	<b>FY 2013 - 2014</b>	<b>FY 2014 - 2015</b>
Interest on Debt (G)				
Principal (H)				
Fiscal Agent or Other Fees (I)				
Other (J)				
<b>Total Debt Service<sup>1</sup> (K)</b>				

<sup>1</sup> Amount differs from LBR by rounding.

**ISSUE:**

<b>INTEREST RATE</b>	<b>MATURITY DATE</b>	<b>ISSUE AMOUNT</b>	<b>JUNE 30, 20__</b>	<b>JUNE 30, 20__</b>
		<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>REQUEST</b>
		<b>FY 2012 - 2013</b>	<b>FY 2013 - 2014</b>	<b>FY 2014 - 2015</b>
Interest on Debt (G)				
Principal (H)				
Fiscal Agent or Other Fees (I)				
Other (J)				
<b>Total Debt Service (K)</b>				

**Department of Education  
2014-15 Special Facility Construction Account**

	<u>Priority ranking</u>	<u>Total Estimated Costs</u>
New Glades County Middle/High School	1	\$23,612,738
New Washington County Elementary School	2	\$27,679,085
Madison County High School Repair & Renovation	3	\$16,888,408
New Levy County Middle/High School	4	\$34,415,125
New Calhoun County Elementary/Middle School	5	\$23,839,684
New Holmes County Elementary/Middle School	6	<u>\$43,766,230</u>
Total		<u><u>\$170,201,270</u></u>

In accordance with Section 1013.64, Florida Statutes, a statewide priority list for special facilities construction must be submitted with the Legislative Budget Request. Due to limited funds, a portion of funding for the first four priorities is included in the request.

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## Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education - Fixed Capital Outlay

Agency Budget Officer/OPB Analyst Name: Suzanne Tart

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.

	Program or Service (Budget Entity Codes)		
Action	48150000		

### 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes		
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes		

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes		
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes		
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.			

### 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?	Yes		
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes		
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes		
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes		

### 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.	N/A		
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### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes		
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		Program or Service (Budget Entity Codes)			
Action		48150000			
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? ( <b>EXBR, EXBC - Report should print "Records Selected Net To Zero"</b> )	Yes			
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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	Yes			
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 2012-13 approved budget. Amounts should be positive.				

		Program or Service (Budget Entity Codes)		
Action		48150000		
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.			
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>				
6.1	Are issues appropriately aligned with appropriation categories?	Yes		
TIP	Exhibit D-3 is no longer 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.			
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>				
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes		
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes		
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A		
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?	N/A		
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 and E-5 of the LBR Instructions.)	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.	N/A		
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.	N/A		
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A		
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A		
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A		

		Program or Service (Budget Entity Codes)			
Action		48150000			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> 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 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	Yes, except for Debt Service.			
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run <b>OADA/OADR</b> 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 66 through 70 of the LBR Instructions.				

		Program or Service (Budget Entity Codes)			
Action		48150000			
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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380.			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543, and 2612.			



		Program or Service (Budget Entity Codes)			
Action		48150000			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			

		Program or Service (Budget Entity Codes)			
Action		48150000			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
AUDIT:					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <b>(BRAR, BRAA - Report should print "No Records Selected For This Request")</b> Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)					
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			

		Program or Service (Budget Entity Codes)			
Action		48150000			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding.			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				

		Program or Service (Budget Entity Codes)		
Action		48150000		
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses		
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes		
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes		
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes		
<b>AUDITS - GENERAL INFORMATION</b>				
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.			
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>				
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A		
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A		
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A		
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A		
18.5	Are the appropriate counties identified in the narrative?	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		
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.			
<b>19. FLORIDA FISCAL PORTAL</b>				
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes		

State of Florida  
Department of Education  
Vocational Rehabilitation



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Vocational Rehabilitation



2014-15  
Schedule I Series

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2014 - 2015 48 EDUCATION
<b>Trust Fund Title:</b>	ADMINISTRATIVE TRUST FUND
<b>Budget Entity:</b>	48160000 - VOCATIONAL REHABILITATION
<b>LAS/PBS Fund Number:</b>	2021

	Balance as of 6/30/2013	SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	0 (A)		0
ADD: Other Cash (See Instructions)	0 (B)		0
ADD: Investments	0 (C)		0
ADD: Outstanding Accounts Receivable	0 (D)		0
ADD: _____	0 (E)		0
<b>Total Cash plus Accounts Receivable</b>	<b>0 (F)</b>	<b>0</b>	<b>0</b>
LESS: Allowances for Uncollectibles	0 (G)		0
LESS: Approved "A" Certified Forwards	0 (H)		0
Approved "B" Certified Forwards	0 (H)		0
Approved "FCO" Certified Forwards	0 (H)		0
LESS: Other Accounts Payable (Nonoperating)	0 (I)		0
LESS: _____	0 (J)		0
<b>Unreserved Fund Balance, 07/01/13</b>	<b>0 (K)</b>	<b>0</b>	<b>0</b> **

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>FEDERAL REHABILITATION TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48160000 VOCATIONAL REHABILITATION</b>
	<b>2270</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	714,328.39	(A)	-	714,328.39
ADD: Other Cash (See Instructions)	17,000.00	(B)	-	17,000.00
ADD: Investments	1,220,431.95	(C)	-	1,220,431.95
ADD: Outstanding Accounts Receivable	62,512.76	(D)	-	62,512.76
ADD: <u>Anticipated Grant Revenue</u>	15,730,621.58	(E)	-	15,730,621.58
<b>Total Cash plus Accounts Receivable</b>	<b>17,744,894.68</b>	(F)	<b>-</b>	<b>17,744,894.68</b>
LESS: Allowances for Uncollectibles	402.76	(G)	-	402.76
LESS: Approved "A" Certified Forwards	617,718.08	(H)	-	617,718.08
Approved "B" Certified Forwards	17,079,954.74	(H)	-	17,079,954.74
Approved "FCO" Certified Forwards	-	(H)	-	-
LESS: Other Accounts Payable (Nonoperating)	46,819.10	(I)	-	46,819.10
LESS: _____	-	(J)	-	-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>0.00</b>	(K)	<b>-</b>	<b>0.00</b> **

**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.



**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**ADMINISTRATIVE TRUST FUND**

**LAS/PBS Fund Number:**

**2021**

**BE: 48160000**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

(A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

(E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

(F)

**DIFFERENCE:**

(G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**FEDERAL REHABILITATION TRUST FUND**

**LAS/PBS Fund Number:**

**2270**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**1,221,121.75** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

**(81,269.96)** (B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

\_\_\_\_\_ (C)

SWFS Adjustment # and Description

\_\_\_\_\_ (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

**(17,079,954.74)** (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

\_\_\_\_\_ (D)

A/P not C/F-Operating Categories

**209,481.37** (D)

Anticipated Grant Revenue

**15,730,621.58** (D)

\_\_\_\_\_ (D)

\_\_\_\_\_ (D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**0.00** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**0.00** (F)

**DIFFERENCE:**

**(0.00)** (G)\*

**\*SHOULD EQUAL ZERO.**

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** Division of Vocational Rehabilitation (VR)

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General Report # 2013-133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	<p><b>Finding 1. Eligibility Determination Efficiency:</b> The efficiency of the State’s public assistance eligibility determination processes could be improved. We found that for several programs, identifying information, such as social security numbers, was not always required, no documentation was required in support of significant applicant-reported information, and some processes were duplicated by administering State agencies.</p> <p><b>Recommendation:</b> We recommend that the State consider requiring all applicants to submit common background information, including but not limited to, social security numbers and documentation in support of certain representations made in public assistance applications, such as, for example, the applicant’s identity. We also recommend that the Legislature require the DCF, with the cooperation of other agencies of State government, to conduct a study of the feasibility and cost-effectiveness of the centralization and consolidation of the public assistance application and eligibility determination processes.</p>	<p><b>Management Response March 14, 2013:</b>The Divisions of Blind Services (DBS) and Vocational Rehabilitation (VR) did not have any cases in which social security numbers were not recorded. Documentation of an SSN (i.e., green card, work permit) and documents that establish employment eligibility are required for the VR program; however, eligibility determination for DBS or VR services is not based on eligibility for public assistance services provided by other agencies. Income verification is required in order to provide potential DBS clients with technical assistance equipment (e.g., Braille typewriters, screen readers). DBS and VR agree that collecting and recording applicant identity information such as social security numbers are processes that duplicate the requirements of other public assistance agencies. We will cooperate with other agencies as needed in order to determine the feasibility and cost-effectiveness of a centralized and consolidated public assistance application or establishment of a state portal. Nevertheless, we are required by the federal government’s Rehabilitation Services Administration (RSA) to collect and provide specific eligibility information that may not be required for other agencies.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

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REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General Report # 2013-133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	<b>Finding 1.</b> continued from previous page	<b>Management Response: September 13, 2013:</b> The divisions of Blind Services (DBS) and Vocational Rehabilitation (VR) continue to require documentation of social security numbers and documents that establish employment eligibility as required for the VR program and income verification in accordance with other program requirements (see March 14, 2013 response). DBS and VR have not been made aware of any legislatively mandated feasibility and cost-effectiveness studies, but will cooperate with other agencies as needed. We are required by the federal government's Rehabilitation Services Administration (RSA) to collect and provide specific eligibility information that may not be required for other agencies.	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department:** Education

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**Budget Entity:** Division of Vocational Rehabilitation (VR)

**Phone Number:** 850-245-9416

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Auditor General Report # 2013- 133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	<p><b>Finding 2.</b> State Records Integrity: Our review of enrollment in 42 of the selected public assistance programs during the month of December 2011 disclosed that 43 percent of the recipients were enrolled in at least two programs. For a selection of these recipients, we compared the information shown in the records of each of the administering agencies and found numerous instances in which the information shown in the records of one agency, concerning such matters as employment status, household income, family size, and participation in other public assistance programs, differed from that shown in the records of other agencies. Such differences, in some instances, may indicate the existence of fraud or record errors which could result in improper payments.</p> <p><b>Recommendation:</b> We recommend that State agencies examine the feasibility of sharing data and performing additional matches in order to identify and resolve inconsistencies in recipient information.</p>	<p><b>Management Response March 14, 2013:</b> DBS and VR provide specialized services to blind, visually impaired, and otherwise disabled individuals that are not duplicated by other public assistance agencies. DBS and VR coordinate caseload services for consumers with multiple disabilities. Enrollment in more than one public assistance program does not exclude a client from being determined eligible for DBS or VR services. Different information recorded by other state programs does not affect DBS or VR program eligibility and benefit amounts, with the exception of household income verification, which determines how much money can be spent on adaptive equipment (as mentioned in the Response to Finding 1).</p> <p>Both DBS and VR agree that it may be feasible to share or verify common data, such as household income, as long as it is not in violation of RSA requirements. DBS and VR continue to utilize data exchange agreements with the Social Security Administration (SSA). In August 2013, the SSA completed a compliance review of DBS and verified that appropriate safeguards remain in place to protect the confidentiality of information supplied by SSA; DBS had no findings. DBS will initiate a dialogue with Department of Children and Families (DCF) to assess the feasibility of sharing/validating common data elements that could impact duplication of benefits.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** Division of Vocational Rehabilitation (VR)

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General Report # 2013-133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	<b>Finding 2.</b> Continued from previous page	VR will work with DBS and other state agencies to determine the feasibility of sharing data and performing additional matches to identify inconsistencies in recipient information. <b>Management Response September 13, 2013:</b> DBS and VR continue to utilize data exchange agreements with the Social Security Administration (SSA). In August 2013, the SSA completed a compliance review of DBS and verified that appropriate safeguards remain in place to protect the confidentiality of information supplied by SSA; DBS had no findings. DBS will initiate a dialogue with Department of Children and Families (DCF) to assess the feasibility of sharing/validating common data elements (i.e., Temporary Assistance for Needy Families – TANF) that could impact duplication of benefits.	N/A
A-1112DOE-016	01/01/2011-06/30/2011	Third Party Cooperative Arrangement with Manatee County School District	<b>Finding 1.</b> We Identified an internal control weakness that significantly increased the risk of invoices not being processed within acceptable time frames as listed in the Arrangement. <b>Recommendation:</b> We recommend that VR management adopt and implement internal controls designed to record the submission and receipt of invoices submitted monthly.	<b>Management Response:</b> VR management concurs with this finding. To ensure the “date an invoice is received in VR” and “date an invoice is considered received as complete” in VR are distinguishable and properly recorded on invoices, the TPCA invoices will now include two VR receipt dates. Currently, all invoices are date stamped as “Received/Division of Vocational Rehabilitation.” The VR Contract Manager will now date stamp the invoice a second time, as “Date Received Complete,” upon receipt of all required documents. Also, VR Management has recently hired additional staff to ensure invoices are processed timely.	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department: Education**

**Chief Internal Auditor: Janet Snyder**

**Budget Entity: Division of Vocational Rehabilitation (VR)**

**Phone Number: 850-245-9416**

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
A-1112DOE-016	01/01/2011-06/30/2011	Third Party Cooperative Arrangement with Manatee County School District	<p><b>Finding 2.</b> Internal controls for management of contract provisions should be strengthened and improved.</p> <p><b>Recommendation:</b> VR management adopt and implement internal controls to monitor the delivery of all contract provisions and deliverables as listed in the Cooperative Arrangement.</p>	<p><b>Management Response:</b> VR Contract Manager will work with Manatee and VR to develop a written plan to ensure VR Area Staff is involved in Manatee’s performance evaluations of the employment specialists. VR’s management will also reiterate to Manatee and local VR offices in writing that reports, invoices, records and all other documents relating to the contract must be maintained.</p>	N/A
A-1112DOE-021	01/01/2011-03/30/2011	Third Party Cooperative Arrangement with Columbia County School District	<p><b>Finding 1.</b> - Internal controls for the administration of invoices should be strengthened and improved.</p> <p><b>Recommendation:</b> VR management should adopt and implement internal controls designed to record the receipt of invoices submitted monthly from the Columbia County School District. In addition, if the invoices need amendments or resubmission, all correspondence and return submissions should be recorded.</p>	<p><b>Management Response:</b> VR management concurs with this finding. Their response is as follows: To ensure the “date an invoice is received in VR” and “date an invoice is considered received as complete” in VR are distinguishable and properly recorded on invoices, the TPCA invoices will now include two VR receipt dates. Currently, all invoices are date stamped as “Received/Division of Vocational Rehabilitation.” The VR Contract Manager will now date stamp the invoice a second time, as “Date Received Complete,” upon receipt of all required documents. Also, VR Management has recently hired additional staff to ensure invoices are processed timely.</p>	N/A
A-1112DOE-021	01/01/2011-03/30/2011	Third Party Cooperative Arrangement with Columbia County School District	<p><b>Finding 2.</b> Internal controls for management of contract provisions should be strengthened and improved.</p> <p><b>Recommendation:</b> VR management should adopt and implement internal controls to ensure the Columbia County School District is following all contract provisions as listed within the Cooperative Arrangement.</p>	<p><b>Management Response:</b> VR management concurs with this finding. VR Contract Manager will work with Columbia and VR to develop a written plan to ensure VR Area Staff is involved in Columbia’s performance evaluations of the employment specialists. VR’s management will also reiterate to Columbia and local VR offices in writing that reports, invoices, records and all other documents relating to the contract must be maintained.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department: Education**

**Chief Internal Auditor: Janet Snyder**

**Budget Entity: Division of Vocational Rehabilitation (VR)**

**Phone Number: 850-245-9416**

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
A-12/13-002	10/01/2011-09/30/2014	Vision Community Development Corporation	<p><b>Finding 1.</b> Vision CDC placed VR clients in non-integrated settings.</p> <p>Recommendation: VR management should:</p> <p>a) Require Vision CDC to either refund payments for unearned placements of VR clients or appropriately place affected clients in integrated settings;</p> <p>b) Require VR counselors verify placements prior to approving NOAs and invoices for payments.</p> <p>c) Revise future contracts to strengthen VR's ability to enforce valid placements; and</p> <p>d) Identify and monitor all contract providers for potential contract violations stemming from their internal employment of VR clients.</p>	<p><b>Management Response: October 23, 2013:</b> VR contract management staff is currently reviewing placements made to Vision CDC and Sweet Machines during the audit period to identify which ones may have been made inappropriately. Affected clients will be contacted and given the option of being replaced with another employer or remaining with their current employer. VR management will then meet with Vision CDC and require they appropriately re-place the client, at no cost to VR, or refund all benchmark payments received for inappropriately placed clients within ninety (90) days of notification.</p>	N/A



**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** Division of Vocational Rehabilitation (VR)

**Phone Number:** 850-245-9416

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
A-12/13-002	10/01/2011- 09/30/2014	Vision Community Development Corporation	<p><b>Recommendation:</b> VR management should:</p> <ul style="list-style-type: none"> <li>a) Require Vision CDC to either refund payments for unearned placements of VR clients or appropriately place affected clients in integrated settings;</li> <li>b) Require VR counselors verify placements prior to approving NOAs and invoices for payments.</li> <li>c) Revise future contracts to strengthen VR's ability to enforce valid placements; and</li> <li>d) Identify and monitor all contract providers for potential contract violations stemming from their internal employment of VR clients.</li> </ul>	<p>Moving forward, VR Area Supervisors will be required to perform site visits to verify placements within a provider's own business prior to approving NOAs. We are in the process of drafting an amendment to all rate contracts to include a provision requiring written prior approval from the VR Counselor and Area Supervisor before such placements are made. This amendment will become effective January 1, 2013.</p> <p><b>Management Response, June 17, 2013:</b> Placement review indicated 32 customers inappropriately placed with either Vision or Sweet Machines. Of those customers, 12 still had open VR cases at the time of review. Rather than pursuing closed cases and/or recoupment of payments already made, approximately \$80,000 in invoices associated with the identified customers were rejected and returned to Vision unpaid. Additionally, Vision CDC's contract was suspended for new referrals pending a full review of placements. This review has been completed and Vision's contract is reinstated subject to additional stipulations (see attached memo). All existing rate contracts were amended to require DVR Counselor and Area Supervisor prior written approval before a provider may make placement within its own business. (Copy of amendment attached.)</p> <p>The VR program integrity model has been implemented.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** Division of Vocational Rehabilitation (VR)

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
A-11/12-022	07/01/2011-10/31/2012	DVR Dental Services Authorizations	<b>No Findings:</b> Our examination of client records revealed no significant deficiencies relating to the authorization of dental services. Adequate and effective internal controls are in place to ensure effective delivery of dental services to VR clients. We also noted that the process being utilized in Unit 23F is effective and efficient, and related VR Counselor Policy Manual requirements are being met.	<b>No management response necessary.</b>	N/A
Auditor General 2013-161	6/30/2012	FA 12-027 Vocational Rehabilitation Cluster FDOE	<b>Finding:</b> The FDOE did not always ensure that eligibility determinations were made within the time frame required by Program regulations. <b>Recommendation:</b> We recommend that FDOE management emphasize to its counselors the importance of timely completing eligibility determinations.	<b>State Agency Response and Corrective Action Plan:</b> VR continues to communicate and emphasize adherence to prescribed procedures during bi-annual supervisor meetings, new counselor training and follow-up training, area director meetings, and counselor performance reviews. <b>Estimated Corrective Action Date:</b> Activities are ongoing	N/A

## Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): EDUCATION/VOCATIONAL REHABILITATION

Agency Budget Officer/OPB Analyst Name: LaCheryl Redman

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.

	Program or Service (Budget Entity Codes)			
Action	48160000			

### 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes			
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes			

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes			
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes			
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.				

### 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?	Yes			
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes			
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes			
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes			

### 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.	Yes			
---	-----	--	--	--

### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes			
--	-----	--	--	--

		Program or Service (Budget Entity Codes)			
Action		48160000			
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? ( <b>EXBR, EXBC - Report should print "Records Selected Net To Zero"</b> )	Yes			
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 subtitle "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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
AUDITS:					
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	Yes			
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 2012-13 approved budget. Amounts should be positive.				

		Program or Service (Budget Entity Codes)			
Action		48160000			
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP	Exhibit D-3 is no longer 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.				
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	Yes			
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?	Yes			
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 and E-5 of the LBR Instructions.)	Yes			
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.	Yes			
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.	Yes			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A			

		Program or Service (Budget Entity Codes)			
Action		48160000			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	Yes			
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Yes			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 of the LBR Instructions.				

		Program or Service (Budget Entity Codes)			
Action		48160000			
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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2718, 2555, 2543 and 2612			

		Program or Service (Budget Entity Codes)			
Action		48160000			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			



		Program or Service (Budget Entity Codes)			
Action		48160000			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
AUDIT:					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <b>(BRAR, BRAA - Report should print "No Records Selected For This Request")</b> Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	Yes			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	Yes			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	Yes			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	Yes			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			

		Program or Service (Budget Entity Codes)			
Action		48160000			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, Rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
<b>TIP</b>	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				

		Program or Service (Budget Entity Codes)			
Action		48160000			
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.				
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			

State of Florida  
Department of Education  
Blind Services



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Blind Services



2014-15  
Schedule I Series

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2014 - 2015 48 EDUCATION
<b>Trust Fund Title:</b>	ADMINISTRATIVE TRUST FUND
<b>Budget Entity:</b>	48180000 - DIVISION OF BLIND SERVICES
<b>LAS/PBS Fund Number:</b>	2021

	Balance as of 6/30/2013	SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	0 (A)		0
ADD: Other Cash (See Instructions)			0
ADD: Investments			0
ADD: Outstanding Accounts Receivable			0
ADD: _____			0
<b>Total Cash plus Accounts Receivable</b>	<b>0</b> (F)	<b>0</b>	<b>0</b>
LESS: Allowances for Uncollectibles			0
LESS: Approved "A" Certified Forwards			0
Approved "B" Certified Forwards			0
Approved "FCO" Certified Forwards			0
LESS: Other Accounts Payable (Nonoperating)			0
LESS: _____			0
<b>Unreserved Fund Balance, 07/01/13</b>	<b>0</b> (K)	<b>0</b>	<b>0</b> **

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>FEDERAL REHABILITATION TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48180000 BLIND SERVICES</b>
	<b>2270</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	1,001,045.33	(A)	-	1,001,045.33
ADD: Other Cash (See Instructions)		(B)	-	-
ADD: Investments		(C)	-	-
ADD: Outstanding Accounts Receivable	545,067.49	(D)	-	545,067.49
ADD: <u>Anticipated Grant Revenue</u>	325,940.99	(E)	-	325,940.99
<b>Total Cash plus Accounts Receivable</b>	<b>1,872,053.81</b>	(F)	<b>-</b>	<b>1,872,053.81</b>
LESS: Allowances for Uncollectibles	12,155.17	(G)	-	12,155.17
LESS: Approved "A" Certified Forwards	1,527,267.53	(H)	-	1,527,267.53
Approved "B" Certified Forwards	325,656.57	(H)	-	325,656.57
Approved "FCO" Certified Forwards		(H)	-	-
LESS: Other Accounts Payable (Nonoperating)	6,974.54	(I)	-	6,974.54
LESS: _____		(J)	-	-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>(0.00)</b>	(K)	<b>-</b>	<b>(0.00)**</b>

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<u>Budget Period: 2014 - 2015</u>
<b>Trust Fund Title:</b>	<u>48 EDUCATION</u>
<b>Budget Entity:</b>	<u>GRANTS &amp; DONATIONS TRUST FUND</u>
<b>LAS/PBS Fund Number:</b>	<u>48180000 BLIND SERVICES</u>
	<u>2339</u>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	9,029.58	(A)		9,029.58
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable		(D)		-
ADD: <u>Anticipated Revenue</u>	73,073.47	(E)		73,073.47
<b>Total Cash plus Accounts Receivable</b>	<b>82,103.05</b>	(F)	-	<b>82,103.05</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards		(H)		-
Approved "B" Certified Forwards	82,103.05	(H)		82,103.05
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS:		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	-	(K)	-	-

**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.



**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**ADMINISTRATIVE TRUST FUND**

**LAS/PBS Fund Number:**

**2021**

**BE: 48180000**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

(A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

(E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

(F)

**DIFFERENCE:**

(G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

48 EDUCATION

**Trust Fund Title:**

FEDERAL REHABILITATION TRUST FUND

**LAS/PBS Fund Number:**

2270

**BE: 48180000**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

(A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

Anticipated Grant Revenue

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

(E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

(F)

**DIFFERENCE:**

(G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

Budget Period: 2014 - 2015

Department Title:

48 EDUCATION

Trust Fund Title:

GRANTS & DONATIONS TRUST FUND

LAS/PBS Fund Number:

2339

BE: 48180000

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

(A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

Anticipated Revenue

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

(E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

(F)

**DIFFERENCE:**

(G)\*

**\*SHOULD EQUAL ZERO.**

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** Division of Blind Services

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General Report # 2013-133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	<p><b>Finding 1.</b> Eligibility Determination Efficiency: The efficiency of the State’s public assistance eligibility determination processes could be improved. We found that for several programs, identifying information, such as social security numbers, was not always required, no documentation was required in support of significant applicant-reported information, and some processes were duplicated by administering State agencies.</p> <p><b>Recommendation:</b> We recommend that the State consider requiring all applicants to submit common background information, including but not limited to, social security numbers and documentation in support of certain representations made in public assistance applications, such as, for example, the applicant’s identity. We also recommend that the Legislature require the DCF, with the cooperation of other agencies of State government, to conduct a study of the feasibility and cost-effectiveness of the centralization and consolidation of the public assistance application and eligibility determination processes.</p>	<p><b>Management Response March 14, 2013:</b>The Divisions of Blind Services (DBS) and Vocational Rehabilitation (VR) did not have any cases in which social security numbers were not recorded. Documentation of an SSN (i.e., green card, work permit) and documents that establish employment eligibility are required for the VR program; however, eligibility determination for DBS or VR services is not based on eligibility for public assistance services provided by other agencies. Income verification is required in order to provide potential DBS clients with technical assistance equipment DBS and VR agree that collecting and recording applicant identity information such as social security numbers are processes that duplicate the requirements of other public assistance agencies. We will cooperate with other agencies as needed in order to determine the feasibility and cost-effectiveness of a centralized and consolidated public assistance application or establishment of a state portal. We are required by the federal government’s Rehabilitation Services Administration (RSA) to collect and provide specific eligibility information that may not be required for other Agencies.</p>	N/A

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**Budget Period: 2012-2013**

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Auditor General Report # 2013-133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	Finding 1 continued from previous page.	<p><b>Management Response September 13, 2013:</b></p> <p>The divisions of Blind Services (DBS) and Vocational Rehabilitation (VR) continue to require documentation of social security numbers and documents that establish employment eligibility as required for the VR program and income verification in accordance with other program requirements (see March 14, 2013 response).</p> <p>DBS and VR have not been made aware of any legislatively mandated feasibility and cost-effectiveness studies, but will cooperate with other agencies as needed. We are required by the federal government's Rehabilitation Services Administration (RSA) to collect and provide specific eligibility information that may not be required for other agencies.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

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Auditor General Report # 2013-133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	<p><b>Finding 2.</b> State Records Integrity: Our review of enrollment in 42 of the selected public assistance programs during the month of December 2011 disclosed that 43 percent of the recipients were enrolled in at least two programs. For a selection of these recipients, we compared the information shown in the records of each of the administering agencies and found numerous instances in which the information shown in the records of one agency, concerning such matters as employment status, household income, family size, and participation in other public assistance programs, differed from that shown in the records of other agencies. Such differences, in some instances, may indicate the existence of fraud or record errors which could result in improper payments.</p> <p><b>Recommendation:</b> We recommend that State agencies examine the feasibility of sharing data and performing additional matches in order to identify and resolve inconsistencies in recipient information.</p>	<p><b>Management Response March 14, 2013:</b> DBS and VR provide specialized services to blind, visually impaired, and otherwise disabled individuals that are not duplicated by other public assistance agencies. DBS and VR coordinate caseload services for consumers with multiple disabilities. Enrollment in more than one public assistance program does not exclude a client from being determined eligible for DBS or VR services. Different information recorded by other state programs does not affect DBS or VR program eligibility and benefit amounts, with the exception of household income verification, which determines how much money can be spent on adaptive equipment (as mentioned in the Response to Finding 1). Both DBS and VR agree that it may be feasible to share or verify common data, such as household income, as long as it is not in violation of RSA requirements. DBS and VR continue to utilize data exchange agreements with the Social Security Administration (SSA). In August 2013, the SSA completed a compliance review of DBS and verified that appropriate safeguards remain in place to protect the confidentiality of information supplied by SSA;</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012-2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** Division of Blind Services

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(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General Report # 2013-133	12/31/2011 Issued Date: March 2013	Public Assistance Eligibility Determination Process	Finding 2 continued from previous page.	<p>DBS had no findings. DBS will initiate a dialogue with Department of Children and Families (DCF) to assess the feasibility of sharing/validating common data elements (i.e., Temporary Assistance for Needy Families – TANF) that could impact duplication of benefits. VR will work with DBS and other state agencies to determine the feasibility of sharing data and performing additional matches to identify inconsistencies in recipient information. Management Response September 13, 2013:</p> <p>DBS and VR continue to utilize data exchange agreements with the Social Security Administration (SSA). In August 2013, the SSA completed a compliance review of DBS and verified that appropriate safeguards remain in place to protect the confidentiality of information supplied by SSA; DBS had no findings. DBS will initiate a dialogue with Department of Children and Families (DCF) to assess the feasibility of sharing/validating common data elements (i.e., Temporary Assistance for Needy Families – TANF) that could impact duplication of benefits. VR will work with DBS and other state agencies to determine the feasibility of sharing data and performing additional matches to identify inconsistencies in recipient information.</p>	N/A





		Program or Service (Budget Entity Codes)			
Action		4818000			
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? ( <b>EXBR, EXBC - Report should print "Records Selected Net To Zero"</b> )	Yes			
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 subtitle "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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	Yes, rounding			
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 2012-13 approved budget. Amounts should be positive.				

		Program or Service (Budget Entity Codes)			
Action		4818000			
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.					
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP Exhibit D-3 is no longer 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.					
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	Yes			
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?	Yes			
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 and E-5 of the LBR Instructions.)	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.	Yes			
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.	Yes			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	Yes			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB 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			

		Program or Service (Budget Entity Codes)			
Action		4818000			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	Yes			
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	Yes			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	Yes, Corresponding issue in BE 4880.			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 of the LBR Instructions.				

		Program or Service (Budget Entity Codes)			
Action		48180000			
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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380.			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543, and 2612.			

		Program or Service (Budget Entity Codes)			
Action		48180000			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			

		Program or Service (Budget Entity Codes)			
Action		4818000			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
AUDIT:					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <b>(BRAR, BRAA - Report should print "No Records Selected For This Request")</b> Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	Yes			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	Yes			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> <b>(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			

		Program or Service (Budget Entity Codes)			
Action		48180000			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			



		Program or Service (Budget Entity Codes)			
Action		48180000			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.				
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			



State of Florida  
Department of Education  
Private Colleges and Universities



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Private Colleges and Universities



2014-15  
Schedule I Series

# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): DOE/48190000 - Private Colleges & Universities

Agency Budget Officer/OPB Analyst Name: Amy Hammock

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.

	Program or Service (Budget Entity Codes)		
Action	4819		

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes			
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes			

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes			
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes			
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.				

## 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?	Yes			
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes			
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes			
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes			

## 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.	N/A			
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### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes			
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		Program or Service (Budget Entity Codes)			
Action		4819			
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? ( <b>EXBR, EXBC - Report should print "Records Selected Net To Zero"</b> )	Yes			
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 subtitle "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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	Yes			
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 2012-13 approved budget. Amounts should be positive.				

		Program or Service (Budget Entity Codes)			
Action		4819			
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.					
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP Exhibit D-3 is no longer 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.					
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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.	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Yes			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB 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			

		Program or Service (Budget Entity Codes)			
Action		4819			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> 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 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 of the LBR Instructions.				



		Program or Service (Budget Entity Codes)			
Action		4819			
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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380.			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543, and 2612.			

		Program or Service (Budget Entity Codes)			
Action		4819			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			



		Program or Service (Budget Entity Codes)			
Action		4819			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
AUDIT:					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <b>(BRAR, BRAA - Report should print "No Records Selected For This Request")</b> Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> <b>(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			

		Program or Service (Budget Entity Codes)			
Action		4819			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			

		Program or Service (Budget Entity Codes)			
Action		4819			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.				
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			

State of Florida  
Department of Education  
Student Financial Aid Program -  
State



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State



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		Student Financial Aid - State			
Action		48200200			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences need to be corrected in Column A01.)</b>	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences need to be corrected in Column A01.)</b>	Yes - Rounding			
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 2012-13 approved budget. Amounts should be positive.				
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP	Exhibit D-3 is no longer 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.				
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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.	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Yes			

		Student Financial Aid - State				
Action		48200200				
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A				
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A				
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A				
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A				
7.14	Do the amounts reflect appropriate FSI assignments?	Yes				
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.	Yes				
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A				
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A				
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A				
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter				
<b>AUDIT:</b>						
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes				
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A				
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A				
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A				
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 66 through 70 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.					



		Student Financial Aid - State				
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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 2013-14 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.					
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>						
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes				
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes				
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes				
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380				
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)?	Yes				
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?	Yes				
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				
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes				
8.10	Are the statutory authority references correct?	Yes				
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes				
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust Funds 2178, 2555, 2543, and 2612				
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes				
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes				
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes				
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes				
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes				
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?	Yes				
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?	Yes				
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes				
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes				

Action		Student Financial Aid - State				
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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.)	Yes				
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes				
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes				
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes				
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?	Yes				
8.27	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?	Yes				
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes				
<b>AUDITS:</b>						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes				
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes				
8.31	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. ( <b>SC1R, DEPT</b> )	Yes				
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.					
<b>9. SCHEDULE II (PSCR, SC2)</b>						
<b>AUDIT:</b>						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A				
<b>10. SCHEDULE III (PSCR, SC3)</b>						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A				
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A				
<b>11. SCHEDULE IV (EADR, SC4)</b>						
11.1	Are the correct Information Technology (IT) issue codes used?	N/A				
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>						
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 now be included in the priority listing.	Yes				
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>						
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>					

		Student Financial Aid - State				
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<b>14. SCHEDULE VIII B-2 (EADR, S8B2)</b>		Department Level Responses				
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes				
<b>15. SCHEDULE VIII C (EADR, S8C) (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		Department Level Responses				
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A				
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes				
15.3	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?	Yes				
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes				
15.5	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?	Yes				
<b>AUDIT:</b>						
15.6	Do the issues net to zero at the department level?( <b>GENR, LBR5</b> )	Yes				
<b>16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses				
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (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.)	Yes				
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880				
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>		Department Level Responses				
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, Rounding				
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes				
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXXX or 14XXXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes				
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes				
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, The Florida School for the Deaf and Blind, and SB 1852 Supplemental				
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					

		Student Financial Aid - State				
Action		48200200				
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>						
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes				
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes				
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes				
<b>AUDITS - GENERAL INFORMATION</b>						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>						
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A				
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A				
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A				
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A				
18.5	Are the appropriate counties identified in the narrative?	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				
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.					
<b>19. FLORIDA FISCAL PORTAL</b>						
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes				

State of Florida  
Department of Education  
Student Financial Aid Program -  
Federal



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Student Financial Aid Program -  
Federal



2014-15  
Schedule I Series

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>FEDERAL GRANTS TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48200300 - STUDENT FINANCIAL AID PROGRAM - FEDERAL</b>
	<b>2261</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	[ ]	(A)	[ ]	-
ADD: Other Cash (See Instructions)	[ ]	(B)	[ ]	-
ADD: Investments	[ ]	(C)	[ ]	-
ADD: Outstanding Accounts Receivable	[ ]	(D)	[ ]	-
ADD: <u>Anticipated Grant Revenue</u>	198,149.74	(E)	[ ]	198,149.74
<b>Total Cash plus Accounts Receivable</b>	<b>198,149.74</b>	(F)	-	<b>198,149.74</b>
LESS: Allowances for Uncollectibles	[ ]	(G)	[ ]	-
LESS: Approved "A" Certified Forwards	6,728.33	(H)	[ ]	6,728.33
Approved "B" Certified Forwards	191,421.41	(H)	[ ]	191,421.41
Approved "FCO" Certified Forwards	[ ]	(H)	[ ]	-
LESS: Other Accounts Payable (Nonoperating)	[ ]	(I)	[ ]	-
LESS: _____	[ ]	(J)	[ ]	-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>-</b>	(K)	<b>-</b>	<b>-</b> **

**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.

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**FEDERAL GRANTS TRUST FUND**

**LAS/PBS Fund Number:**

**2261**

**BE: 48200300**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

(A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

Anticipated Grant Revenue

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

(E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

(F)

**DIFFERENCE:**

(G)\*

**\*SHOULD EQUAL ZERO.**



## Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education/Student Financial Aid Program - Federal

Agency Budget Officer/OPB Analyst Name: Amy Hammock

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	Student Financial Assistance - Federal 48200300
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### 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes				
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes				

#### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes				
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes				
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

### 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?	Yes				
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes				
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes				
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes				

### 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.	N/A				
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#### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes				
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	Yes				
<b>TIP</b> Generally look for and be able to fully explain significant differences between A02 and A03.					
<b>TIP</b> 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.					
<b>TIP</b> 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, the 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 61 of the LBR Instructions?	Yes				
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		Student Financial Assistance - Federal			
Action		48200300			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
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")	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.)	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.)	Yes			
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 2012-13 approved budget. Amounts should be positive.				
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP	Exhibit D-3 is no longer 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.				
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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.	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			

Action		Student Financial Assistance - Federal				
		48200300				
7.9	Does the issue narrative reference the specific county(ies) where applicable?	Yes				
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 #13-003?	N/A				
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A				
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	Yes				
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A				
7.14	Do the amounts reflect appropriate FSI assignments?	Yes				
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.	N/A				
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A				
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A				
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A				
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter				
<b>AUDIT:</b>						
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes				
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A				
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A				
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A				
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.					

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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust Funds 2178, 2555, 2543, and 2612			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			

		Student Financial Assistance - Federal				
Action		48200300				
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.)	Yes				
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes				
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes				
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes				
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?	Yes				
8.27	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?	Yes				
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes				
<b>AUDITS:</b>						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes				
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes				
8.31	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. ( <b>SC1R, DEPT</b> )	Yes				
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.					
<b>9. SCHEDULE II (PSCR, SC2)</b>						
<b>AUDIT:</b>						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A				
<b>10. SCHEDULE III (PSCR, SC3)</b>						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A				
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A				
<b>11. SCHEDULE IV (EADR, SC4)</b>						
11.1	Are the correct Information Technology (IT) issue codes used?	N/A				
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>						
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 now be included in the priority listing.	Yes				
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>						
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>					

14. SCHEDULE VIII B-2 (EADR, S8B2)	Department Level Responses				
14.1 Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes				
15. SCHEDULE VIII C (EADR, S8C) (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)	Department Level Responses				
15.1 Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A				
15.2 Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes				
15.3 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?	Yes				
15.4 Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes				
15.5 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?	Yes				
AUDIT:					
15.6 Do the issues net to zero at the department level?(GENR, LBR5)	Yes				
16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)	Department Level Responses				
16.1 Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes				
16.2 Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880				
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:					
	Department Level Responses				
16.3 Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Yes, Rounding				
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")	Yes				
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")	Yes				
16.6 Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes				
16.7 Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Yes, reconciling items are rounding, FCO reversions, The Florida School for the Deaf and Blind, and SB 1852 Supplemental				
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					

		Student Financial Assistance - Federal				
Action		48200300				
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes				
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes				
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes				
<b>AUDITS - GENERAL INFORMATION</b>						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>						
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A				
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A				
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A				
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A				
18.5	Are the appropriate counties identified in the narrative?	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				
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.					
<b>19. FLORIDA FISCAL PORTAL</b>						
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes				



State of Florida  
Department of Education  
Voluntary Prekindergarten  
Education



2014-15  
Exhibits or Schedules



State of Florida  
Department of Education  
Voluntary Prekindergarten  
Education



2014-15  
Schedule I Series

# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education/Office of Early Learning
Agency Budget Officer/OPB Analyst Name: Bill Ammons/

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.

	Program or Service (Budget Entity Codes)				
Action	48220300	48220400			

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>					
	Y	Y			
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>					
	Y	Y			

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>					
	Y	Y			
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>					
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

## 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			
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?					
	Y	Y			
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?					
	Y	Y			
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?					
	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.					
	N/A	N/A			

### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>					
	Y	Y			
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>					
	Y	Y			

		Program or Service (Budget Entity Codes)				
Action		48220300	48220400			
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, the Special Categories appropriation category (10XXXX) should be used.					
<b>4. EXHIBIT D (EADR, EXD)</b>						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Y	Y			
4.2	Is the program component code and title used correct?	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.					
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)					
<b>AUDITS:</b>						
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Y	Y			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences need to be corrected in Column A01.)</b>	Y	Y			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences need to be corrected in Column A01.)</b>	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 2012-13 approved budget. Amounts should be positive.					
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.					
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>						
6.1	Are issues appropriately aligned with appropriation categories?					

		Program or Service (Budget Entity Codes)				
Action		48220300	48220400			
TIP Exhibit D-3 is no longer 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.						
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y	Y			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Y	Y			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	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			
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 and E-5 of the LBR Instructions.)	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			
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.	N/A	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	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			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	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			

Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> 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 or 55C01C0)?	Y	Y			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	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 as requested in Memo# 14-006?					
<b>AUDIT:</b>						
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Y	Y			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	Y	Y			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	Y	Y			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	Y	Y			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.					
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 2013-14 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.					

	Program or Service (Budget Entity Codes)				
Action	48220300	48220400			

<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	N/A	Y		
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	N/A	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)?	N/A	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		
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)?	N/A	N/A		
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?	N/A	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		
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	N/A	Y		
8.10	Are the statutory authority references correct?	N/A	Y		
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	N/A	Y		
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	N/A	N/A		
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	N/A	N/A		
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	N/A	Y		
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	N/A	Y		
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	N/A	Y		
8.17	If applicable, are nonrecurring revenues entered into Column A04?	N/A	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?	N/A	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		

Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	N/A	Y			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	N/A	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.)	N/A	Y			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	N/A	Y			
8.24	Are prior year September operating reversions appropriately shown in column A01?	N/A	Y			
8.25	Are current year September operating reversions appropriately shown in column A02?	N/A	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?	N/A	Y			
8.27	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?	N/A	Y			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	N/A	Y			
<b>AUDITS:</b>						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	N/A	Y			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	N/A	Y			
8.31	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. ( <b>SC1R, DEPT</b> )	N/A				
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.					
<b>9. SCHEDULE II (PSCR, SC2)</b>						
<b>AUDIT:</b>						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A	Y			
<b>10. SCHEDULE III (PSCR, SC3)</b>						



Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A	Y			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>						
11.1	Are the correct Information Technology (IT) issue codes used?	N/A	Y			
TIP If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.						
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>						
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 now be included in the priority listing.					
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>						
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>	N/A	N/A			
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>						
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Y	Y			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> <b>(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>						
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	Y	Y			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Y	Y			
15.3	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?	Y	Y			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Y	Y			
15.5	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?	Y	Y			
<b>AUDIT:</b>						
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Y	Y			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>						
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y	Y			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>						



Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	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)? ( <b>Audit #1 should print "No Activities Found"</b> )	Y	Y			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Y	Y			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y	Y			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Y	Y			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>						
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Y	Y			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y	Y			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y			
<b>AUDITS - GENERAL INFORMATION</b>						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>						
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.					
<b>19. FLORIDA FISCAL PORTAL</b>						

	Program or Service (Budget Entity Codes)				
Action	48220300	48220400			
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			

State of Florida  
Department of Education  
Early Learning Services



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Early Learning Services



2014-15  
Schedule I Series

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>FEDERAL GRANTS TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48220400- EARLY LEARNING SERVICES</b>
	<b>2261</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	124.70	(A)		124.70
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable		(D)		-
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>124.70</b>	(F)	-	<b>124.70</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards		(H)		-
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>124.70</b>	(K)	-	<b>124.70</b> **

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<u>Budget Period: 2014 - 2015</u>
<b>Trust Fund Title:</b>	<u>48 EDUCATION</u>
<b>Budget Entity:</b>	<u>GRANTS &amp; DONATIONS TRUST FUND</u>
<b>LAS/PBS Fund Number:</b>	<u>48220400 EARLY LEARNING SERVICES</u>
	<u>2339</u>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	103,124.16	(A)		103,124.16
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable		(D)		-
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>103,124.16</b>	(F)	<b>0</b>	<b>103,124.16</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	770.45	(H)		770.45
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>102,353.71</b>	(K)	<b>0</b>	<b>102,353.71</b> **

**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.

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:** 48 EDUCATION  
**Trust Fund Title:** FEDERAL GRANTS TRUST FUND  
**LAS/PBS Fund Number:** 2261 **BE: 48220400**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  (A)  
GLC 539XX for proprietary and fiduciary funds

**Subtract Nonspendable Fund Balance (GLC 56XXX)**  (B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description  (C)

SWFS Adjustment # and Description  (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS  (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS  (D)

A/P not C/F-Operating Categories  (D)

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**  (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**  (F)

**DIFFERENCE:**  (G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**GRANTS & DONATIONS TRUST FUND**

**LAS/PBS Fund Number:**

**2339**

**BE: 48220400**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**102,353.71** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**102,353.71** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**102,353.71** (F)

**DIFFERENCE:**

**0.00** (G)\*

**\*SHOULD EQUAL ZERO.**



# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education/Office of Early Learning  
 Agency Budget Officer/OPB Analyst Name: Bill Ammons/

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)				
	48220300	48220400			

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Y	Y			
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Y	Y			

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Y	Y			
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>					

**TIP** The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.

## 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			
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y			
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Y	Y			
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	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.	N/A	N/A			
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### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Y	Y			
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	Y	Y			

		Program or Service (Budget Entity Codes)				
Action		48220300	48220400			
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, the Special Categories appropriation category (10XXXX) should be used.					
<b>4. EXHIBIT D (EADR, EXD)</b>						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Y	Y			
4.2	Is the program component code and title used correct?	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.					
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)					
<b>AUDITS:</b>						
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Y	Y			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences need to be corrected in Column A01.)</b>	Y	Y			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences need to be corrected in Column A01.)</b>	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 2012-13 approved budget. Amounts should be positive.					
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.					
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>						
6.1	Are issues appropriately aligned with appropriation categories?					

		Program or Service (Budget Entity Codes)				
Action		48220300	48220400			
TIP Exhibit D-3 is no longer 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.						
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y	Y			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Y	Y			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	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			
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 and E-5 of the LBR Instructions.)	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			
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.	N/A	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	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			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	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			

Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> 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 or 55C01C0)?	Y	Y			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	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 as requested in Memo# 14-006?					
<b>AUDIT:</b>						
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Y	Y			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	Y	Y			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	Y	Y			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	Y	Y			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.					
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 2013-14 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.					

	Program or Service (Budget Entity Codes)				
Action	48220300	48220400			

<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	N/A	Y		
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	N/A	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)?	N/A	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		
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)?	N/A	N/A		
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?	N/A	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		
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	N/A	Y		
8.10	Are the statutory authority references correct?	N/A	Y		
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	N/A	Y		
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	N/A	N/A		
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	N/A	N/A		
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	N/A	Y		
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	N/A	Y		
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	N/A	Y		
8.17	If applicable, are nonrecurring revenues entered into Column A04?	N/A	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?	N/A	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		

Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	N/A	Y			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	N/A	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.)	N/A	Y			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	N/A	Y			
8.24	Are prior year September operating reversions appropriately shown in column A01?	N/A	Y			
8.25	Are current year September operating reversions appropriately shown in column A02?	N/A	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?	N/A	Y			
8.27	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?	N/A	Y			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	N/A	Y			
<b>AUDITS:</b>						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	N/A	Y			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	N/A	Y			
8.31	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. ( <b>SC1R, DEPT</b> )	N/A				
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.					
<b>9. SCHEDULE II (PSCR, SC2)</b>						
<b>AUDIT:</b>						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A	Y			
<b>10. SCHEDULE III (PSCR, SC3)</b>						

Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A	Y			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>						
11.1	Are the correct Information Technology (IT) issue codes used?	N/A	Y			
TIP If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.						
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>						
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 now be included in the priority listing.					
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>						
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>	N/A	N/A			
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>						
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Y	Y			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> <b>(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>						
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	Y	Y			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Y	Y			
15.3	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?	Y	Y			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Y	Y			
15.5	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?	Y	Y			
<b>AUDIT:</b>						
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Y	Y			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>						
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y	Y			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>						



Action		Program or Service (Budget Entity Codes)				
		48220300	48220400			
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	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)? ( <b>Audit #1 should print "No Activities Found"</b> )	Y	Y			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Y	Y			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y	Y			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Y	Y			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>						
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Y	Y			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y	Y			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y			
<b>AUDITS - GENERAL INFORMATION</b>						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>						
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.					
<b>19. FLORIDA FISCAL PORTAL</b>						



	Program or Service (Budget Entity Codes)				
Action	48220300	48220400			
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			

State of Florida  
Department of Education  
State Grants/K-12 Programs  
FEFP



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
State Grants/K-12 Programs  
FEFP



2014-15  
Schedule I Series



	Florida Education Finance Program
Action	48250300

**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 61 of the LBR Instructions?	Yes				
4.2 Is the program component code and title used correct?	Yes				
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.)	Yes				
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**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")	Yes				
5.3 FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences need to be corrected in Column A01.)	Yes				
5.4 A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences need to be corrected in Column A01.)	Yes				
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 2012-13 approved budget. Amounts should be positive.					
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.					

**6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)**

6.1 Are issues appropriately aligned with appropriation categories?	Yes				
TIP Exhibit D-3 is no longer 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)**

7.1 Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes				
7.2 Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes				
7.3 Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A				
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?	N/A				
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 and E-5 of the LBR Instructions.)	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.	N/A				

		Florida Education Finance Program				
Action		48250300				
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.	N/A				
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Yes				
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A				
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A				
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A				
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A				
7.14	Do the amounts reflect appropriate FSI assignments?	Yes				
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.	N/A				
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A				
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A				
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A				
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter				
<b>AUDIT:</b>						
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes				
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A				
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A				
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A				
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.					

	Florida Education Finance Program
Action	48250300

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 66 through 70 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.	
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 2013-14 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)**

8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes				
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes				
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes				
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380				
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)?	Yes				
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?	Yes				
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				
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes				
8.10	Are the statutory authority references correct?	Yes				
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes				
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust Funds 2178, 2555, 2543, and 2612				
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes				
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes				
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes				



Action		Florida Education Finance Program				
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8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes				
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes				
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?	Yes				
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?	Yes				
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes				
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes				
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.)	Yes				
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes				
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes				
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes				
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?	Yes				
8.27	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?	Yes				
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes				
<b>AUDITS:</b>						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes				
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes				
8.31	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. ( <b>SC1R, DEPT</b> )	Yes				
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.					
<b>9. SCHEDULE II (PSCR, SC2)</b>						
<b>AUDIT:</b>						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A				



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<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>					
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>					
Department Level Responses					
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b>					
<b>(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>					
Department Level Responses					
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>					
Department Level Responses					
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
Department Level Responses					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, Rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			

		Florida Education Finance Program				
Action		48250300				
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes				
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes				
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, The Florida School for the Deaf and Blind, and SB 1852 Supplemental				
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>						
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes				
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes				
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes				
<b>AUDITS - GENERAL INFORMATION</b>						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>						
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A				
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A				
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A				
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A				
18.5	Are the appropriate counties identified in the narrative?	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				
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.					
<b>19. FLORIDA FISCAL PORTAL</b>						
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes				

State of Florida  
Department of Education  
State Grants/K-12 Programs  
NON-FEFP



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
State Grants/K-12 Programs  
NON-FEFP



2014-15  
Schedule I Series

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	Budget Period: 2014 - 2015 48 EDUCATION
<b>Trust Fund Title:</b>	FEDERAL GRANTS TRUST FUND
<b>Budget Entity:</b>	48250400 - STATE GRANTS/K12 PROGRAM - NON FEFP
<b>LAS/PBS Fund Number:</b>	2261

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	(2,505,111.16)	(A)	-	(2,505,111.16)
ADD: Other Cash (See Instructions)		(B)	-	-
ADD: Investments		(C)	-	-
ADD: Outstanding Accounts Receivable	1,642,996.05	(D)	-	1,642,996.05
ADD: <u>Anticipated Grant Revenue</u>	40,529,791.41	(E)	-	40,529,791.41
<b>Total Cash plus Accounts Receivable</b>	<b>39,667,676.30</b>	(F)	-	<b>39,667,676.30</b>
LESS: Allowances for Uncollectibles		(G)	-	-
LESS: Approved "A" Certified Forwards	51,438.63	(H)	-	51,438.63
Approved "B" Certified Forwards	39,616,237.67	(H)	-	39,616,237.67
Approved "FCO" Certified Forwards		(H)	-	-
LESS: Other Accounts Payable (Nonoperating)		(I)	-	-
LESS:		(J)	-	-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>(0.00)</b>	(K)	-	<b>(0.00)**</b>

**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.

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

Budget Period: 2014 - 2015

Department Title:

48 EDUCATION

Trust Fund Title:

GRANTS AND DONATIONS TRUST FUND

LAS/PBS Fund Number:

2339 (FSDB)

BE 48250400

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

(A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

FSDB Current Year Payables, Not Certified

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

(E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

(F)

**DIFFERENCE:**

(G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**FEDERAL GRANTS TRUST FUND**

**LAS/PBS Fund Number:**

**2261**

**BE: 48250400**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**(931,963.74)** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

\_\_\_\_\_ (B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

\_\_\_\_\_ (C)

SWFS Adjustment # and Description

\_\_\_\_\_ (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

**(39,616,237.67)** (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

\_\_\_\_\_ (D)

A/P not C/F-Operating Categories

**18,410.00** (D)

Anticipated Grant Revenue

**40,529,791.41** (D)

\_\_\_\_\_ (D)

\_\_\_\_\_ (D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**(0.00)** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**(0.00)** (F)

**DIFFERENCE:**

**0.00** (G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**GRANTS AND DONATIONS TRUST FUND**

**LAS/PBS Fund Number:**

**2339 (FSDB)**

**BE 48250400**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**606,747.24** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

0.00 (B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

0.00 (C)

SWFS Adjustment # and Description

0.00 (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

0.00 (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

0.00 (D)

A/P not C/F-Operating Categories

0.00 (D)

FSDB Current Year Payables, Not Certified

41,231.96 (D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**647,979.20** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**647,979.20** (F)

**DIFFERENCE:**

**0.00** (G)\*

**\*SHOULD EQUAL ZERO.**



## Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education/State Grants/K-12 Program - Non FEFP

Agency Budget Officer/OPB Analyst Name: Amy Hammock

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.

	Program or Service (Budget Entity Codes)			
Action	48250400			

### 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes			
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes			

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes			
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes			
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.				

### 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?	Yes			
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes			
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes			
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes			

### 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.	Yes			
---	-----	--	--	--

### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes			
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250400			
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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences need to be corrected in Column A01.)</b>	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences need to be corrected in Column A01.)</b>	Yes, rounding and FSDB			
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 2012-13 approved budget. Amounts should be positive.				
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250400			
<b>TIP</b> Exhibit D-3 is no longer 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.					
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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.	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
7.15	Are the 33XXXXX0 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 33XXXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	N/A			

		Program or Service (Budget Entity Codes)			
Action		48250400			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.				
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 2013-14 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.				

		Program or Service (Budget Entity Codes)			
Action		48250400			
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543, and 2612.			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250400			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
<b>AUDIT:</b>					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			

		Program or Service (Budget Entity Codes)			
Action		48250400			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
<b>TIP</b>	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDITS:</b>					
15.6	Do the issues net to zero at the department level? (GENR, LBR5)	Yes			
<b>16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250400			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
TIP If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			



		Program or Service (Budget Entity Codes)		
Action		48250400		
<b>TIP</b> 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.				
<b>19. FLORIDA FISCAL PORTAL</b>				
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes		

State of Florida  
Department of Education  
Federal Grants K-12 Program



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Federal Grants K-12 Program



2014-15  
Schedule I Series

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>ADMINISTRATIVE TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48250500 - FEDERAL GRANTS K/12 PROGRAM</b>
	<b>2021</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	-	(A)		-
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable		(D)		-
ADD: Anticipated Transfer from 48800000/2021	44,776.12	(E)		44,776.12
<b>Total Cash plus Accounts Receivable</b>	<b>44,776.12</b>	(F)	-	<b>44,776.12</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards	44,776.12	(H)		44,776.12
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	-	(K)	-	-

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>FEDERAL GRANTS TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48250500 - FEDERAL GRANTS K/12 PROGRAM</b>
	<b>2261</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	(49,355.71)	(A)		(49,355.71)
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable	1,586,194.51	(D)		1,586,194.51
ADD: <u>Anticipated Grant Revenue</u>	97,021,472.18	(E)		97,021,472.18
<b>Total Cash plus Accounts Receivable</b>	<b>98,558,310.98</b>	(F)	-	<b>98,558,310.98</b>
LESS: Allowances for Uncollectibles	54,339.48	(G)		54,339.48
LESS: Approved "A" Certified Forwards	1,856,052.79	(H)		1,856,052.79
Approved "B" Certified Forwards	96,630,008.36	(H)		96,630,008.36
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	17,910.35	(I)		17,910.35
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>0.00</b>	(K)	-	<b>0.00</b> **

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<u>Budget Period: 2014 - 2015</u>
<b>Trust Fund Title:</b>	<u>48 EDUCATION</u>
<b>Budget Entity:</b>	<u>GRANTS &amp; DONATIONS TRUST FUND</u>
<b>LAS/PBS Fund Number:</b>	<u>48250500 - FEDERAL GRANTS K/12 PROGRAM</u>
	<u>2339</u>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	(1,138.60)	(A)		(1,138.60)
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	667,042.46	(C)		667,042.46
ADD: Outstanding Accounts Receivable	1,628.17	(D)		1,628.17
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>667,532.03</b>	(F)	<b>0</b>	<b>667,532.03</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards		(H)		-
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	66.53	(I)		66.53
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>667,465.50</b>	(K)	<b>0</b>	<b>667,465.50</b> **

**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.

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**ADMINISTRATIVE TRUST FUND**

**LAS/PBS Fund Number:**

**2021**

**BE: 48250500**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

(A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

Anticipated Transfer from 48800000/2021

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

(E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

(F)

**DIFFERENCE:**

(G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**FEDERAL GRANTS TRUST FUND**

**LAS/PBS Fund Number:**

**2261**

**BE: 48250500**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**(443,179.29)** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

\_\_\_\_\_ (B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

\_\_\_\_\_ (C)

SWFS Adjustment # and Description

\_\_\_\_\_ (C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

**(96,630,008.36)** (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

\_\_\_\_\_ (D)

A/P not C/F-Operating Categories

**51,715.47** (D)

Anticipated Grant Revenue

**97,021,472.18** (D)

\_\_\_\_\_ (D)

\_\_\_\_\_ (D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**0.00** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**0.00** (F)

**DIFFERENCE:**

**(0.00)** (G)\*

**\*SHOULD EQUAL ZERO.**



**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**GRANTS & DONATIONS TRUST FUND**

**LAS/PBS Fund Number:**

**2339**

**BE: 48250500**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**667,465.50** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**667,465.50** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**667,465.50** (F)

**DIFFERENCE:**

**0.00** (G)\*

**\*SHOULD EQUAL ZERO.**

# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Department of Education/Federal Grants K-12 Program

Agency Budget Officer/OPB Analyst Name: Amy Hammock

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.

	Program or Service (Budget Entity Codes)		
Action	48250500		

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes		
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes		

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes		
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes		
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.			

## 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?	Yes		
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes		
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes		
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes		

## 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.	N/A		
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### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes		
--	-----	--	--

		Program or Service (Budget Entity Codes)			
Action		48250500			
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? ( <b>EXBR, EXBC - Report should print "Records Selected Net To Zero"</b> )	Yes			
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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	Yes, Rounding			
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 2012-13 approved budget. Amounts should be positive.				

		Program or Service (Budget Entity Codes)		
Action		48250500		
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>				
6.1 Are issues appropriately aligned with appropriation categories?		Yes		
TIP Exhibit D-3 is no longer 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.				
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>				
7.1 Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)		Yes		
7.2 Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)		Yes		
7.3 Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?		N/A		
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?		N/A		
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 and E-5 of the LBR Instructions.)		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.		N/A		
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.		N/A		
7.8 Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?		N/A		
7.9 Does the issue narrative reference the specific county(ies) where applicable?		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 #13-003?		N/A		
7.11 When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB 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		

		Program or Service (Budget Entity Codes)			
Action		48250500			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> 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 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 of the LBR Instructions.				

		Program or Service (Budget Entity Codes)			
Action		48250500			
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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543, and 2612			

		Program or Service (Budget Entity Codes)			
Action		48250500			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250500			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
AUDIT:					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <b>(BRAR, BRAA - Report should print "No Records Selected For This Request")</b> Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> <b>(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			



		Program or Service (Budget Entity Codes)			
Action		48250500			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>		Department Level Responses			
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, Rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, amd SB 1852 supplemental			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			

		Program or Service (Budget Entity Codes)			
Action		48250500			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.				
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			

State of Florida  
Department of Education  
Educational Media and  
Technology  
Services



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Educational Media and  
Technology  
Services



2014-15  
Schedule I Series

# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Department of Education/Educational Media & Technology Services

Agency Budget Officer/OPB Analyst Name: Amy Hammock

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.

	Program or Service (Budget Entity Codes)		
Action	48250600		

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes		
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes		

## AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes		
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes		
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.			

## 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?	Yes		
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes		
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes		
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes		

## 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.	N/A		
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## AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes		
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	Yes		
<b>TIP</b> Generally look for and be able to fully explain significant differences between A02 and A03.			

		Program or Service (Budget Entity Codes)			
Action		48250600			
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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences need to be corrected in Column A01.)</b>	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences need to be corrected in Column A01.)</b>	Yes, rounding.			
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 2012-13 approved budget. Amounts should be positive.				
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP	Exhibit D-3 is no longer 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.				
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					

		Program or Service (Budget Entity Codes)			
Action		48250600			
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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.	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
7.15	Are the 33XXXXX0 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 33XXXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			



		Program or Service (Budget Entity Codes)			
Action		48250600			
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			



		Program or Service (Budget Entity Codes)			
Action		48250600			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380.			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543, and 2612.			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250600			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
<b>AUDIT:</b>					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					

		Program or Service (Budget Entity Codes)			
Action		48250600			
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
<b>TIP</b> If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C) (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A1 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding.			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250600			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.				
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			

State of Florida  
Department of Education  
Workforce Education



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Workforce Education



2014-15  
Schedule I Series

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**FEDERAL GRANTS TRUST FUND**

**LAS/PBS Fund Number:**

**2261**

**BE: 48250800**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**(105,003.58)** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

**(16,633,478.79)** (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

**16,460.00** (D)

Anticipated Grant Revenue

**16,722,022.37** (D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**0.00** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**0.00** (F)

**DIFFERENCE:**

**0.00** (G)\*

**\*SHOULD EQUAL ZERO.**

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>FEDERAL GRANTS TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48250800 - WORKFORCE EDUCATION</b>
	<b>2261</b>

	Balance as of 6/30/2013		SWFS* Adjustments		Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	[ ]	(A)	[ ]		-
ADD: Other Cash (See Instructions)	[ ]	(B)	[ ]		-
ADD: Investments	[ ]	(C)	[ ]		-
ADD: Outstanding Accounts Receivable	[ ]	(D)	[ ]		-
ADD: <u>Anticipated Grant Revenue</u>	16,722,022.37	(E)	[ ]		16,722,022.37
<b>Total Cash plus Accounts Receivable</b>	<b>16,722,022.37</b>	(F)	-		<b>16,722,022.37</b>
LESS: Allowances for Uncollectibles	[ ]	(G)	[ ]		-
LESS: Approved "A" Certified Forwards	88,543.58	(H)	[ ]		88,543.58
Approved "B" Certified Forwards	16,633,478.79	(H)	[ ]		16,633,478.79
Approved "FCO" Certified Forwards	[ ]	(H)	[ ]		-
LESS: Other Accounts Payable (Nonoperating)	[ ]	(I)	[ ]		-
LESS: _____	[ ]	(J)	[ ]		-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>-</b>	(K)	<b>-</b>		<b>-</b> **

**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.



# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education/Workforce Education

Agency Budget Officer/OPB Analyst Name: Amy Hammock

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.

	Program or Service (Budget Entity Codes)		
Action	48250800		

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes		
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes		

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes		
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes		
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.			

## 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?	Yes		
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes		
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes		
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes		

## 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.	N/A		
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### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes		
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	Yes		
<b>TIP</b> Generally look for and be able to fully explain significant differences between A02 and A03.			

		Program or Service (Budget Entity Codes)			
Action		48250800			
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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences need to be corrected in Column A01.)</b>	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences need to be corrected in Column A01.)</b>	Yes			
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 2012-13 approved budget. Amounts should be positive.				
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP	Exhibit D-3 is no longer 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.				
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					

		Program or Service (Budget Entity Codes)			
Action		48250800			
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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.	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			

		Program or Service (Budget Entity Codes)			
Action		48250800			
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250800			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176 and 2380.			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543, and 2612.			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			

		Program or Service (Budget Entity Codes)			
Action		48250800			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
<b>AUDIT:</b>					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					

		Program or Service (Budget Entity Codes)			
Action		48250800			
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
<b>TIP</b> If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C) (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A1 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding.			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			



		Program or Service (Budget Entity Codes)			
Action		48250800			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
TIP If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.					
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			



State of Florida  
Department of Education  
Florida Colleges



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Florida Colleges



2014-15  
Schedule I Series

## Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education/Division of Florida Colleges
Agency Budget Officer/OPB Analyst Name: Amy Hammock

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.

	Program or Service (Budget Entity Codes)			
Action	48400600			

### 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Yes				
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Yes				

#### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Yes				
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>	Yes				
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

### 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?	Yes				
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes				
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Yes				
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	Yes				

### 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.	Yes				
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#### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Yes				
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	Yes				

		Program or Service (Budget Entity Codes)			
Action		48400600			
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 subtitle "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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
<b>AUDITS:</b>					
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	Yes			
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 2012-13 approved budget. Amounts should be positive.				
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			

		Program or Service (Budget Entity Codes)			
Action		48400600			
TIP Exhibit D-3 is no longer 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.					
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Yes			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB 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			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	N/A			

		Program or Service (Budget Entity Codes)			
Action		48400600			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> 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 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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				
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).				

		Program or Service (Budget Entity Codes)			
Action		48400600			
<b>TIP</b>	If an appropriation made in the FY 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for Trust funds 2176 and 2380			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543 and 2612.			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			



		Program or Service (Budget Entity Codes)			
Action		48400600			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			
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.				



		Program or Service (Budget Entity Codes)			
Action		48400600			
<b>9. SCHEDULE II (PSCR, SC2)</b>					
AUDIT:					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? <b>(BRAR, BRAA - Report should print "No Records Selected For This Request")</b> Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	N/A			
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.				
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		<b>Department Level Responses</b>			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		<b>Department Level Responses</b>			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> <b>(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		<b>Department Level Responses</b>			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
AUDIT:					
15.6	Do the issues net to zero at the department level? <b>(GENR, LBR5)</b>	Yes			
<b>16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		<b>Department Level Responses</b>			

		Program or Service (Budget Entity Codes)			
Action		48400600			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB, and SB 1852 supplemental.			
TIP If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>					
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the <b>LBR Instructions</b> ), and are they accurate and complete?	Yes			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			

		Program or Service (Budget Entity Codes)			
Action		48400600			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			

**FLORIDA DEPARTMENT OF EDUCATION**  
**Baccalaureate Degree Program Data for Postsecondary Education**  
**for Fiscal Year 2014-15**

In accordance with section 1001.02(2)(v), Florida Statutes, the department is to develop, in conjunction with the Board of Governors, and periodically review for adjustment, a coordinated 5-year plan for postsecondary enrollment, identifying enrollment and graduation expectations by baccalaureate degree program, and annually submit the plan to the Legislature as part of its legislative budget request.

Annually, the Department calculates enrollment projections for program areas, including upper division by Florida College System institution. Due to the developing nature of the Florida College System baccalaureate degree offerings, enrollment and graduation expectations are particularly difficult. The Department receives enrollment and completion estimates within the baccalaureate proposals that are then forwarded to the State Board of Education for consideration.

Section 1001.02(2)(v), F.S., taken in conjunction with other strategic planning requirements within s. 1001.02 and in other sections of statute, appears duplicative. Section 1001.03(16), F.S., requires the State Board of Education to specify goals and objectives related to enrollment and graduation, among other performance metrics. The State Board of Education approved the goals and performance metrics for Florida College System institutions at its June 18, 2013 meeting ([http://www.fldoe.org/board/meetings/2013\\_06\\_18/goals.pdf](http://www.fldoe.org/board/meetings/2013_06_18/goals.pdf)).

The Higher Education Coordinating Council was created for the “purposes of identifying unmet needs...” Section 1004.015(5)(b), F.S., includes coordination expectations for the Higher Education Coordinating Council that would outline “performance outputs and outcomes designated to meet annual and long-term state goals” that are consistent across all sectors.

In an effort to clarify multiple statutory provisions that are seemingly similar in intent, the Department recommends eliminating s. 1001.02(2)(v), F.S., and revising s. 1004.015, F.S., to explicitly engage the Higher Education Coordinating Council in developing a coordinated 5-year plan for all sectors of higher education in Florida.

**FLORIDA COLLEGE SYSTEM  
FTE ENROLLMENT PROJECTIONS: FUNDED, LOWER AND UPPER LEVEL  
DIVISION PROJECTIONS WITH COLLEGE ADJUSTMENTS  
2013-14**

	UPPER DIVISION	A & P	POSTSEC VOC	COLLEGE PREP	EPI	POSTSEC ADULT VOC	APPRENTICE	ADULT BASIC	ADULT SEC/GED PREP	VOC PREP	TOTAL
EASTERN FLORIDA	69.0	7882.0	2776.0	891.0	4.0	917.0	301.0	0.0	0.0	0.0	12840.0
BROWARD	778.0	19013.0	7332.0	3185.0	49.0	488.0	0.0	0.0	0.0	0.0	30845.0
CENTRAL FLORIDA	153.0	3564.0	1283.0	414.0	7.0	383.0	0.0	43.0	10.0	0.0	5857.0
CHIPOLA	148.0	1001.0	258.0	83.0	0.0	142.0	0.0	0.0	0.0	2.0	1634.0
DAYTONA	967.0	6000.0	2101.0	845.0	0.0	705.0	291.0	687.0	158.0	11.0	11765.0
EDISON	593.0	8194.0	1011.0	936.0	0.0	22.0	0.0	0.0	0.0	0.0	10756.0
FLA SC AT JAX	1178.0	13596.0	4412.0	1157.0	5.0	1204.0	332.0	528.0	161.0	20.0	22593.0
FLORIDA KEYS	0.0	555.0	209.0	49.0	0.0	37.0	0.0	0.0	0.0	0.0	850.0
GULF COAST	51.0	2998.0	857.0	289.0	27.0	193.0	1.0	0.0	0.0	0.0	4416.0
HILLSBOROUGH	0.0	12463.0	3420.0	2309.0	149.0	399.0	995.0	74.0	14.0	0.0	19823.0
INDIAN RIVER	1201.0	6744.0	2780.0	725.0	0.0	820.0	454.0	691.0	150.0	0.0	13565.0
FLORIDA GATEWAY	8.0	1292.0	417.0	119.0	19.0	234.0	0.0	0.0	0.0	0.0	2089.0
LAKE SUMTER	39.0	2098.0	633.0	241.0	18.0	5.0	0.0	0.0	0.0	0.0	3034.0
STATE COLLEGE FL	429.0	6296.0	572.0	755.0	54.0	0.0	0.0	0.0	0.0	0.0	8106.0
MIAMI DADE	1779.0	39057.0	4265.0	9088.0	30.0	967.0	130.0	1730.0	412.0	528.0	57986.0
NORTH FLORIDA	0.0	515.0	208.0	79.0	0.0	110.0	0.0	0.0	0.0	0.0	912.0
NORTHWEST FLA	386.0	3541.0	788.0	311.0	0.0	162.0	0.0	168.0	15.0	0.0	5371.0
PALM BEACH STATE	567.0	15325.0	1500.0	1174.0	43.0	862.0	496.0	0.0	0.0	0.0	19967.0
PASCO-HERNANDO	0.0	4361.0	2250.0	708.0	81.0	385.0	0.0	20.0	1.0	0.0	7806.0
PENSACOLA	226.0	5184.0	1972.0	829.0	2.0	481.0	0.0	276.0	330.0	0.0	9300.0
POLK	450.0	4841.0	1834.0	626.0	94.0	100.0	0.0	0.0	0.0	0.0	7945.0
ST. JOHNS RIVER	166.0	3114.0	909.0	320.0	37.0	127.0	95.0	25.0	9.0	0.0	4802.0
ST. PETERSBURG	2418.0	12087.0	5004.0	1672.0	0.0	126.0	0.0	0.0	0.0	0.0	21307.0
SANTA FE	291.0	7307.0	2738.0	1025.0	23.0	301.0	158.0	132.0	5.0	0.0	11980.0
SEMINOLE STATE	322.0	8654.0	3120.0	1401.0	46.0	305.0	395.0	330.0	252.0	0.0	14825.0
SOUTH FLORIDA	40.0	1210.0	14.0	87.0	0.0	312.0	4.0	317.0	22.0	0.0	2006.0
TALLAHASSEE	0.0	7710.0	1145.0	1041.0	0.0	249.0	20.0	86.0	33.0	0.0	10284.0
VALENCIA	70.0	21732.0	5465.0	2734.0	93.0	199.0	0.0	0.0	0.0	0.0	30293.0
SYSTEM	12329.0	226334.0	59273.0	33093.0	781.0	10235.0	3672.0	5107.0	1572.0	561.0	352957.0

**FLORIDA COLLEGE SYSTEM  
FTE ENROLLMENT PROJECTIONS: FUNDED, LOWER AND UPPER LEVEL  
DIVISION PROJECTIONS WITH COLLEGE ADJUSTMENTS  
2014-15**

	UPPER DIVISION	A & P	POSTSEC VOC	COLLEGE PREP	EPI	POSTSEC ADULT VOC	APPRENTICE	ADULT BASIC	ADULT SEC/GED PREP	VOC PREP	TOTAL
EASTERN FLORIDA	219.0	8172.0	3227.0	875.0	4.0	1072.0	299.0	0.0	0.0	0.0	13868.0
BROWARD	887.0	19537.0	7306.0	2270.0	49.0	486.0	0.0	0.0	0.0	0.0	30535.0
CENTRAL FLORIDA	153.0	3564.0	1283.0	414.0	7.0	384.0	0.0	43.0	10.0	0.0	5858.0
CHIPOLA	153.0	1007.0	258.0	75.0	0.0	162.0	0.0	0.0	0.0	2.0	1657.0
DAYTONA	954.0	5903.0	2069.0	830.0	0.0	694.0	284.0	675.0	156.0	11.0	11576.0
EDISON	584.0	8240.0	1016.0	940.0	0.0	22.0	0.0	0.0	0.0	0.0	10802.0
FLA SC AT JAX	1277.0	13673.0	4485.0	786.0	5.0	1199.0	325.0	521.0	159.0	20.0	22450.0
FLORIDA KEYS	0.0	543.0	206.0	48.0	0.0	37.0	0.0	0.0	0.0	0.0	834.0
GULF COAST	51.0	2926.0	837.0	281.0	26.0	188.0	1.0	0.0	0.0	0.0	4310.0
HILLSBOROUGH	0.0	12223.0	3353.0	2265.0	145.0	392.0	976.0	73.0	14.0	0.0	19441.0
INDIAN RIVER	1419.0	6812.0	2809.0	687.0	0.0	828.0	460.0	696.0	152.0	0.0	13863.0
FLORIDA GATEWAY	8.0	1279.0	410.0	107.0	18.0	231.0	0.0	0.0	0.0	0.0	2053.0
LAKE SUMTER	69.0	2129.0	630.0	238.0	18.0	10.0	0.0	0.0	0.0	0.0	3094.0
STATE COLLEGE FL	425.0	6194.0	563.0	743.0	53.0	0.0	0.0	0.0	0.0	0.0	7978.0
MIAMI DADE	2300.0	43544.0	4851.0	10332.0	34.0	1702.0	149.0	1970.0	470.0	601.0	65953.0
NORTH FLORIDA	0.0	515.0	208.0	79.0	0.0	110.0	0.0	0.0	0.0	0.0	912.0
NORTHWEST FLA	393.0	3611.0	804.0	316.0	0.0	166.0	0.0	169.0	16.0	0.0	5475.0
PALM BEACH STATE	567.0	15374.0	1499.0	816.0	43.0	863.0	496.0	0.0	0.0	0.0	19658.0
PASCO-HERNANDO	112.0	5013.0	2613.0	815.0	82.0	446.0	0.0	22.0	2.0	0.0	9105.0
PENSACOLA	225.0	5150.0	1958.0	822.0	2.0	478.0	0.0	274.0	328.0	0.0	9237.0
POLK	473.0	4937.0	1872.0	626.0	96.0	101.0	0.0	0.0	0.0	0.0	8105.0
ST. JOHNS RIVER	195.0	3081.0	899.0	317.0	36.0	126.0	94.0	24.0	9.0	0.0	4781.0
ST. PETERSBURG	2469.0	12341.0	5108.0	1706.0	0.0	129.0	0.0	0.0	0.0	0.0	21753.0
SANTA FE	292.0	7328.0	2745.0	1028.0	23.0	302.0	158.0	134.0	5.0	0.0	12015.0
SEMINOLE STATE	343.0	8680.0	3141.0	1405.0	47.0	306.0	395.0	330.0	252.0	0.0	14899.0
SOUTH FLORIDA	100.0	1173.0	7.0	73.0	4.0	303.0	0.0	326.0	23.0	0.0	2009.0
TALLAHASSEE	0.0	7864.0	1168.0	1032.0	0.0	255.0	20.0	88.0	34.0	0.0	10461.0
VALENCIA	69.0	21537.0	5416.0	2712.0	92.0	197.0	0.0	0.0	0.0	0.0	30023.0
SYSTEM	13737.0	232350.0	60741.0	32638.0	784.0	11189.0	3657.0	5345.0	1630.0	634.0	362705.0

**FLORIDA COLLEGE SYSTEM  
FTE ENROLLMENT PROJECTIONS: FUNDED, LOWER AND UPPER LEVEL  
DIVISION PROJECTIONS WITH COLLEGE ADJUSTMENTS  
2015-16**

	UPPER DIVISION	A & P	POSTSEC VOC	COLLEGE PREP	EPI	POSTSEC ADULT VOC	APPRENTICE	ADULT BASIC	ADULT SEC/GED PREP	VOC PREP	TOTAL
EASTERN FLORIDA	288.0	8038.0	3184.0	859.0	3.0	1058.0	298.0	0.0	0.0	0.0	13728.0
BROWARD	895.0	19521.0	7292.0	2262.0	49.0	486.0	0.0	0.0	0.0	0.0	30505.0
CENTRAL FLORIDA	156.0	3634.0	1310.0	422.0	7.0	391.0	0.0	44.0	10.0	0.0	5974.0
CHIPOLA	163.0	1007.0	258.0	75.0	0.0	162.0	0.0	0.0	0.0	2.0	1667.0
DAYTONA	944.0	5820.0	2041.0	817.0	0.0	683.0	281.0	664.0	151.0	11.0	11412.0
EDISON	574.0	8337.0	1024.0	952.0	0.0	22.0	0.0	0.0	0.0	0.0	10909.0
FLA SC AT JAX	1473.0	13593.0	4479.0	686.0	5.0	1213.0	321.0	513.0	157.0	20.0	22460.0
FLORIDA KEYS	0.0	532.0	202.0	48.0	0.0	36.0	0.0	0.0	0.0	0.0	818.0
GULF COAST	50.0	2861.0	818.0	275.0	25.0	184.0	1.0	0.0	0.0	0.0	4214.0
HILLSBOROUGH	0.0	12011.0	3296.0	2226.0	142.0	385.0	959.0	72.0	14.0	0.0	19105.0
INDIAN RIVER	1660.0	6880.0	2836.0	653.0	0.0	836.0	463.0	703.0	154.0	0.0	14185.0
FLORIDA GATEWAY	8.0	1269.0	404.0	96.0	18.0	227.0	0.0	0.0	0.0	0.0	2022.0
LAKE SUMTER	99.0	2154.0	629.0	238.0	18.0	18.0	0.0	0.0	0.0	0.0	3156.0
STATE COLLEGE FL	420.0	6104.0	555.0	731.0	53.0	0.0	0.0	0.0	0.0	0.0	7863.0
MIAMI DADE	2451.0	44707.0	4990.0	10626.0	36.0	1733.0	153.0	2029.0	485.0	618.0	67828.0
NORTH FLORIDA	0.0	515.0	208.0	79.0	0.0	127.0	0.0	0.0	0.0	0.0	929.0
NORTHWEST FLA	401.0	3681.0	820.0	319.0	0.0	171.0	0.0	174.0	16.0	0.0	5582.0
PALM BEACH STATE	567.0	15871.0	1501.0	816.0	43.0	863.0	496.0	0.0	0.0	0.0	20157.0
PASCO-HERNANDO	224.0	5129.0	2675.0	827.0	83.0	456.0	0.0	22.0	3.0	0.0	9419.0
PENSACOLA	224.0	5123.0	1949.0	818.0	2.0	475.0	0.0	272.0	326.0	0.0	9189.0
POLK	496.0	5060.0	1922.0	627.0	97.0	105.0	0.0	0.0	0.0	0.0	8307.0
ST. JOHNS RIVER	225.0	3053.0	891.0	314.0	36.0	124.0	94.0	24.0	9.0	0.0	4770.0
ST. PETERSBURG	2527.0	12625.0	5225.0	1746.0	0.0	132.0	0.0	0.0	0.0	0.0	22255.0
SANTA FE	293.0	7364.0	2759.0	1032.0	24.0	303.0	159.0	134.0	5.0	0.0	12073.0
SEMINOLE STATE	361.0	8706.0	3161.0	1409.0	45.0	307.0	395.0	330.0	252.0	0.0	14966.0
SOUTH FLORIDA	144.0	1152.0	0.0	73.0	4.0	300.0	0.0	333.0	23.0	0.0	2029.0
TALLAHASSEE	0.0	8021.0	1191.0	1025.0	0.0	259.0	21.0	89.0	34.0	0.0	10640.0
VALENCIA	69.0	21394.0	5380.0	2693.0	92.0	196.0	0.0	0.0	0.0	0.0	29824.0
SYSTEM	14712.0	234162.0	61000.0	32744.0	782.0	11252.0	3641.0	5403.0	1639.0	651.0	365986.0

**FLORIDA COLLEGE SYSTEM  
FTE ENROLLMENT PROJECTIONS: FUNDED, LOWER AND UPPER LEVEL  
DIVISION PROJECTIONS WITH COLLEGE ADJUSTMENTS  
2016-17**

	UPPER DIVISION	A & P	POSTSEC VOC	COLLEGE PREP	EPI	POSTSEC ADULT VOC	APPRENTICE	ADULT BASIC	ADULT SEC/GED PREP	VOC PREP	TOTAL
EASTERN FLORIDA	363.0	7909.0	3139.0	845.0	3.0	1044.0	296.0	0.0	0.0	0.0	13599.0
BROWARD	906.0	19507.0	7283.0	2255.0	48.0	484.0	0.0	0.0	0.0	0.0	30483.0
CENTRAL FLORIDA	159.0	3708.0	1335.0	430.0	7.0	399.0	0.0	45.0	10.0	0.0	6093.0
CHIPOLA	165.0	1007.0	258.0	75.0	0.0	178.0	0.0	0.0	0.0	2.0	1685.0
DAYTONA	932.0	5740.0	2013.0	808.0	0.0	675.0	277.0	653.0	150.0	11.0	11259.0
EDISON	565.0	8394.0	1031.0	958.0	0.0	22.0	0.0	0.0	0.0	0.0	10970.0
FLA SC AT JAX	1721.0	13479.0	4460.0	632.0	5.0	1220.0	318.0	508.0	154.0	20.0	22517.0
FLORIDA KEYS	0.0	522.0	197.0	46.0	0.0	34.0	0.0	0.0	0.0	0.0	799.0
GULF COAST	49.0	2793.0	798.0	268.0	25.0	180.0	0.0	0.0	0.0	0.0	4113.0
HILLSBOROUGH	0.0	11803.0	3239.0	2187.0	140.0	377.0	943.0	71.0	14.0	0.0	18774.0
INDIAN RIVER	1909.0	6950.0	2865.0	620.0	0.0	846.0	468.0	711.0	155.0	0.0	14524.0
FLORIDA GATEWAY	8.0	1257.0	398.0	84.0	18.0	222.0	0.0	0.0	0.0	0.0	1987.0
LAKE SUMTER	131.0	2171.0	628.0	237.0	18.0	34.0	0.0	0.0	0.0	0.0	3219.0
STATE COLLEGE FL	418.0	6020.0	548.0	722.0	52.0	0.0	0.0	0.0	0.0	0.0	7760.0
MIAMI DADE	2630.0	46176.0	5164.0	10991.0	37.0	1773.0	158.0	2101.0	501.0	640.0	70171.0
NORTH FLORIDA	0.0	515.0	223.0	79.0	0.0	127.0	0.0	0.0	0.0	0.0	944.0
NORTHWEST FLA	409.0	3751.0	835.0	324.0	0.0	176.0	0.0	176.0	16.0	0.0	5687.0
PALM BEACH STATE	567.0	16109.0	1501.0	816.0	43.0	864.0	496.0	0.0	0.0	0.0	20396.0
PASCO-HERNANDO	234.0	5199.0	2710.0	837.0	84.0	462.0	0.0	22.0	3.0	0.0	9551.0
PENSACOLA	223.0	5107.0	1941.0	815.0	2.0	474.0	0.0	272.0	325.0	0.0	9159.0
POLK	526.0	5211.0	1979.0	632.0	101.0	108.0	0.0	0.0	0.0	0.0	8557.0
ST. JOHNS RIVER	237.0	3022.0	882.0	311.0	35.0	123.0	93.0	23.0	8.0	0.0	4734.0
ST. PETERSBURG	2591.0	12940.0	5356.0	1789.0	0.0	136.0	0.0	0.0	0.0	0.0	22812.0
SANTA FE	295.0	7404.0	2773.0	1038.0	24.0	305.0	160.0	134.0	5.0	0.0	12138.0
SEMINOLE STATE	382.0	8733.0	3181.0	1413.0	45.0	308.0	395.0	330.0	252.0	0.0	15039.0
SOUTH FLORIDA	147.0	1190.0	0.0	74.0	4.0	313.0	9.0	334.0	26.0	0.0	2097.0
TALLAHASSEE	0.0	8182.0	1215.0	1020.0	0.0	263.0	21.0	91.0	35.0	0.0	10827.0
VALENCIA	69.0	21268.0	5348.0	2677.0	91.0	195.0	0.0	0.0	0.0	0.0	29648.0
SYSTEM	15636.0	236067.0	61300.0	32983.0	782.0	11342.0	3634.0	5471.0	1654.0	673.0	369542.0



**FLORIDA COLLEGE SYSTEM  
FTE ENROLLMENT PROJECTIONS: FUNDED, LOWER AND UPPER LEVEL  
DIVISION PROJECTIONS WITH COLLEGE ADJUSTMENTS  
2017-18**

	UPPER DIVISION	A & P	POSTSEC VOC	COLLEGE PREP	EPI	POSTSEC ADULT VOC	APPRENTICE	ADULT BASIC	ADULT SEC/GED PREP	VOC PREP	TOTAL
EASTERN FLORIDA	443.0	7763.0	3092.0	829.0	3.0	1026.0	294.0	0.0	0.0	0.0	13450.0
BROWARD	914.0	19471.0	7261.0	2241.0	48.0	484.0	0.0	0.0	0.0	0.0	30419.0
CENTRAL FLORIDA	162.0	3782.0	1363.0	439.0	7.0	407.0	0.0	46.0	10.0	0.0	6216.0
CHIPOLA	165.0	1007.0	258.0	75.0	0.0	194.0	0.0	0.0	0.0	2.0	1701.0
DAYTONA	920.0	5647.0	1980.0	792.0	0.0	664.0	271.0	641.0	147.0	11.0	11073.0
EDISON	555.0	8460.0	1038.0	965.0	0.0	21.0	0.0	0.0	0.0	0.0	11039.0
FLA SC AT JAX	2197.0	13319.0	4426.0	595.0	5.0	1227.0	313.0	501.0	153.0	20.0	22756.0
FLORIDA KEYS	0.0	509.0	193.0	45.0	0.0	34.0	0.0	0.0	0.0	0.0	781.0
GULF COAST	48.0	2719.0	778.0	261.0	24.0	176.0	0.0	0.0	0.0	0.0	4006.0
HILLSBOROUGH	0.0	11570.0	3175.0	2144.0	138.0	370.0	924.0	70.0	14.0	0.0	18405.0
INDIAN RIVER	2176.0	7020.0	2894.0	589.0	0.0	853.0	472.0	717.0	155.0	0.0	14876.0
FLORIDA GATEWAY	8.0	1228.0	389.0	81.0	17.0	217.0	0.0	0.0	0.0	0.0	1940.0
LAKE SUMTER	163.0	2192.0	624.0	236.0	18.0	50.0	0.0	0.0	0.0	0.0	3283.0
STATE COLLEGE FL	414.0	5925.0	540.0	712.0	51.0	0.0	0.0	0.0	0.0	0.0	7642.0
MIAMI DADE	2713.0	46582.0	5215.0	11098.0	37.0	1786.0	160.0	2124.0	509.0	645.0	70869.0
NORTH FLORIDA	0.0	515.0	238.0	79.0	0.0	127.0	0.0	0.0	0.0	0.0	959.0
NORTHWEST FLA	416.0	3821.0	851.0	329.0	0.0	181.0	0.0	179.0	16.0	0.0	5793.0
PALM BEACH STATE	567.0	16110.0	1500.0	816.0	43.0	863.0	496.0	0.0	0.0	0.0	20395.0
PASCO-HERNANDO	244.0	5257.0	2742.0	847.0	85.0	467.0	0.0	22.0	3.0	0.0	9667.0
PENSACOLA	223.0	5089.0	1935.0	812.0	2.0	472.0	0.0	271.0	324.0	0.0	9128.0
POLK	553.0	5368.0	2040.0	636.0	104.0	111.0	0.0	0.0	0.0	0.0	8812.0
ST. JOHNS RIVER	251.0	2982.0	870.0	307.0	35.0	121.0	92.0	23.0	8.0	0.0	4689.0
ST. PETERSBURG	2653.0	13264.0	5489.0	1834.0	0.0	139.0	0.0	0.0	0.0	0.0	23379.0
SANTA FE	296.0	7427.0	2782.0	1041.0	24.0	306.0	160.0	135.0	5.0	0.0	12176.0
SEMINOLE STATE	401.0	8759.0	3201.0	1416.0	45.0	309.0	395.0	330.0	252.0	0.0	15108.0
SOUTH FLORIDA	151.0	1255.0	0.0	79.0	4.0	329.0	19.0	352.0	27.0	0.0	2216.0
TALLAHASSEE	0.0	8436.0	1239.0	1014.0	0.0	270.0	22.0	93.0	36.0	0.0	11110.0
VALENCIA	68.0	21107.0	5307.0	2658.0	90.0	194.0	0.0	0.0	0.0	0.0	29424.0
SYSTEM	16701.0	236584.0	61420.0	32970.0	780.0	11398.0	3618.0	5504.0	1659.0	678.0	371312.0

**FLORIDA COLLEGE SYSTEM  
FTE ENROLLMENT PROJECTIONS: FUNDED, LOWER AND UPPER LEVEL  
DIVISION PROJECTIONS WITH COLLEGE ADJUSTMENTS  
2018-19**

	UPPER DIVISION	A & P	POSTSEC VOC	COLLEGE PREP	EPI	POSTSEC ADULT VOC	APPRENTICE	ADULT BASIC	ADULT SEC/GED PREP	VOC PREP	TOTAL
EASTERN FLORIDA	528.0	7609.0	3042.0	812.0	3.0	1011.0	293.0	0.0	0.0	0.0	13298.0
BROWARD	927.0	19416.0	7232.0	2223.0	48.0	482.0	0.0	0.0	0.0	0.0	30328.0
CENTRAL FLORIDA	165.0	3858.0	1389.0	448.0	7.0	415.0	0.0	47.0	10.0	0.0	6339.0
CHIPOLA	165.0	1007.0	258.0	75.0	0.0	198.0	0.0	0.0	0.0	2.0	1705.0
DAYTONA	907.0	5541.0	1946.0	775.0	0.0	651.0	267.0	629.0	144.0	10.0	10870.0
EDISON	543.0	8482.0	1040.0	968.0	0.0	21.0	0.0	0.0	0.0	0.0	11054.0
FLA SC AT JAX	2671.0	13705.0	4521.0	556.0	5.0	1234.0	308.0	493.0	150.0	19.0	23662.0
FLORIDA KEYS	0.0	497.0	188.0	44.0	0.0	34.0	0.0	0.0	0.0	0.0	763.0
GULF COAST	47.0	2640.0	755.0	252.0	23.0	172.0	0.0	0.0	0.0	0.0	3889.0
HILLSBOROUGH	0.0	11316.0	3107.0	2098.0	136.0	361.0	904.0	69.0	13.0	0.0	18004.0
INDIAN RIVER	2459.0	7089.0	2922.0	561.0	0.0	862.0	477.0	725.0	156.0	0.0	15251.0
FLORIDA GATEWAY	8.0	1197.0	379.0	78.0	17.0	210.0	0.0	0.0	0.0	0.0	1889.0
LAKE SUMTER	196.0	2213.0	621.0	235.0	18.0	66.0	0.0	0.0	0.0	0.0	3349.0
STATE COLLEGE FL	409.0	5823.0	530.0	699.0	51.0	0.0	0.0	0.0	0.0	0.0	7512.0
MIAMI DADE	2903.0	48114.0	5398.0	11481.0	39.0	1827.0	166.0	2199.0	527.0	670.0	73324.0
NORTH FLORIDA	0.0	515.0	238.0	79.0	0.0	127.0	0.0	0.0	0.0	0.0	959.0
NORTHWEST FLA	424.0	3888.0	867.0	334.0	0.0	186.0	0.0	184.0	16.0	0.0	5899.0
PALM BEACH STATE	567.0	16110.0	1499.0	816.0	43.0	864.0	496.0	0.0	0.0	0.0	20395.0
PASCO-HERNANDO	254.0	5314.0	2770.0	856.0	86.0	471.0	0.0	22.0	3.0	0.0	9776.0
PENSACOLA	222.0	5069.0	1928.0	810.0	2.0	470.0	0.0	270.0	323.0	0.0	9094.0
POLK	586.0	5527.0	2101.0	642.0	107.0	114.0	0.0	0.0	0.0	0.0	9077.0
ST. JOHNS RIVER	259.0	2933.0	856.0	302.0	34.0	120.0	91.0	22.0	8.0	0.0	4625.0
ST. PETERSBURG	2720.0	13594.0	5628.0	1880.0	0.0	143.0	0.0	0.0	0.0	0.0	23965.0
SANTA FE	296.0	7442.0	2787.0	1043.0	24.0	306.0	160.0	135.0	5.0	0.0	12198.0
SEMINOLE STATE	422.0	8786.0	3221.0	1419.0	45.0	310.0	395.0	330.0	252.0	0.0	15180.0
SOUTH FLORIDA	154.0	1339.0	0.0	86.0	4.0	354.0	23.0	365.0	29.0	0.0	2354.0
TALLAHASSEE	0.0	8512.0	1264.0	1006.0	0.0	275.0	22.0	95.0	36.0	0.0	11210.0
VALENCIA	68.0	20914.0	5258.0	2633.0	89.0	192.0	0.0	0.0	0.0	0.0	29154.0
SYSTEM	17900.0	238450.0	61745.0	33211.0	781.0	11476.0	3602.0	5585.0	1672.0	701.0	375123.0

State of Florida  
Department of Education  
State Board of Education



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
State Board of Education



2014-15  
Schedule I Series

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>ADMINISTRATIVE TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48800000 - STATE BOARD OF EDUCATION</b>
	<b>2021</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	19,902	(A)		19,902
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments	9,543,261	(C)		9,543,261
ADD: Outstanding Accounts Receivable	126,618	(D)		126,618
ADD:		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>9,689,781</b>	(F)	-	<b>9,689,781</b>
LESS: Allowances for Uncollectibles	425	(G)		425
LESS: Approved "A" Certified Forwards	215,505	(H)		215,505
Approved "B" Certified Forwards	48,791	(H)		48,791
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)	89,914	(I)		89,914
LESS: <u>Anticipated Transfer to 48250500/2021</u>	44,776	(J)		44,776
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>9,290,369</b>	(K)	-	<b>9,290,369</b> **

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<b>Budget Period: 2014 - 2015</b>
<b>Trust Fund Title:</b>	<b>48 EDUCATION</b>
<b>Budget Entity:</b>	<b>FEDERAL GRANTS TRUST FUND</b>
<b>LAS/PBS Fund Number:</b>	<b>48800000 - STATE BOARD OF EDUCATION</b>
	<b>2261</b>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	3,132,050.10	(A)	-	3,132,050.10
ADD: Other Cash (See Instructions)		(B)	-	-
ADD: Investments		(C)	-	-
ADD: Outstanding Accounts Receivable	4,234.91	(D)	-	4,234.91
ADD: <u>Anticipated Grant Revenue</u>	2,396,208.04	(E)	-	2,396,208.04
<b>Total Cash plus Accounts Receivable</b>	<b>5,532,493.05</b>	(F)	<b>-</b>	<b>5,532,493.05</b>
LESS: Allowances for Uncollectibles		(G)	-	-
LESS: Approved "A" Certified Forwards	1,631,469.39	(H)	-	1,631,469.39
Approved "B" Certified Forwards	3,868,399.79	(H)	-	3,868,399.79
Approved "FCO" Certified Forwards		(H)	-	-
LESS: Other Accounts Payable (Nonoperating)	32,623.87	(I)	-	32,623.87
LESS: _____		(J)	-	-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>0.00</b>	(K)	<b>-</b>	<b>0.00</b> **

**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.

## SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

<b>Department Title:</b>	<u>Budget Period: 2014 - 2015</u>
<b>Trust Fund Title:</b>	<u>48 EDUCATION</u>
<b>Budget Entity:</b>	<u>GRANTS &amp; DONATIONS TRUST FUND</u>
<b>LAS/PBS Fund Number:</b>	<u>48800000 STATE BOARD OF EDUCATION</u>
	<u>2339</u>

	Balance as of 6/30/2013		SWFS* Adjustments	Adjusted Balance
<b>Chief Financial Officer's (CFO) Cash Balance</b>	1,138.60	(A)		1,138.60
ADD: Other Cash (See Instructions)		(B)		-
ADD: Investments		(C)		-
ADD: Outstanding Accounts Receivable		(D)		-
ADD: _____		(E)		-
<b>Total Cash plus Accounts Receivable</b>	<b>1,138.60</b>	(F)	-	<b>1,138.60</b>
LESS: Allowances for Uncollectibles		(G)		-
LESS: Approved "A" Certified Forwards		(H)		-
Approved "B" Certified Forwards		(H)		-
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: _____		(J)		-
<b>Unreserved Fund Balance, 07/01/13</b>	<b>1,138.60</b>	(K)	-	<b>1,138.60</b> **

**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.

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**ADMINISTRATIVE TRUST FUND**

**LAS/PBS Fund Number:**

**2021**

**BE: 48800000**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**9,422,981** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

**(26,221)** (B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment #6

**(9,964)** (C)

ADJUST 561 GLC FOR PREPAIDS

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

**(48,791)** (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

**(2,860)** (D)

Anticipated Transfer to 48250500/2021

**(44,776)** (D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**9,290,369** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**9,290,369** (F)

**DIFFERENCE:**

**0** (G)\*

**\*SHOULD EQUAL ZERO.**



**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**FEDERAL GRANTS TRUST FUND**

**LAS/PBS Fund Number:**

**2261**

**BE: 48800000**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**1,486,748.26** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

**(3,868,399.79)** (D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

**(14,556.51)** (D)

Anticipated Grant Revenue

**2,396,208.04** (D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**0.00** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**0.00** (F)

**DIFFERENCE:**

**(0.00)** (G)\*

**\*SHOULD EQUAL ZERO.**

**RECONCILIATION: BEGINNING TRIAL BALANCE TO SCHEDULE I and IC**

**Budget Period: 2014 - 2015**

**Department Title:**

**48 EDUCATION**

**Trust Fund Title:**

**GRANTS & DONATIONS TRUST FUND**

**LAS/PBS Fund Number:**

**2339**

**BE: 48800000**

**BEGINNING TRIAL BALANCE:**

**Total Fund Balance Per FLAIR Trial Balance, 07/01/13**

Total all GLC's 5XXXX for governmental funds;  
GLC 539XX for proprietary and fiduciary funds

**1,138.60** (A)

**Subtract Nonspendable Fund Balance (GLC 56XXX)**

(B)

**Add/Subtract Statewide Financial Statement (SWFS) Adjustments :**

SWFS Adjustment # and Description

(C)

SWFS Adjustment # and Description

(C)

**Add/Subtract Other Adjustment(s):**

Approved "B" Carry Forward (Encumbrances) per LAS/PBS

(D)

Approved "C" Carry Forward Total (FCO) per LAS/PBS

(D)

A/P not C/F-Operating Categories

(D)

(D)

(D)

(D)

**ADJUSTED BEGINNING TRIAL BALANCE:**

**1,138.60** (E)

**UNRESERVED FUND BALANCE, SCHEDULE IC (Line I)**

**1,138.60** (F)

**DIFFERENCE:**

**0.00** (G)\*

**\*SHOULD EQUAL ZERO.**

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** State Board of Education

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-161 Audit of Statewide Federal Awards	6/30/2012	FA 12-020 Florida Department of Education (FDOE)	<p><b>Finding:</b> The FDOE did not report applicable subaward data in the Federal Funding Accountability and Transparency Act (FFATA) Subaward Reporting System (FSRS) pursuant to Federal regulations.</p> <p><b>Recommendation:</b> We recommend that the FDOE ensure that all required key data elements are timely reported in the FSRS for subawards from the applicable grants.</p>	<p><b>State Agency Response and Corrective Action Plan:</b> The delay in entering all of the required FFATA data was caused primarily by difficulties in uploading data to the system. We have been advised that many entities experienced similar problems. Once the Office of Management and Budget made adjustments to the system, FDOE and others were able to complete the upload of the data. The FFATA data is current.</p> <p><b>Estimated Corrective Action Date:</b> February 28, 2013, and ongoing.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department: Education**

**Chief Internal Auditor: Janet Snyder**

**Budget Entity: State Board of Education**

**Phone Number: 850-245-9416**

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Auditor General 2013-161 Audit of Statewide Federal Awards	6/30/2012	FA 12-021 Various- 84.010 and 84.389 – Title I, Part A Cluster 84.027, 84.173, 84.391, and 84.392 – Special Education Cluster (IDEA) 84.048 – Career and Technical Education – Basic Grants to States (Perkins IV) 84.126 and 84.390 – Vocational Rehabilitation Cluster 84.365 – English Language Acquisition Grants 84.367 – Improving Teacher Quality State Grants 84.377 and 84.388 – School Improvement Grants Cluster 84.394 and 84.397 – State Fiscal Stabilization Fund Cluster 84.395 – State Fiscal Stabilization Fund (SFSF) – Race-to-the-Top Incentive Grants, Recovery Act 84.410 – Education Jobs Fund	<b>Finding:</b> FDOE procedures were not adequate to ensure that all sub recipient audit reports were obtained and reviewed. In addition, the FDOE did not timely review audit reports to determine whether management decisions and corrective actions were required. <b>Recommendation:</b> We recommend that the FDOE include non-LEA sub recipients on its audit log to ensure that the FDOE timely receives, reviews, and issues management decisions for sub recipient audit reports.	<b>State Agency response and Corrective Action Plan:</b> During much of this audit period, the department’s staff member who was responsible for Subrecipient A-133 Audit Report tracking (private colleges and non-profit organizations) was on family medical leave. During this period the department used an alternate method of tracking required audit report submissions by using expenditure data captured on the department’s Cash Advance and Reporting of Disbursements System (CARDS). This temporary methodology made it possible to identify those entities from which the FDOE expected to receive audit reports. The tracking log is now maintained on a shared drive and has been updated. Further review of the non-LEA subrecipients indicated that there were no required audit reports that were not received as required and that any necessary management decisions and/or corrective actions were timely address. <b>Estimated Corrective Action Date:</b> Complete.	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** State Board of Education

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-161	6/30/2012	FA 12-022 Special Education Cluster	<p><b>Finding:</b> The FDOE could not demonstrate that the State-level maintenance of effort (MOE) requirement for the 2011-12 fiscal year was met.</p> <p><b>Recommendation:</b> We recommend that the FDOE continue its efforts to finalize a methodology to calculate the State-level MOE based on appropriated or budgeted amounts.</p>	<p><b>State Agency response and Corrective Action Plan:</b> After close coordination with the U.S. Department of Education's staff, FDOE was able to create an appropriate methodology for calculating the state-level MOE. The application of this methodology resulted in a determination that the State met the MOE requirements for 2009-10, 2010-11, and 2011-12. U.S. Department of Education staff have indicated that a program determination letter will be sent to FDOE in the next few weeks, closing out this finding.</p> <p><b>Estimated Corrective Action Date:</b> Complete.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

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**Phone Number:** 850-245-9416

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Auditor General 2013-161 Audit of Statewide Federal Awards	6/30/2012	FA 12-023 Career and Technical Education – Basic Grants to States (CTE)	<p><b>Finding:</b> The FDOE did not obtain periodic certifications for employees whose salaries and benefits were paid solely from CTE Program funds.</p> <p><b>Recommendation:</b> We recommend that the FDOE obtain appropriate documentation for employees working solely on the CTE Program.</p>	<p><b>State Agency Response and Corrective Action Plan:</b> As discussed with the auditors, the substantiation of the salary costs charged to the program is fully consistent with the requirements of the existing approved substitute system. FDOE continues to negotiate with appropriate entities within the USED to secure approval for enhancements to this system. Additionally, we have consulted with attorneys who are experts in federal requirements and familiar with this situation. They have provided us with written confirmation that FDOE is not required to make any changes to the current system; however, FDOE continues to negotiate with appropriate entities within the USED to secure approval for enhancements to the existing system. In addition to the enhancements that we wish to make, the USED recently released new guidance which allows for additional flexibilities. We are revising our request to include these additional authorized flexibilities.</p> <p><b>Estimated Corrective Action Date:</b> June 30, 2013 and ongoing</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** State Board of Education

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-161 Audit of Statewide Federal Awards	6/30/2012	FA 12-025 Career and Technical Education – Basis Grants to States (CTE) FLDOE	<p><b>Finding:</b> The FDOE did not meet the Federal matching and maintenance of effort requirement and incorrectly reported the amount for non-federal share outlays on the Final Financial Status Report (FSR) submitted in December 2011 for period July 2009 through September 2011.</p> <p><b>Recommendation:</b> We recommend that the FDOE follow the USED-approved procedures for calculating administrative costs pending USED approval of the revised methodology. We also recommend that the FDOE appropriately revise the FSR report.</p>	<p><b>State Agency Response and Corrective Action Plan:</b> FDOE is currently awaiting a response from USED to our letter requesting a change in the calculation for determining maintenance of effort for the Carl Perkins grant. Until further notice, the department will continue to apply the revised methodology, which accurately reflects the state’s administrative efforts related to the federal project.</p> <p><b>Estimated Corrective Action Date:</b> Pending approval from U.S. Department of Education.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

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**Phone Number:** 850-245-9416

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Auditor General 2013-161	6/30/2012	FA 12-026 Vocational Rehabilitation (VR) Cluster FDOE	<p><b>Finding:</b> The FDOE did not obtain periodic certifications for employees whose salaries and benefits were paid solely from VR Program funds. Additionally, the FDOE did not appropriately allocate salary and benefits costs for employees who worked on multiple programs.</p> <p><b>Recommendation:</b> We recommend that the FDOE implement periodic certifications for employees working on a single cost objective. We also recommend that the FDOE follow established procedures to ensure that allocation adjustments are correctly made.</p>	<p>As discussed with the auditors, the substantiation of the salary costs charged to the program is fully consistent with the requirements of the existing approved substitute system. FDOE continues to negotiate with appropriate entities within the USED to secure approval for enhancements to this system. Additionally, we have consulted with attorneys who are experts in federal requirements and familiar with this situation. They have provided us with written confirmation that FDOE is not required to make any changes to the current system; however, FDOE continues to negotiate with appropriate entities within the USED to secure approval for enhancements to the existing system. In addition to the enhancements that we wish to make, the USED recently released new guidance which allows for additional flexibilities. We are revising our request to include these additional authorized flexibilities.</p> <p><b>Estimated Corrective Action Date:</b> June 30, 2013, and ongoing</p>	N/A



**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

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(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-161 Audit of Statewide Federal Awards	6/30/2012	FA 12-028 School Improvements Grant Cluster FDOE	<b>Finding:</b> The FDOE did not always follow established monitoring procedures. <b>Recommendation:</b> We recommend that the FDOE adhere to its established procedures to properly document monitoring activities.	<b>State Agency Response and Corrective Action Plan:</b> FDOE is enhancing its existing procedures to more fully document SIG monitoring activities. Additionally, FDOE has reorganized its staff in the Bureau of Federal Educational Programs and Bureau of School Improvement to ensure that all monitoring activities related to the SIG are aligned and properly documented. Currently, FDOE staff are working with districts to submit documentation evidencing their success in meeting SIG requirements. <b>Estimated Corrective Action Date:</b> June 30, 2013, and ongoing	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** State Board of Education

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-161 Audit of Statewide Federal Awards	6/30/2012	FA 12-029 State Fiscal Stabilization Fund – Race-To-The-Top Incentive Grants (RTTT) Florida Department of Education (FDOE)	<p><b>Finding:</b> The FDOE did not adequately document its monitoring activities to demonstrate that sufficient monitoring had been conducted.</p> <p><b>Recommendation:</b> We recommend that the FDOE maintain documentation for all monitoring conducted for RTTT subrecipients.</p>	<p><b>State Agency Response and Corrective Action Plan:</b> Monitoring of RTTT subrecipients and vendors is an integral part of the implementation of RTTT in Florida and all projects and contracts are subject to intensive monitoring using a variety of strategies. These projects and contracts are more heavily monitored than any other federal program. FDOE did maintain documentation of the majority of monitoring strategies used for the monitoring of subrecipients as well as vendors and other providers of services (e.g., universities). As outlined in the RTTT Monitoring Plan, FDOE’s monitoring process is designed to monitor all subrecipients and vendors through a multi-faceted and continuous process with increased emphasis on the highest-risk subrecipients and vendors. The plan makes maximum use of the department’s data sources and staff resources. The plan demonstrates monitoring through the review of web-based quarterly expenditure reports, which involves an examination of the charges to the federal program to ensure that they are consistent with the approved project application.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department: Education**

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(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
Auditor General 2013-161 Audit of Statewide Federal Awards	6/30/2012	FA 12-029 State Fiscal Stabilization Fund – Race-To-The-Top Incentive Grants (RTTT) Florida Department of Education (FDOE)	Finding continued from previous page.	Documentation of monitoring activities available at the time of the audit include reviews of amendments submitted as frequently as twice quarterly and quarterly reconciliations whereby the expenditures reported in the Cash Advance and Reporting of Disbursements System (CARDS) are compared to the web-based, applications was also available. Extensive documentation of monitoring of the following projects was also provided: Local Instructional Improvement Systems, Data Captain and Coaches, CAPE STEM and Expanded Career and Technical Education, Reading Coordinators, and Community of Practice Meetings and Workgroups. During the 2012-13 fiscal year, enhancements were made to the RTTT databases, ensuring a record of the monitoring of all deliverables. Desktop monitoring of high-risk subrecipients has been conducted and reports are being provided to subrecipients. Complete documentation of the 2012-13 monitoring activities will be available prior to the end of the 2012-13 audit period. <b>Estimated Corrective Action Date:</b> June 30, 2013, and ongoing	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** State Board of Education

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-094	July 1, 2010- June 30, 2012	Virtual Instruction Programs (VIP)-FDOE		<p><b>Management Response: January 18, 2013</b></p> <p>While we agree that school districts could benefit from additional guidance on VIP contract requirements and contracting with VIP providers. We do not agree that formal rule adoption by the department to provide a standard contract template is the most practical way to accomplish the objective of enhanced integrity and accountability of the State's VIPs and VIP resources. The department will continue to assist the school districts in developing and/or improving their formal contracting procedures by providing clear guidance consistent with the provisions of Section 1002.45, Florida Statutes, as well as offering technical assistance and shared best practices which include sample contract templates.</p> <p>Additionally, the department will share with legislative staff the recommendation to consider clarifying the intent of Section 1002.45(3)(d), Florida Statutes, as it relates to providing computing resources to VIP students.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** State Board of Education

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-094	July 1, 2010- June 30, 2012	Virtual Instruction Programs (VIP)-FDOE	Finding continued from previous page.	<p><b>Management Response: August 7, 2013</b></p> <p>During the VIP approval process providers are required to disclose student-teacher ratios and teacher loads (total number of students assigned to a teacher) in their application and are required to post this information on their Disclosure Requirements website. Student-teacher ratios and teacher loads are also included in the Provider-District Contract Template.</p> <p>The Virtual Education Office recently met with the Database Office to discuss the possibility of matching the Student Course Record and the Teacher Course Record for additional verification. A follow-up meeting will be scheduled after Survey 2 data is final in early 2014.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

**Chief Internal Auditor:** Janet Snyder

**Budget Entity:** State Board of Education

**Phone Number:** 850-245-9416

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-094	July 1, 2010- June 30, 2012	Virtual Instruction Programs (VIP)-FDOE	<p><b>Finding No. 2:</b> Statewide Monitoring of VIP Provider Student-Teacher Ratios</p> <p><b>Recommendation:</b> The Department, in conjunction with school districts, should work to establish a mechanism for reporting and analyzing detailed student and teacher information to effectively monitor the individual district's and the Statewide reasonableness of VIP provider student-teacher ratios.</p>	<p><b>Management Response- January 18, 2013:</b> The Department recognizes that its VIP providers may offer services to more than one district and/or state and, therefore, requires its VIP providers to disclose overall teacher load which encompasses the total number of students assigned to a teacher. The Department's database has two record formats in the Student Information System that could be matched to identify all the students that were assigned to a particular teacher by course and section. The school district reports this information for both their district-operated and their provider-operated programs. The record formats are the Student Course Record and the Teacher Course Record. The Department will consider matching these records to provide for effective monitoring. In addition, school districts could ask for class rosters from their providers to serve as an additional level of verification.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department:** Education

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(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General 2013-094	July 1, 2010- June 30, 2012	Virtual Instruction Programs (VIP)-FDOE	Finding continued from previous page.	<p><b>Management Response: August 7, 2013</b></p> <p>During the VIP approval process providers are required to disclose student-teacher ratios and teacher loads (total number of students assigned to a teacher) in their application and are required to post this information on their Disclosure Requirements website. Student-teacher ratios and teacher loads are also included in the Provider-District Contract Template.</p> <p>The Virtual Education Office recently met with the Database Office to discuss the possibility of matching the Student Course Record and the Teacher Course Record for additional verification. A follow-up meeting will be scheduled after Survey 2 data is final in early 2014.</p>	N/A

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2012 - 2013**

**Department: Education**

**Chief Internal Auditor: Janet Snyder**

**Budget Entity: State Board of Education**

**Phone Number: 850-245-9416**

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
A-12/12-13	2011-2012 School Year	Supplemental Education Services Leon County School District	We reviewed the Supplemental Educational Services program in Leon County School District to determine if the tutoring services provided are effective in improving student academic achievement. The results of our audit revealed that the program is beneficial and effective in enhancing the academic achievement of students. Our analysis revealed that significant learning gains were realized. Despite difficulties in obtaining reliable data for our analysis, we found that the majority of students sampled either met or exceeded the district's targeted levels of achievement for the 2011-2012 school year. Our study showed an overall success rate of 82%, with an average percentage point increase in test scores of 25 points for our sample of Leon County students who participated in the program.	No Management response necessary.	N/A



# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Education/State Board of Education

Agency Budget Officer/OPB Analyst Name: Amy Hammock

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.

	Program or Service (Budget Entity Codes)			
Action	4880			

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? (CSDI)	Yes			
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Yes			

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Yes			
1.4 Has security been set correctly? (CSDR, CSA)	Yes			
TIP The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.				

## 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?	Yes			
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Yes			
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?	Yes			
2.4 Have the coding guidelines in Section 3 of the LBR Instructions (pages 15 through 29) been followed?	Yes			

## 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.	N/A			
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### AUDITS:

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")	Yes			
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")	Yes			
TIP Generally look for and be able to fully explain significant differences between A02 and A03.				

		Program or Service (Budget Entity Codes)			
Action		4880			
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, the Special Categories appropriation category (10XXXX) should be used.				
<b>4. EXHIBIT D (EADR, EXD)</b>					
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Yes			
4.2	Is the program component code and title used correct?	Yes			
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.				
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>					
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Yes			
AUDITS:					
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Yes			
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Yes			
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	Yes, rounding			
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 2012-13 approved budget. Amounts should be positive.				
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.				
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>					
6.1	Are issues appropriately aligned with appropriation categories?	Yes			
TIP	Exhibit D-3 is no longer 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.				
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					

		Program or Service (Budget Entity Codes)			
Action		4880			
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Yes			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Yes			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	Yes			
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?	Yes			
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 and E-5 of the LBR Instructions.)	Yes			
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.	Yes			
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.	Yes			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	Yes, for primary data centers			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB 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			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	Yes			
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.	Yes			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			

		Program or Service (Budget Entity Codes)			
Action		4880			
7.17	Do the issues relating to <i>Information Technology (IT)</i> 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 or 55C01C0)?	Yes			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	No, strategy is identified in transmittal letter.			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Yes			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	Yes, corresponding issue is in BE 4818.			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	Yes, corresponding issue is in BE 4822.			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	Yes			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Yes			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Yes			

		Program or Service (Budget Entity Codes)			
Action		4880			
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Yes			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Yes, for trust funds 2176, and 2380.			
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)?	Yes			
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?	Yes			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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)?	Yes			
8.10	Are the statutory authority references correct?	Yes			
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Yes			
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Yes, for trust funds 2178, 2555, 2543 and 2612.			
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Yes			
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Yes			
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Yes			
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Yes			
8.17	If applicable, are nonrecurring revenues entered into Column A04?	Yes			
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?	Yes			
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?	Yes			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Yes			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Yes			
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.)	Yes			

		Program or Service (Budget Entity Codes)			
Action		4880			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Yes			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Yes			
8.25	Are current year September operating reversions appropriately shown in column A02?	Yes			
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?	Yes			
8.27	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?	Yes			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Yes			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Yes			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Yes			
8.31	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. ( <b>SC1R, DEPT</b> )	Yes			
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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
<b>AUDIT:</b>					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	No, the PADA function in LAS/PBS was not available prior to submitting the budget to the State Board of Education.			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	Yes			
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	Yes			
<b>11. SCHEDULE IV (EADR, SC4)</b>					
11.1	Are the correct Information Technology (IT) issue codes used?	Yes			

		Program or Service (Budget Entity Codes)			
Action		4880			
TIP If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>		Department Level Responses			
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 now be included in the priority listing.	Yes			
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>				
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>		Department Level Responses			
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Yes			
<b>15. SCHEDULE VIIIC (EADR, S8C) (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	Yes			
15.3	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?	Yes			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	Yes			
15.5	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?	Yes			
<b>AUDIT:</b>					
15.6	Do the issues net to zero at the department level? ( <b>GENR, LBR5</b> )	Yes			
<b>16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>		Department Level Responses			
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Yes			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	No, due to (\$91,570) error in A36 in BE 4818 and \$50,007 error in A01 in BE 4880.			
<b>AUDITS INCLUDED IN THE SCHEDULE XI REPORT:</b>					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? ( <b>GENR, ACT1</b> )	Yes, rounding			
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? ( <b>Audit #1 should print "No Activities Found"</b> )	Yes			



		Program or Service (Budget Entity Codes)			
Action		4880			
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? ( <b>Audit #2 should print "No Operating Categories Found"</b> )	Yes			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Yes			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Yes, reconciling items are rounding, FCO reversions, FSDB and SB 1852 supplemental.			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>		Department Level Responses			
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Yes			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Yes			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Yes			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.				
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Yes			



State of Florida  
Department of Education  
State Universities  
Education and General



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
State Universities  
Education and General



2014-15  
Schedule I Series

# Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): State University System / Educational and General Activities
Agency Budget Officer/OPB Analyst Name: Dale Bradley

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.

	Program or Service (Budget Entity Codes)				
Action	48900100				

## 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? (CSDI)	Y				
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y				

### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y				
1.4 Has security been set correctly? (CSDR, CSA)	Y				
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

## 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				
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y				
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Y				
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	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				
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### AUDITS:

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				
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		Program or Service (Budget Entity Codes)				
Action		48900100				
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? ( <b>EXBR, EXBC - Report should print "Records Selected Net To Zero"</b> )	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, the Special Categories appropriation category (10XXXX) should be used.					
<b>4. EXHIBIT D (EADR, EXD)</b>						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Y				
4.2	Is the program component code and title used correct?	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.					
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y				
AUDITS:						
5.2	Do the fund totals agree with the object category totals within each appropriation category? ( <b>ED1R, XD1A - Report should print "No Differences Found For This Report"</b> )	Y				
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? ( <b>EXBR, EXBB - Negative differences need to be corrected in Column A01.</b> )	Y				
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? ( <b>EXBR, EXBD - Differences need to be corrected in Column A01.</b> )	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 2012-13 approved budget. Amounts should be positive.					

		Program or Service (Budget Entity Codes)				
Action		48900100				
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.						
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>						
6.1	Are issues appropriately aligned with appropriation categories?	Y				
TIP Exhibit D-3 is no longer 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.						
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>						
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	Y				
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	Y				
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A				
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?	N/A				
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 and E-5 of the LBR Instructions.)	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.	N/A				
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.	N/A				
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	Y				
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A				
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A				

		Program or Service (Budget Entity Codes)			
Action		48900100			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	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.	N/A			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	Y			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA Report should print "No Records Selected For Reporting")</b>	Y			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.				

		Program or Service (Budget Entity Codes)			
Action		48900100			
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 66 through 70 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.				
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 2013-14 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.				
<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>					
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y			
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	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			
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	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)?	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?	N/A			
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			
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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			



		Program or Service (Budget Entity Codes)				
Action		48900100				
8.10	Are the statutory authority references correct?	Y				
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y				
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y				
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y				
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	N/A				
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	N/A				
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y				
8.17	If applicable, are nonrecurring revenues entered into Column A04?	N/A				
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				
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?	Y				
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y				
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	N/A				
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.)	N/A				
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y				
8.24	Are prior year September operating reversions appropriately shown in column A01?	N/A				
8.25	Are current year September operating reversions appropriately shown in column A02?	N/A				
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				
8.27	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				
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y				
<b>AUDITS:</b>						
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y				



		Program or Service (Budget Entity Codes)				
Action		48900100				
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Y				
8.31	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. ( <b>SC1R, DEPT</b> )	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.					
<b>9. SCHEDULE II (PSCR, SC2)</b>						
AUDIT:						
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	N/A				
<b>10. SCHEDULE III (PSCR, SC3)</b>						
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A				
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A				
<b>11. SCHEDULE IV (EADR, SC4)</b>						
11.1	Are the correct Information Technology (IT) issue codes used?	N/A				
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>						
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 now be included in the priority listing.	Y				
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>						
13.1	<b>NOT REQUIRED FOR THIS YEAR</b>	N/A				

	Program or Service (Budget Entity Codes)			
Action	48900100			

**14. SCHEDULE VIII B-2 (EADR, S8B2)**

14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Y				
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**15. SCHEDULE VIII C (EADR, S8C)  
(LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)**

15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A				
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	N/A				
15.3	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				
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	N/A				
15.5	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				

**AUDIT:**

15.6	Do the issues net to zero at the department level? (GENR, LBR5)	N/A				
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**16. SCHEDULE XI (USCR, SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)**

16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y				
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y				

**AUDITS INCLUDED IN THE SCHEDULE XI REPORT:**

16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	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				
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")	N/A				

		Program or Service (Budget Entity Codes)				
Action		48900100				
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y				
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Y				
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.					
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>						
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Y				
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y				
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	N/A				
<b>AUDITS - GENERAL INFORMATION</b>						
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.					
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>						
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A				
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A				
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A				
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A				
18.5	Are the appropriate counties identified in the narrative?	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				
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.					
<b>19. FLORIDA FISCAL PORTAL</b>						
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				

State of Florida  
Department of Education  
Board of Governors



2014-15  
Exhibits or Schedules

State of Florida  
Department of Education  
Board of Governors



2014-15  
Schedule I Series

**SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS**

**Budget Period: 2014-2015**

**Department:** Board of Governors - OIGC

**Chief Internal Auditor:** Joseph K. Maleszewski

**Budget Entity:** 48900300

**Phone Number:** (850) 245-9247

(1)	(2)	(3)	(4)	(5)	(6)
REPORT NUMBER	PERIOD ENDING	UNIT/AREA	SUMMARY OF FINDINGS AND RECOMMENDATIONS	SUMMARY OF CORRECTIVE ACTION TAKEN	ISSUE CODE
Auditor General, Operational Audit of the State University System of Florida Board of Governors, Report No. 2013-024, released October 18, 2012	FYE 2012	State University System of Florida Board of Governors office	<p><b>Finding No. 1:</b> The Board of Governors needed to enhance regulations and provide detailed guidelines to the State University System to establish uniform standards and, as applicable, conform to statutory requirements.</p> <p><b>Recommendation:</b> The Board should review, and revise as appropriate, its current regulations provided to universities to address the above cited issues.</p>	Board staff has reviewed, and revised as appropriate, its regulations provided to universities to address purchasing, sponsored research, anti-hazing, and student code of conduct. regulation in March 2013.	
Auditor General, Operational Audit of the State University System of Florida Board of Governors, Report No. 2013-024, released October 18, 2012	FYE 2012	State University System of Florida Board of Governors office	<p><b>Finding No. 2:</b> The BOG had not developed procedures to compare revenues remitted by the universities for debt service payments on SUS revenue bonds with amounts required to be submitted in accordance with statutes and bond issues.</p> <p><b>Recommendation:</b> The BOG should develop procedures to review the actual remittances of revenues and fees by the universities for the payment of revenue bonds with the amounts required by Statute for the bond issues.</p>	Procedures have been developed to review remittances as recommended. These were implemented effective June 2013.	
Auditor General, Operational Audit of the State University System of Florida Board of Governors, Report No. 2013-024, released October 18, 2012	FYE 2012	State University System of Florida Board of Governors office	<p><b>Finding No. 3:</b> The BOG needed to improve procedures related to monitoring of grant expenditures by universities.</p> <p><b>Recommendation:</b> The BOG should establish policies to obtain and review sufficient documentation from the universities to ensure awarded funds are spent for authorized Program purposes. In addition, the BOG should take action to resolve UCF's inappropriate transfer of the \$2 million of Program funds to UCF's Foundation.</p>	Expenditure reports have been submitted by the universities demonstrating that the funding has been expended for authorized program purposes. The board's general counsel is evaluating options for resolution of the UCF transfer of Program funds to UCF's Foundation.	

<p>Auditor General, Operational Audit of the State University System of Florida Board of Governors, Report No. 2013-024, released October 18, 2012</p>	<p>FYE 2012</p>	<p>State University System of Florida Board of Governors office</p>	<p><b>Finding No. 4:</b> The BOG did not maintain proposal selection or monitoring documentation for the SUS's New Florida Initiative awards.</p> <p><b>Recommendation:</b> The BOG should strengthen its procedures for retaining documentation of the selection, awarding, and monitoring to ensure that amounts awarded are fairly selected and that expenditures are accurately reported in accordance with New Florida Initiative program plans.</p>	<p>The Board Office has developed a checklist of procedures from the point of calls for proposals to award approvals by the Board of Governors that will ensure the retention of documentation. Monitoring processes have been implemented.</p>	
<p>Auditor General, Quality Assessment Review -Office of Inspector General, Internal Audit Actiivities. Report No. 2013-188 issued June 2013</p>	<p>FYE 2012</p>	<p>State University System of Florida Board of Governors office - Office of Inspector General and Director of Compliance</p>	<p><b>Finding No. 1:</b> In our opinion, the quality assurance program related to the Office of Inspector General's internal audit activity was adequately designed and complied with during the review period July 2011 through August 2012 to provide reasonable assurance of conformance with applicable professional auditing standards. While not material to overall conformance to professional standards, the internal audit activity can better ensure that Office staff maintain and enhance their professional proficiency and technical competence by requiring and maintaining records of appropriate continuing professional development.</p> <p><b>Recommendation:</b> To demonstrate compliance with Section 1230 of the IIA Standards, we recommend that the Inspector General ensure that appropriate training is obtained and documented in accordance with the Office's Policies and Procedures Manual.</p>	<p>The Compliance Analyst has become a member of the Institute of Internal Auditors and attended a training session sponsored by the IIA for 32 CPE credits. Likewise, the Inspector General will continue to pursue appropriate training as required by the Standards.</p> <p>In addition, the OIGC has created a spreadsheet to document and track the training and CPE credits earned by both the Inspector General and the Compliance Analyst.</p>	

<p>Auditor General, Quality Assessment Review -Office of Inspector General, Internal Audit Activities. Report No. 2013-188 issued June 2013</p>	<p>FYE 2012</p>	<p>State University System of Florida Board of Governors office - Office of Inspector General and Director of Compliance</p>	<p><b>Finding No. 2:</b> In addition, in some instances, the Board and the Office did not demonstrate compliance with the provisions of Section 20.055, Florida Statutes, which governs the internal audit activities of the offices of inspectors general. To enhance compliance with Section 20.055, Florida Statutes, Board management and the Inspector General should address matters related to the conduct of audits and preparation of audit reports; maintenance of an appropriate balance between audit, investigative, and other accountability activities; educational credentials; and the development of a long-term audit plan based on periodic risk assessments.</p> <p><b>Recommendation:</b> We recommend that the Board take actions to enhance Office compliance with statutory requirements related to the conduct of audits and preparation of audit reports, maintenance of an appropriate balance of work effort, and educational credentials. Additionally, we recommend that the Inspector General ensure that long-term and annual audit plans are developed and submitted to the Board's Audit Committee for review and approval.</p>	<p>The Office of Inspector General is developing a tracking system for audit and investigative projects.</p> <p>A systematic risk assessment process has been completed, and a Long-Term and Annual Audit Plan for the 2013-2014 fiscal year developed by the Inspector General and approval by the Audit and Compliance Committee as well as the full Board of Governors in June 2013.</p> <p>The OIGC is developing a time tracking system to track time to various audit, investigative and compliance activities of the office.</p> <p>Joseph Maleszewski was appointed Inspector General for the State University System effective September 9, 2013. He has more than 20 years - serving primarily within the Offices of Inspector General at four agencies.</p> <p>Joe earned his MBA from Florida State University and is a Certified Inspector General (CIG), Certified Internal Auditor (CIA), and a Certified Information Systems Auditor (CISA). He is a member of the Institute of Internal Auditors, Information Systems Audit and Control Association, Association of Government Accountants, Association of Inspectors General, and the Florida Audit Forum.</p>	
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## Fiscal Year 2014-15 LBR Technical Review Checklist

Department/Budget Entity (Service): Board of Governors/48900300
Agency Budget Officer/OPB Analyst Name: Heidie Bryant

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.

	Program or Service (Budget Entity Codes)			
Action	4.9E+07			

### 1. GENERAL

1.1 Are Columns A01, A02, 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? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only? <b>(CSDI)</b>	Y				
1.2 Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? <b>(CSDI)</b>	Y				

#### AUDITS:

1.3 Has Column A03 been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. <b>(EXBR, EXBA)</b>	Y				
1.4 Has security been set correctly? <b>(CSDR, CSA)</b>					
<b>TIP</b> The agency should prepare the budget request for submission in this order: 1) Lock columns as described above; 2) copy Column A03 to Column A12; and 3) set Column A12 column security to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status.					

### 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				
2.2 Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y				
2.3 Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 29)? Do they clearly describe the issue?	Y				
2.4 Have the coding guidelines in <i>Section 3</i> of the LBR Instructions (pages 15 through 29) been followed?	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.	N/A				
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#### AUDITS:

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? <b>(NACR, NAC - Report should print "No Negative Appropriation Categories Found")</b>	Y				
3.3 Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? <b>(EXBR, EXBC - Report should print "Records Selected Net To Zero")</b>	Y				
<b>TIP</b> Generally look for and be able to fully explain significant differences between A02 and A03.					

		Program or Service (Budget Entity Codes)				
Action		4.9E+07				
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, the Special Categories appropriation category (10XXXX) should be used.					
<b>4. EXHIBIT D (EADR, EXD)</b>						
4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 61 of the LBR Instructions?	Y				
4.2	Is the program component code and title used correct?	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.					
<b>5. EXHIBIT D-1 (ED1R, EXD1)</b>						
5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y				
<b>AUDITS:</b>						
5.2	Do the fund totals agree with the object category totals within each appropriation category? <b>(ED1R, XD1A - Report should print "No Differences Found For This Report")</b>	Y				
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? <b>(EXBR, EXBB - Negative differences need to be corrected in Column A01.)</b>	Y				
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? <b>(EXBR, EXBD - Differences need to be corrected in Column A01.)</b>	N/J	Differences due to Rounding			
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 2012-13 approved budget. Amounts should be positive.					
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.					
<b>6. EXHIBIT D-3 (ED3R, ED3) (Not required to be submitted in the LBR - for analytical purposes only.)</b>						
6.1	Are issues appropriately aligned with appropriation categories?	Y				

		Program or Service (Budget Entity Codes)			
Action		4.9E+07			
<b>TIP</b> Exhibit D-3 is no longer 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.					
<b>7. EXHIBIT D-3A (EADR, ED3A)</b>					
7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 31 of the LBR Instructions.)	N/A			
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See page 67-68 of the LBR Instructions.)	N/A			
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 69 through 71 of the LBR Instructions?	N/A			
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?	N/A			
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 and E-5 of the LBR Instructions.)	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.	N/A			
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.	N/A			
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A			
7.9	Does the issue narrative reference the specific county(ies) where applicable?	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 #13-003?	N/A			
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the OPB Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. <b>(PLRR, PLMO)</b>	N/A			
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A			
7.13	Has the agency included a 160XXX0 issue and 210XXXX and 260XXX0 issues as required for lump sum distributions?	N/A			
7.14	Do the amounts reflect appropriate FSI assignments?	N/A			
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.	N/A			

		Program or Service (Budget Entity Codes)			
Action		4.9E+07			
7.16	Do the issues relating to <i>salary and benefits</i> have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See page 28 and 88 of the LBR Instructions.)	N/A			
7.17	Do the issues relating to <i>Information Technology (IT)</i> have a "C" in the sixth position of the issue code (36XXXXCX) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 17C01C0, 17C02C0, 17C03C0, 24010C0, 33001C0 or 55C01C0)?	N/A			
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A			
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development as requested in Memo# 14-006?	N/A			
<b>AUDIT:</b>					
7.20	Are all FSI's equal to '1', '2', '3', or '9'? There should be no FSI's equal to '0'. <b>(EADR, FSIA - Report should print "No Records Selected For Reporting")</b>	Y			
7.21	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? <b>(GENR, LBR1)</b>	N/A			
7.22	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? <b>(GENR, LBR2)</b>	N/A			
7.23	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? <b>(GENR, LBR3)</b>	N/A			
7.24	Have FCO appropriations been entered into the nonrecurring column A04? <b>(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) )</b>	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 <b>OADA/OADR</b> 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 66 through 70 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.				
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 2013-14 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.				

	Program or Service (Budget Entity Codes)			
Action	4.9E+07			

<b>8. SCHEDULE I &amp; RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level)</b>				
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y		
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	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		
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	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)?	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		
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		
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 <i>section 215.32(2)(b), Florida Statutes</i> - including the Schedule ID and applicable legislation?	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		
8.10	Are the statutory authority references correct?	Y		
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to Chapter 2009-78, Laws of Florida, for appropriate general revenue service charge percentage rates.)	Y		
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	N/A		
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y		
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	N/A		
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	N/A		
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y		
8.17	If applicable, are nonrecurring revenues entered into Column A04?	N/A		
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		
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?	Y		

		Program or Service (Budget Entity Codes)			
Action		4.9E+07			
8.20	Are appropriate service charge nonoperating amounts included in Section II?	Y			
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	N/A			
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			
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y			
8.24	Are prior year September operating reversions appropriately shown in column A01?	Y			
8.25	Are current year September operating reversions appropriately shown in column A02?	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			
8.27	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			
8.28	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y			
<b>AUDITS:</b>					
8.29	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y			
8.30	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? ( <b>SC1R, SC1A - Report should print "No Discrepancies Exist For This Report"</b> )	Y			
8.31	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. ( <b>SC1R, DEPT</b> )	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.				
<b>9. SCHEDULE II (PSCR, SC2)</b>					
<b>AUDIT:</b>					
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? ( <b>BRAR, BRAA - Report should print "No Records Selected For This Request"</b> ) Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 158 of the LBR Instructions.)	Y			
<b>10. SCHEDULE III (PSCR, SC3)</b>					
10.1	Is the appropriate lapse amount applied in Segment 3? (See page 91 of the LBR Instructions.)	N/A			

		Program or Service (Budget Entity Codes)				
Action		4.9E+07				
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See page 98 of the LBR Instructions for appropriate use of the OAD transaction.) Use <b>OADI</b> or <b>OADR</b> to identify agency other salary amounts requested.	N/A				
<b>11. SCHEDULE IV (EADR, SC4)</b>						
11.1	Are the correct Information Technology (IT) issue codes used?	N/A				
TIP	If IT issues are not coded correctly (with "C" in 6th position), they will not appear in the Schedule IV.					
<b>12. SCHEDULE VIIIA (EADR, SC8A)</b>						
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 now be included in the priority listing.	N/A				

	Program or Service (Budget Entity Codes)				
Action	4.9E+07				
<b>13. SCHEDULE VIIIB-1 (EADR, S8B1)</b>					
13.1 NOT REQUIRED FOR THIS YEAR					
<b>14. SCHEDULE VIIIB-2 (EADR, S8B2)</b>					
14.1	Do the reductions comply with the instructions provided on pages 102 through 104 of the LBR Instructions regarding a 5% reduction in recurring General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used?	Y			
<b>15. SCHEDULE VIIIC (EADR, S8C)</b> (LAS/PBS Web - see page 105-107 of the LBR Instructions for detailed instructions)					
15.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web.	N/A			
15.2	Does the schedule include at least three and no more than 10 unique reprioritization issues, in priority order? Manual Check.	N/A			
15.3	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			
15.4	Are the priority narrative explanations adequate and do they follow the guidelines on pages 105-107 of the LBR instructions?	N/A			
15.5	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			
AUDIT:					
15.6	Do the issues net to zero at the department level? (GENR, LBR5)	N/A			
<b>16. SCHEDULE XI (USCR,SCXI) (LAS/PBS Web - see page 108-112 of the LBR Instructions for detailed instructions)</b>					
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. <b>The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website.</b> (Note: Pursuant to <i>section 216.023(4) (b), Florida Statutes</i> , the Legislature can reduce the funding level for any agency that does not provide this information.)	Y			
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y			
AUDITS INCLUDED IN THE SCHEDULE XI REPORT:					
16.3	Does the FY 2012-13 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	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			
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")	N/A			



		Program or Service (Budget Entity Codes)			
Action		4.9E+07			
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: <b>Audit #3</b> will identify those activities that do NOT have a Record Type '5' and have not been identified as a 'Pass Through' activity. These activities will be displayed in Section III with the 'Payment of Pensions, Benefits and Claims' activity and 'Other' activities. Verify if these activities should be displayed in Section III. If not, an output standard would need to be added for that activity and the Schedule XI submitted again.)	Y			
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? ( <b>Audit #4 should print "No Discrepancies Found"</b> )	Y			
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.				
<b>17. MANUALLY PREPARED EXHIBITS &amp; SCHEDULES</b>					
17.1	Do exhibits and schedules comply with LBR Instructions (pages 110 through 154 of the LBR Instructions), and are they accurate and complete?	Y			
17.2	Are appropriation category totals comparable to Exhibit B, where applicable?	Y			
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y			
<b>AUDITS - GENERAL INFORMATION</b>					
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 156-158) 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.				
<b>18. CAPITAL IMPROVEMENTS PROGRAM (CIP)</b>					
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	N/A			
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	N/A			
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	N/A			
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	N/A			
18.5	Are the appropriate counties identified in the narrative?	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			
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.				
<b>19. FLORIDA FISCAL PORTAL</b>					
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			