

LEGISLATIVE BUDGET REQUEST

September 15, 2023

Mr. Chris Spencer, Director
Office of Policy and Budget
Executive Office of the Governor
1702 Capitol
Tallahassee, Florida 32399-0001

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

Tim Sadberry, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the Department of Commerce is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2024-25 fiscal year.

This submission has been approved by Mr. J. Alex Kelly, Secretary.

If you have any questions, please contact Tisha Womack, Chief Financial Officer at (850) 245-7126.

Sincerely,



Tisha Womack
Chief Financial Officer

LEGISLATIVE BUDGET REQUEST

Florida Housing Finance Corporation
Department of Commerce

September 15, 2023

Chris Spencer, Director
Office of Policy and Budget
Executive Office of the Governor
1702 Capitol
Tallahassee, Florida 32399-0001

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

Tim Sadberry, Staff Director
Senate Committee on Appropriations
201 Capitol
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Legislative Budget Request for the Florida Housing Finance Corporation is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our proposed needs for the 2024-25 Fiscal Year.

Sincerely,



Angeliki G. Sellers
Acting Executive Director

Ron DeSantis, Governor

Board of Directors: Mario Facella, Chair • Ryan Benson, Vice Chair
Larry Cretul • Sandra Einhorn • David Hall • Olivia Hoblit • Meredith Ivey • Ron Lieberman • Dev Motwani

Michael DiNapoli, Executive Director

STATE OF FLORIDA
DEPARTMENT OF COMMERCE
LEGISLATIVE BUDGET REQUEST



Fiscal Year
2024-2025



PAY ADDITIVES IMPLEMENTATION PLAN FOR FISCAL YEAR 2024-25

Section 110.2035(7)(b), Florida Statutes, requires each state agency to include a proposed written plan for implementing temporary special duties – general pay additives during the next fiscal year as part of its annual legislative budget request.

In accordance with rule 60L-32.0012, Florida Administrative Code (“F.A.C.”), the Department of Commerce (FloridaCommerce) has used existing salary rate and salary and benefits operating budget authority to grant pay additives when warranted based on the duties and responsibilities of the position. The requested pay additives have been used in accordance with personnel rules and regulations and have been incorporated in the official position description, if required. Pay additives are a valuable management tool that allows agencies to recognize and compensate an employee for identified duties, without providing a permanent pay increase.

The pay additives utilized by FloridaCommerce include on-call, lead-worker, temporary special duties – general and temporary special duties – absent coworker, which are used as follows:

On-Call Additives

Currently, the Division of Information Technology uses on-call additives for employees that are required to be on-call either daily or on weekends as needed and/or as specifically directed by management. On-call designations must be included in the employee’s position description and the following rules apply:

- The employee must remain available to work during an off-duty period.
- The employee must notify how they may be reached by phone or electronic device.
- The employee must be available to return to the work location on short notice to perform assigned duties.

An employee who is required to be on-call is compensated at an additional rate of \$1.00 per hour for each hour that he or she is required to be on-call. If an on-call period is less than one hour, the time while on-call is rounded to the nearest quarter hour, and the employee will be paid an additional rate of .25 cents for each quarter hour of on-call assignment. An employee called back to work beyond the employee’s scheduled hours for that day shall be credited for actual time worked, or a minimum of two hours, whichever is greater.

An employee who is required to be on-call on a Saturday, Sunday, or state holiday is compensated at a rate equal to one-fourth of the statewide minimum for the employee’s paygrade or payband or at the rate specified, whichever is greater, for the period such employee is required to be available.

FloridaCommerce currently has 45 positions designated as on-call, and the total on-call hours reported last fiscal year were approximately 48,927 hours for a total payout of approximately \$129,714.65.

Lead Worker Additives

Lead worker additives may be used for positions/employees with sufficient knowledge and experience to lead others when assigned such responsibilities on a continuing basis. Duties of a lead worker do not include evaluating another's performance or administering disciplinary actions, and it does not justify reclassification. Duties must be reflected on the position description and in accordance with Chapter 60L-31, F.A.C., as follows:

- Position description must be completed with lead worker duties to include training, coordinating workflow, and outcomes.
- Justification must include number of employees/positions, including Other Personal Services (OPS) and contracted workers, which will fall under their scope of responsibility.
- If an amount over five percent of the incumbent's base rate of pay is requested, additional justification is required. This justification may include remote or itinerate job sites, knowledge, skills, and abilities the incumbent might possess that could provide oversight of several program areas. FloridaCommerce currently has 40 positions designated as lead workers in the Division of Workforce Services and nine positions designated as lead workers in the Division of Community Development, all of which were approved by the Department of Management Services. The total annual additive amount is approximately \$92,695.76.

Temporary Special Duties – General

The temporary special duties – general pay additive is used when an employee has been assigned temporary duties and responsibilities not customarily assigned to their position (for example, temporarily assuming the duties of a vacant position or working on a special project that is outside the normal duties of the position). FloridaCommerce has requested approval of temporary special duties – general pay additives for either temporary workload issues resulting from an increase of either OPS staff or contracted positions, or temporary special projects. FloridaCommerce currently has zero positions designated with temporary special duties.

Temporary Special Duty – Absence of Coworker

This additive is only granted when an employee is either on leave pursuant to the Family Medical Leave Act or on a military leave of absence. FloridaCommerce currently has zero positions designated with temporary special duties of an absent coworker.

SUMMARY - FloridaCommerce requests delegation of authority to approve and implement, as necessary, and continue the pay additives described above during Fiscal Year 2024-2025 using existing salary rate and salary and benefits in accordance with the operating budget authority.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Department Level
Exhibits or Schedules

Fiscal Year
2024-2025

**Schedule VII
Agency Litigation Inventory**



**Fiscal Year
2024-2025**

**Schedule VII
Agency Litigation Inventory**



**Fiscal Year
2024-2025**

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Florida Fiscal Portal.

Agency:	Florida Department of Commerce		
Contact Person:	Tim Newhall, OAG	Phone Number:	850-414-3633
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Galleon Bay Corporation v. Board of County Commissioners of Monroe County, Florida, and State of Florida		
Court with Jurisdiction:	Circuit Court for Monroe County		
Case Number:	2002-CA-595-K		
Summary of the Complaint:	Galleon Bay filed an inverse condemnation claim against Monroe County, Florida, arising out of the denial of a permit. The State of Florida was eventually joined as a defendant.		
Amount of the Claim:	\$ 480,511.60		
Specific Statutes or Laws (including GAA) Challenged:	Section 73.111, F.S.		
Status of the Case:	<p>In May 2016, the trial court entered judgment in favor of Galleon Bay in the amount of \$480,511.60, plus interest, which was affirmed on direct appeal. In September 2019, Monroe County satisfied the judgment in full (\$539,369.67, including registry costs). Ostensibly unsatisfied with the judgment amount, Galleon Bay filed a motion to declare the judgment void, pursuant to a theory under section 73.111, F.S. The motion was denied by the trial court. The trial court's order was affirmed by the Third DCA, and Galleon Bay's petition to the Florida Supreme Court to accept jurisdiction was thereafter denied.</p> <p>In June 2021, the State and Monroe County entered into a settlement agreement through which the State agreed to pay Monroe County 50% of the judgment amount (\$269,684.83), specifically appropriated by the Legislature for FY20-21. The issue of attorneys' fees and costs remains pending.</p>		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<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	

If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A
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Office of Policy and Budget – June 2023

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the “Legislative Budget Request (LBR) Instructions” located on the Florida Fiscal Portal.

Agency:	Florida Department of Commerce		
Contact Person:	Tim Newhall, OAG	Phone Number:	850-414-3633
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Key Haven Associated Enterprises v. DEP and Commerce		
Court with Jurisdiction:	Circuit Court for Leon County		
Case Number:	2021-CA-1613		
Summary of the Complaint:	Plaintiff brings declaratory judgment and inverse condemnation claims against DEP and Commerce after DEP denied environmental use permits for dredging and filling submerged land on five lots owned by Plaintiff in Monroe County. Plaintiff alleges DEP's denial was based on Commerce's objection to the permits for lack of compliance with the Florida Coastal Management Program and Monroe County's Comprehensive Plan and Land Development Regulations.		
Amount of the Claim:	Unspecified		
Specific Statutes or Laws (including GAA) Challenged:	N/A		
Status of the Case:	On June 9, 2022, the Court denied the Department's motion to dismiss Plaintiff's Amended Complaint. Commerce filed its Answer and Affirmative Defenses on July 5, 2023. Trial is set for March 15, 2024.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<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	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Florida Fiscal Portal.

Agency:	Florida Department of Commerce		
Contact Person:	Daniel Bell, OAG	Phone Number:	850-414-3300
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Walt Disney Park and Resorts U.S., Inc. v. DeSantis et al.		
Court with Jurisdiction:	U.S. District Court for the Northern District of Florida		
Case Number:	23-CV-163		
Summary of the Complaint:	Disney is seeking declaratory and injunctive relief regarding legislative changes made to the Central Florida Tourism Oversight District (f/k/a Reedy Creek Improvement District)		
Amount of the Claim:	N/A		
Specific Statutes or Laws (including GAA) Challenged:	N/A		
Status of the Case:	On June 26, 2023, the state filed a Motion to Dismiss.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<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	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		

Schedule VII: Agency Litigation Inventory

For directions on completing this schedule, please see the "Legislative Budget Request (LBR) Instructions" located on the Florida Fiscal Portal.

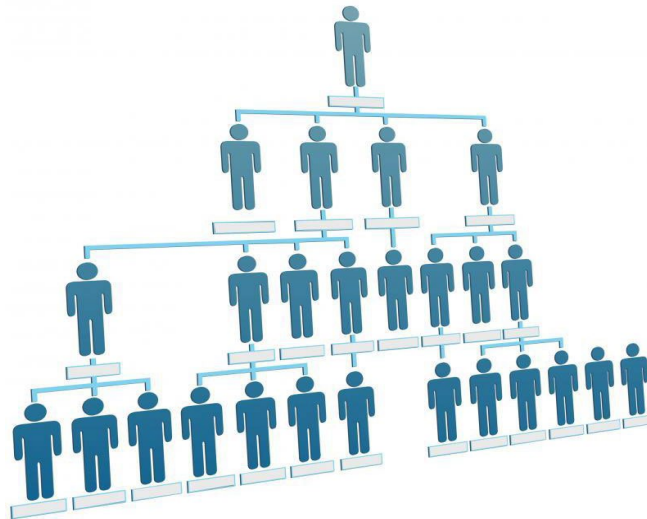
Agency:	Florida Department of Commerce		
Contact Person:	Daniel Bell	Phone Number:	850-414-3300
Names of the Case: (If no case name, list the names of the plaintiff and defendant.)	Shen et al. v. FDACS, DEO, et al.		
Court with Jurisdiction:	U.S. District Court for the Northern District of Florida		
Case Number:	23-CV-208		
Summary of the Complaint:	Plaintiffs are challenging Senate Bill (SB) 264 and claiming that it violates: (1) the Equal Protection Clause under the 14th Amendment; (2) the right to procedural due process under the 14th Amendment and 42 U.S.C. 1983; (3) the Fair Housing Act; and (4) the Supremacy Clause of the U.S. Constitution.		
Amount of the Claim:	N/A		
Specific Statutes or Laws (including GAA) Challenged:	Chapter 2023-33, Laws of Florida		
Status of the Case:	The plaintiffs filed their complaint on May 23, 2023. Plaintiffs filed a Motion for Preliminary Injunction on June 6, 2023. A preliminary injunction hearing was held on July 18, 2023. The judge has not issued a ruling on whether the preliminary injunction will be granted or not.		
Who is representing (of record) the state in this lawsuit? Check all that apply.	<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	
If the lawsuit is a class action (whether the class is certified or not), provide the name of the firm or firms representing the plaintiff(s).	N/A		

**Schedule X
Organizational Structure**

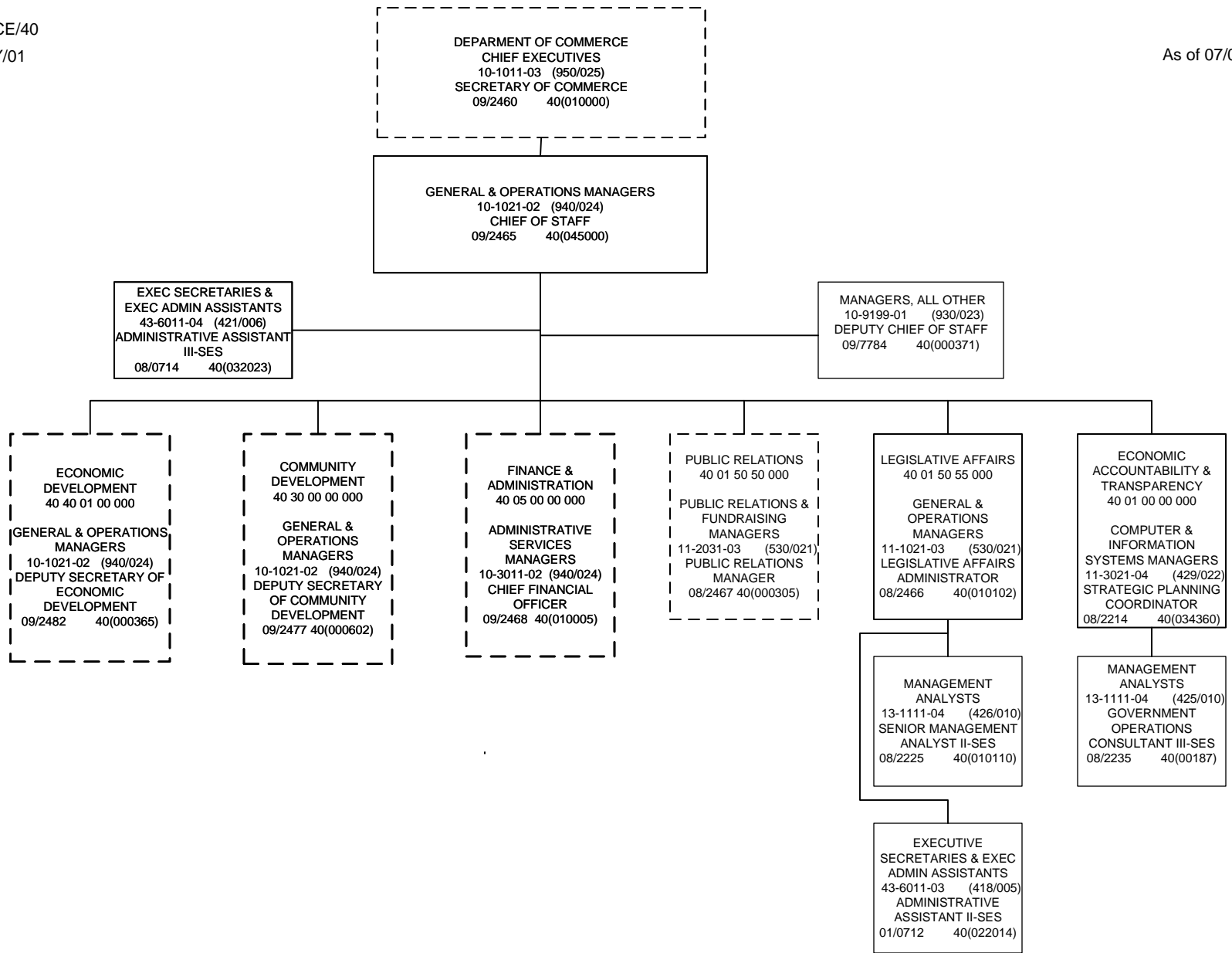


**Fiscal Year
2024-2025**

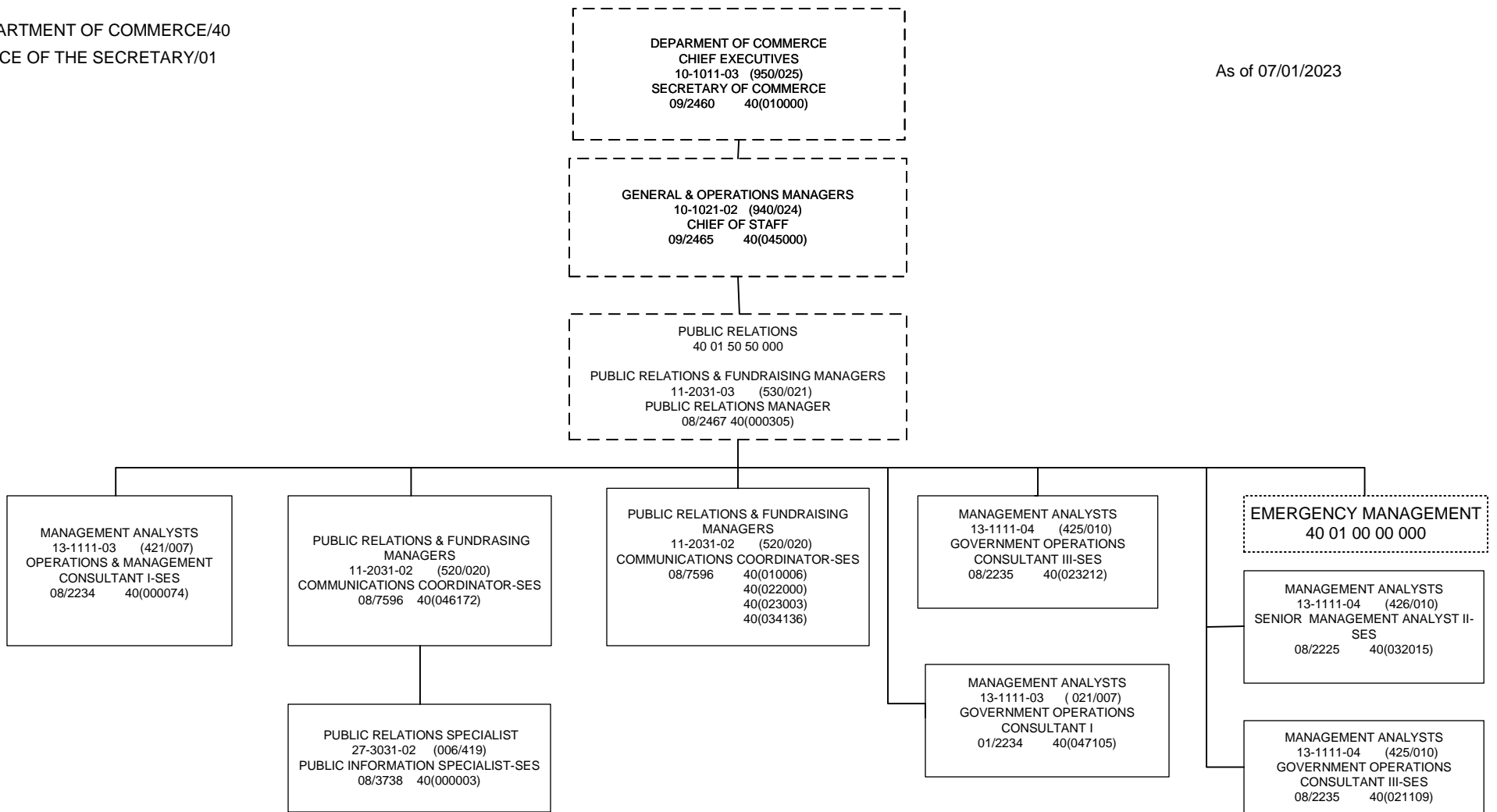
Schedule X Organizational Structure



Fiscal Year
2024-2025

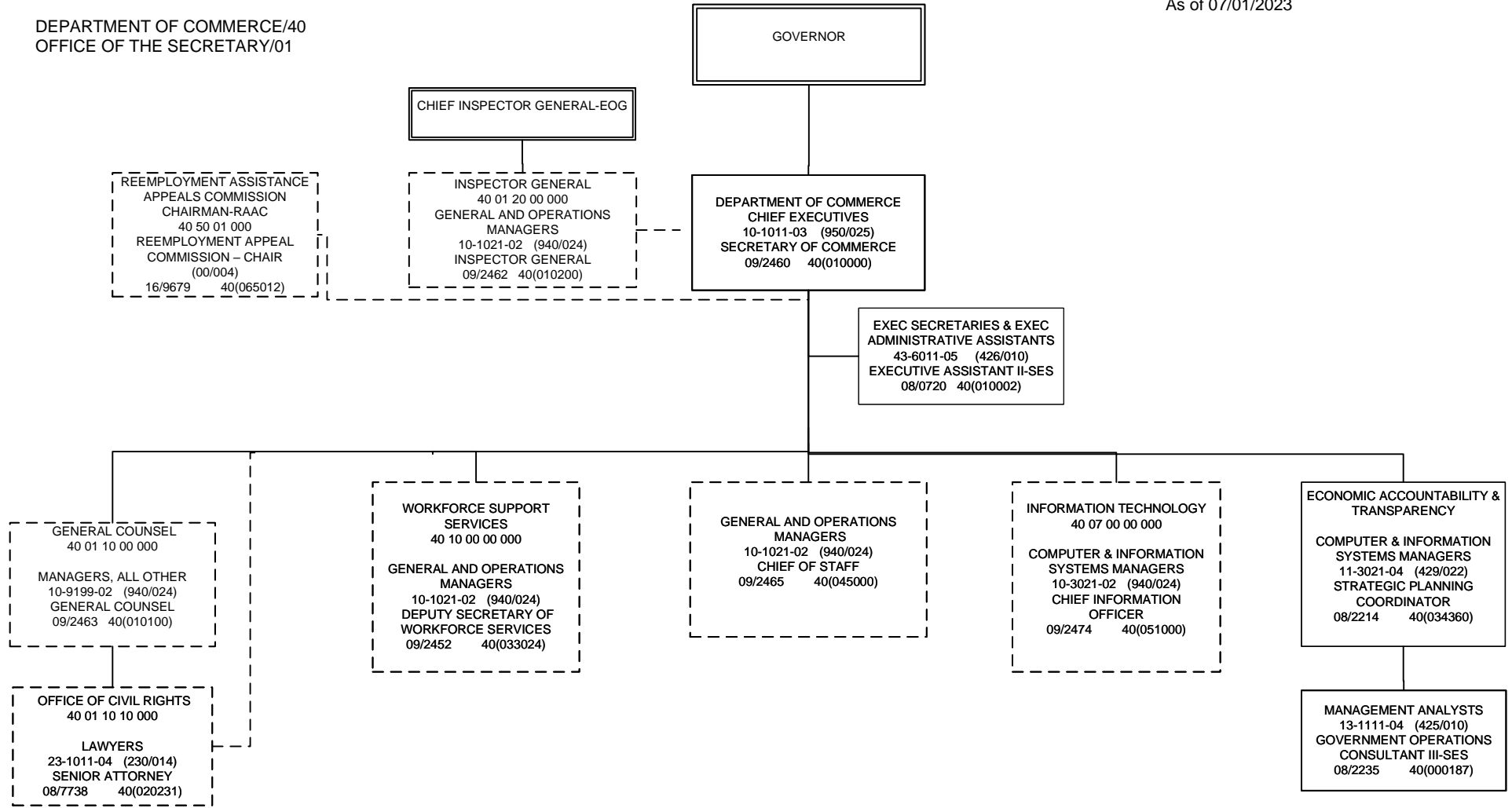


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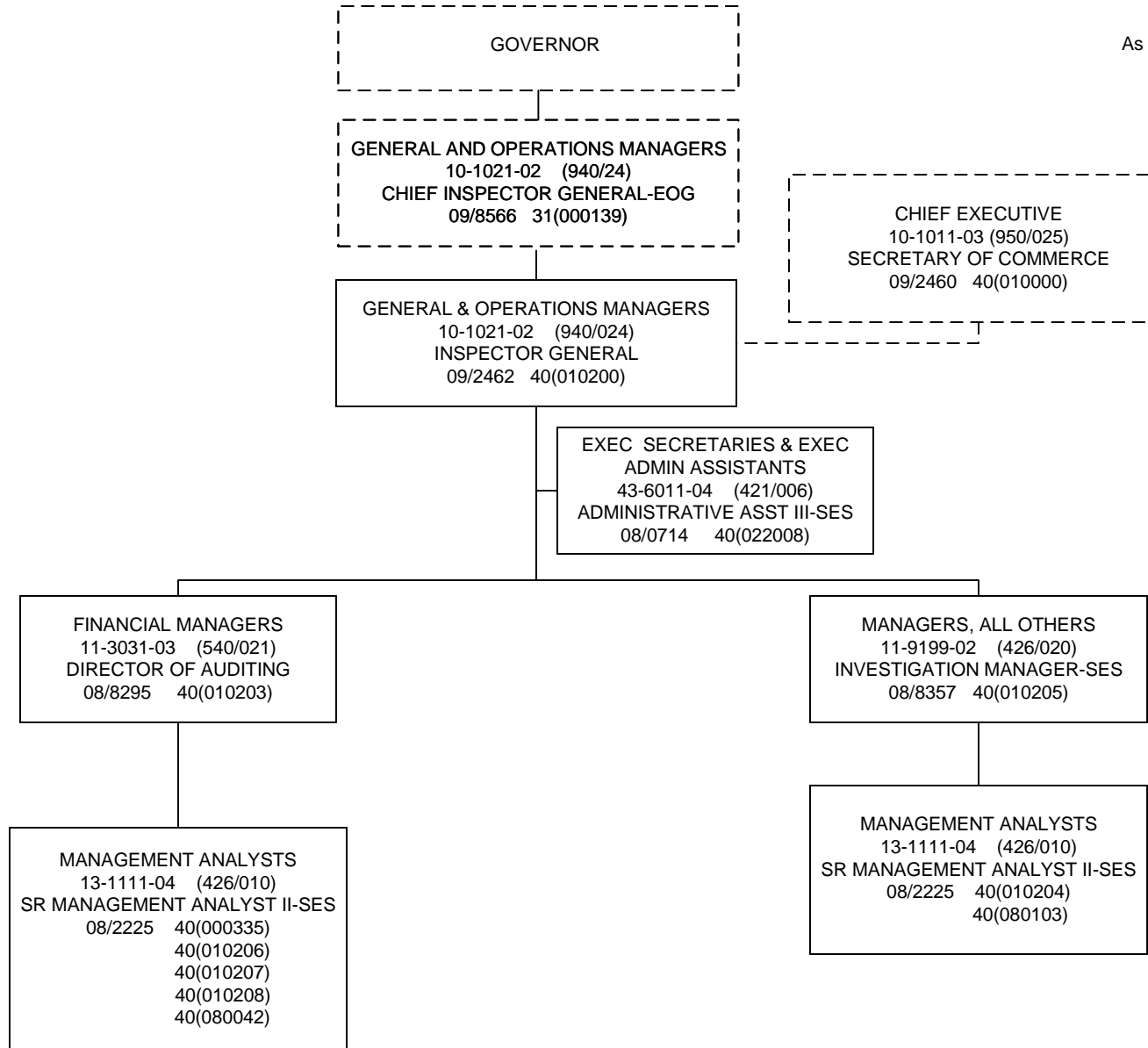
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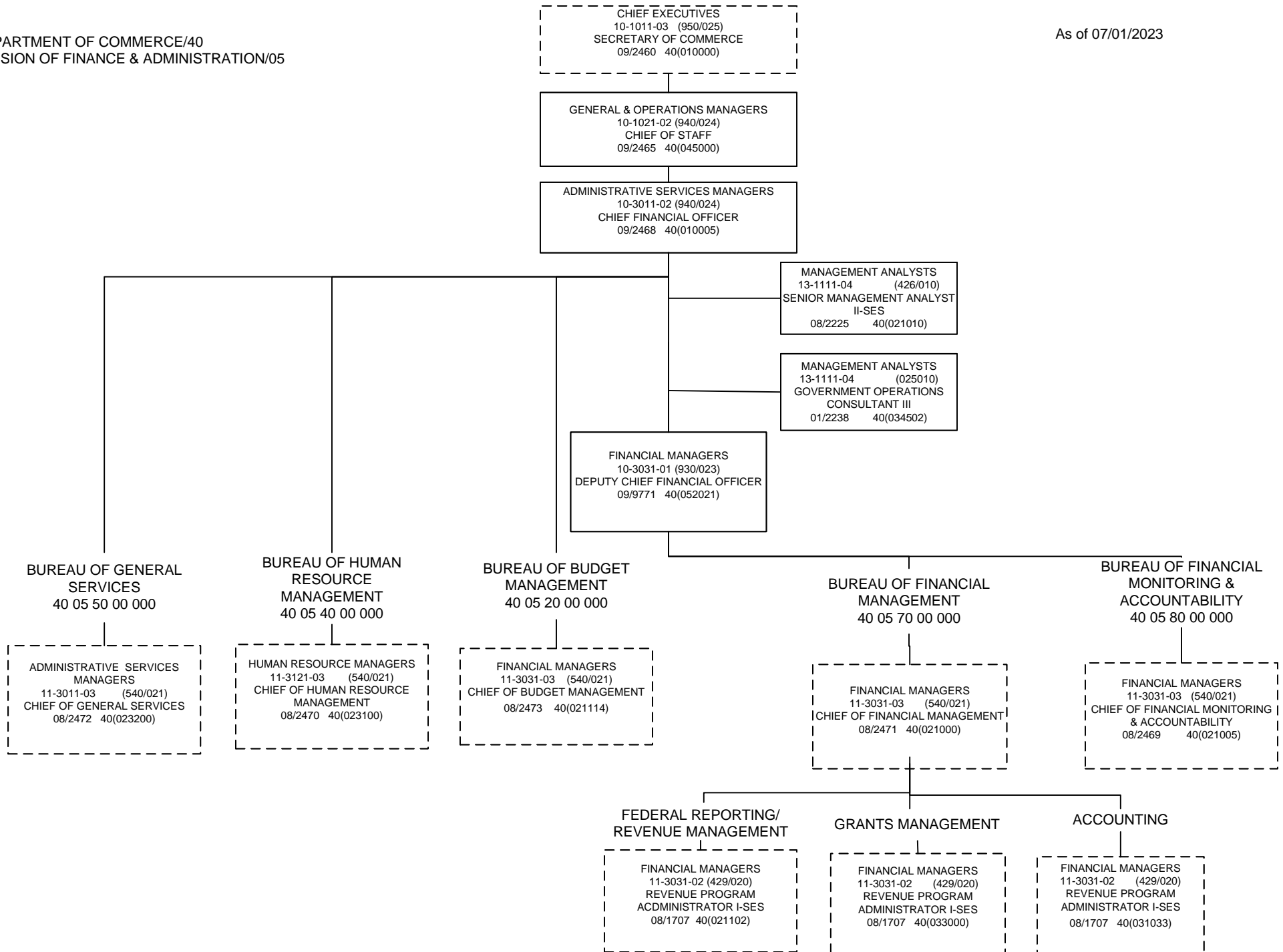
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OFFICE OF THE SECRETARY/01

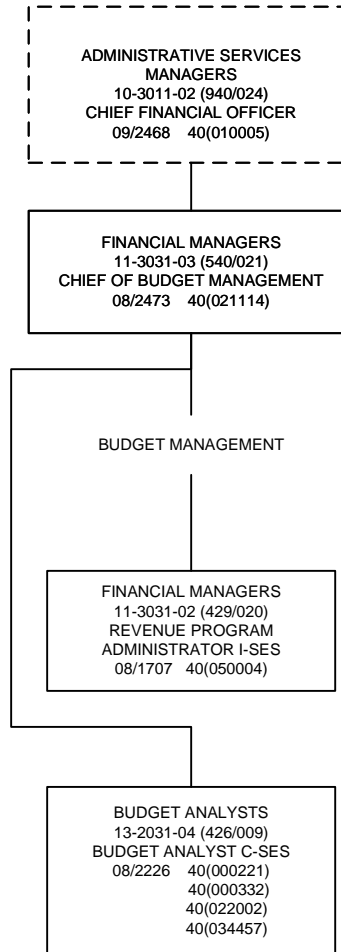


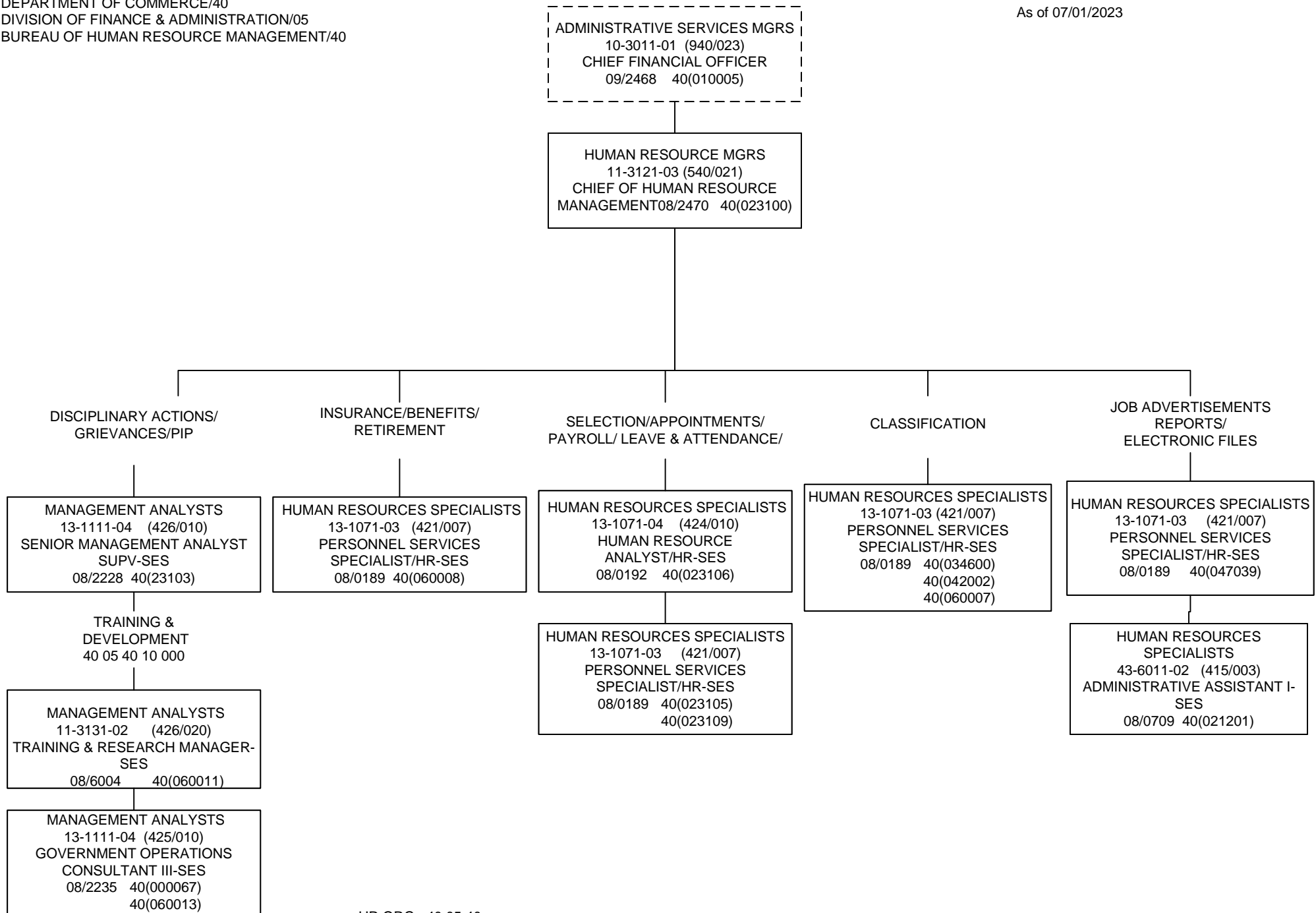
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Human Resource Management







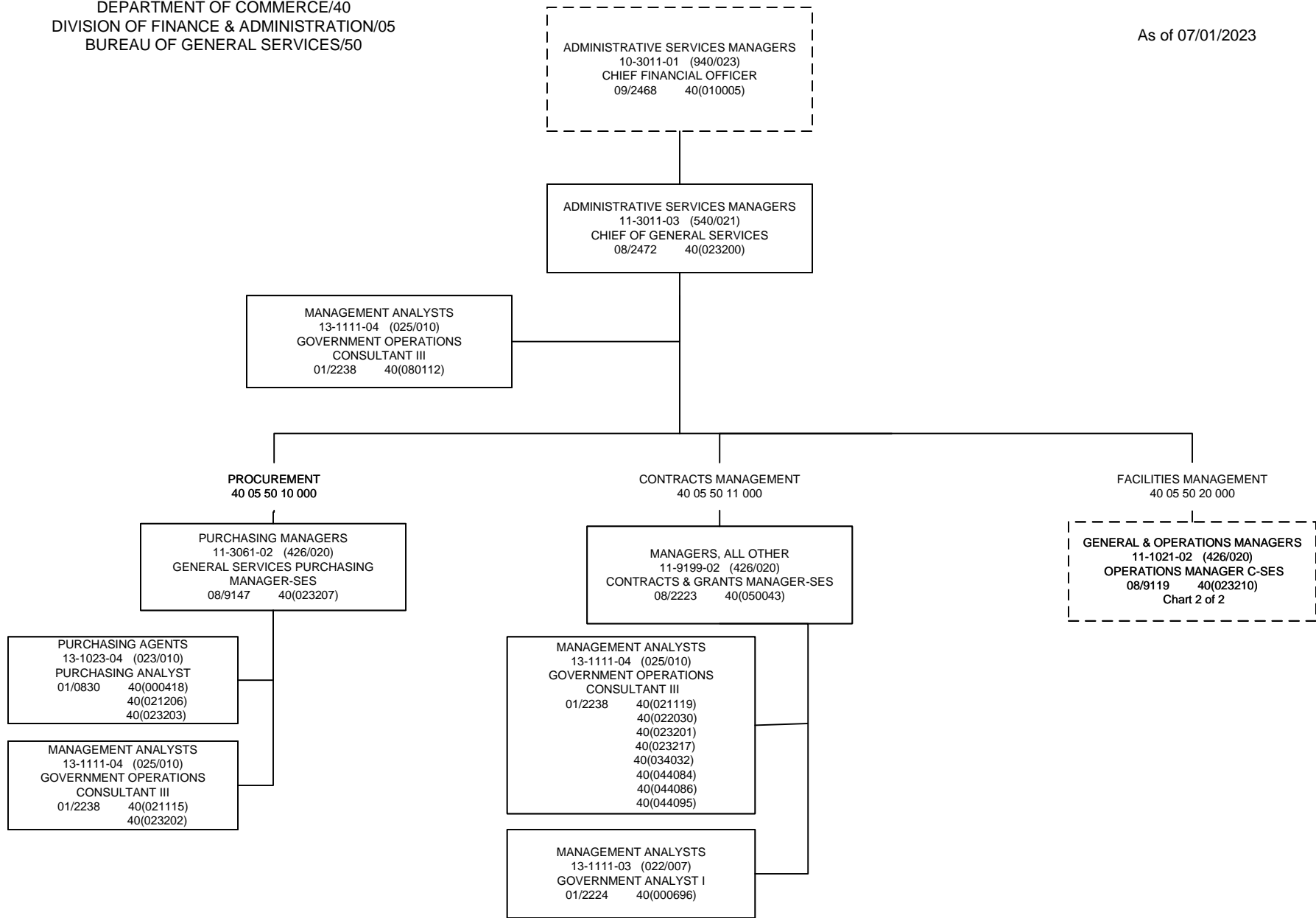


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HUMAN RESOURCE MANAGEMENT

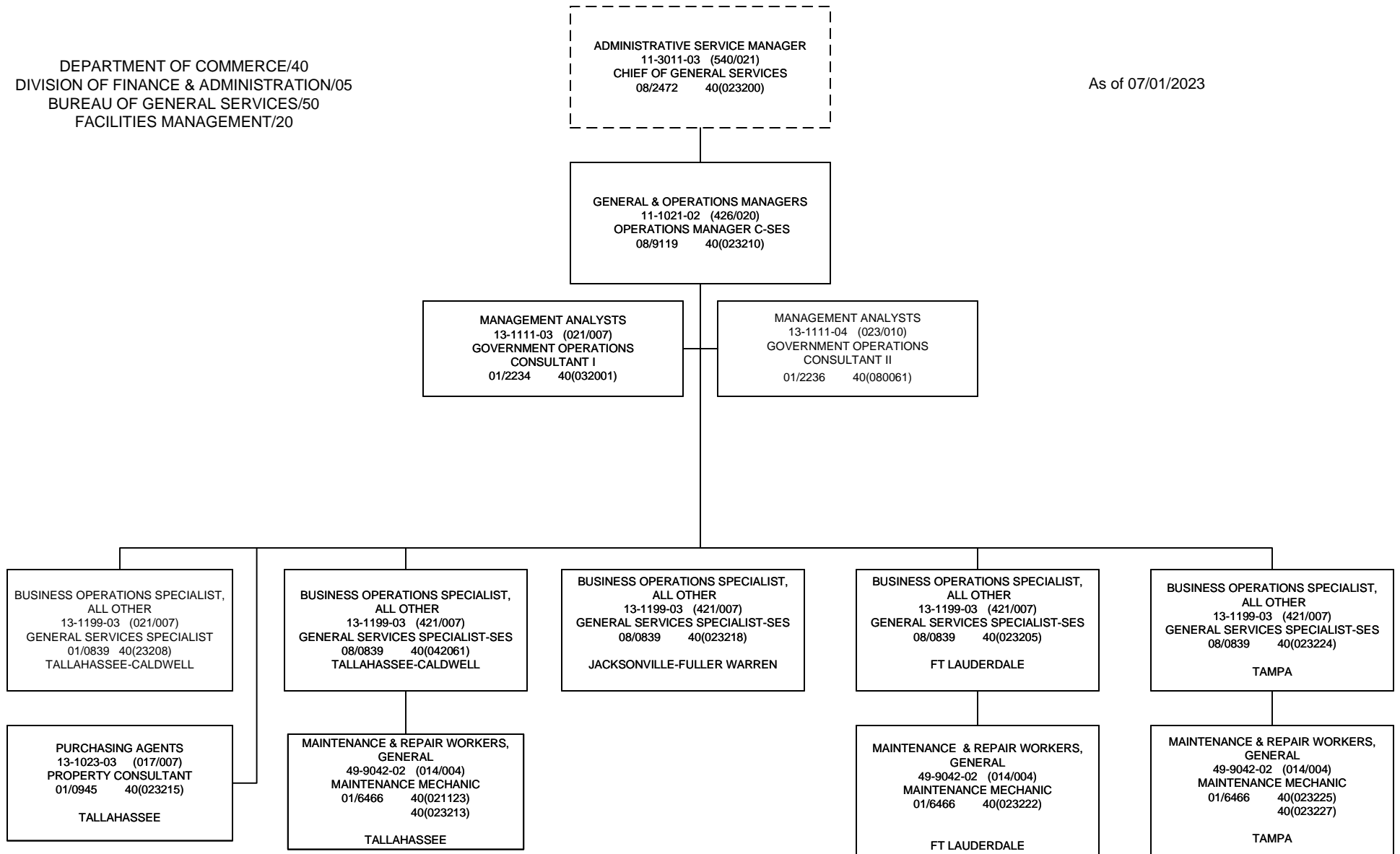
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 DIVISION OF FINANCE & ADMINISTRATION/05
 BUREAU OF GENERAL SERVICES/50

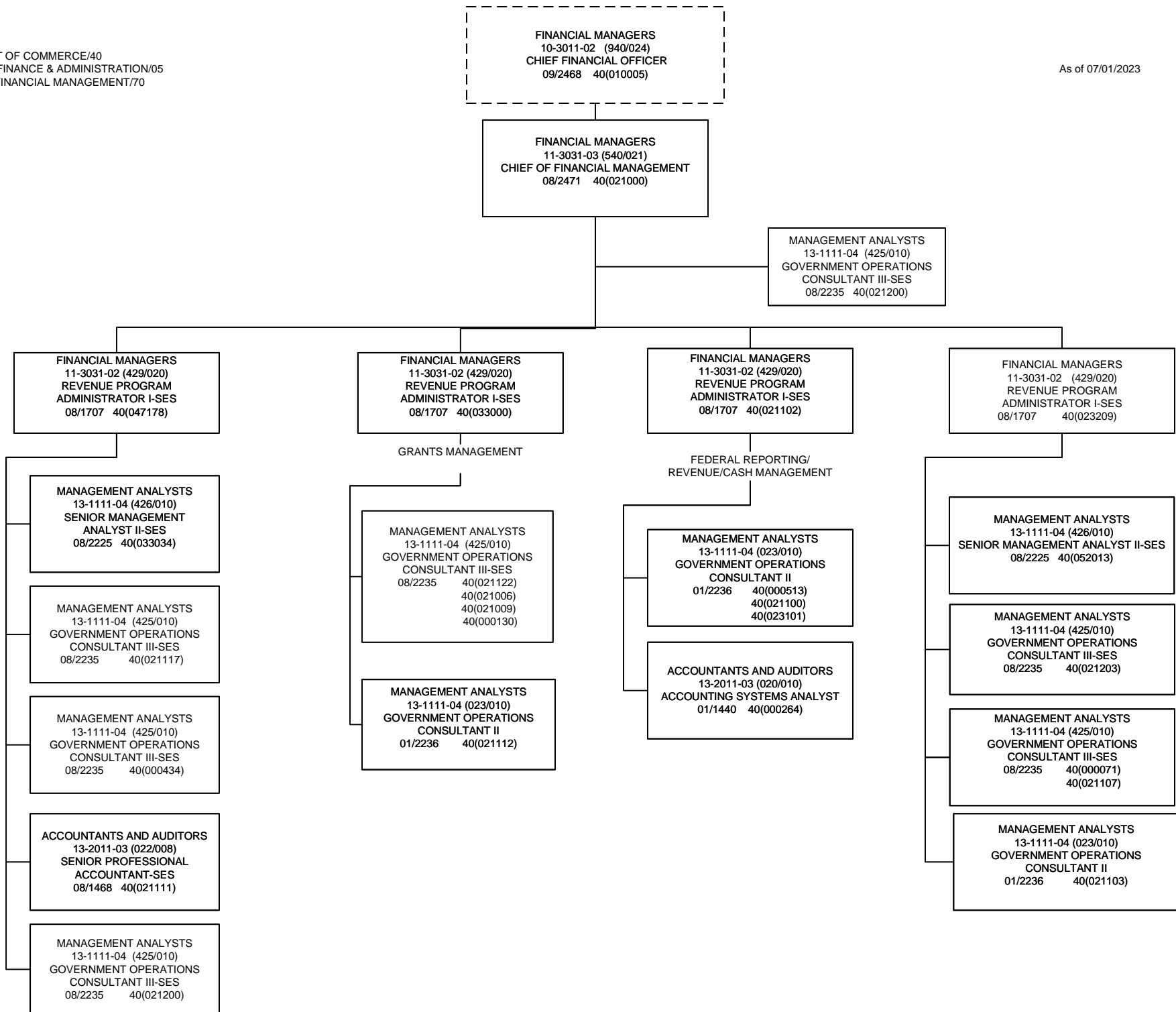
As of 07/01/2023

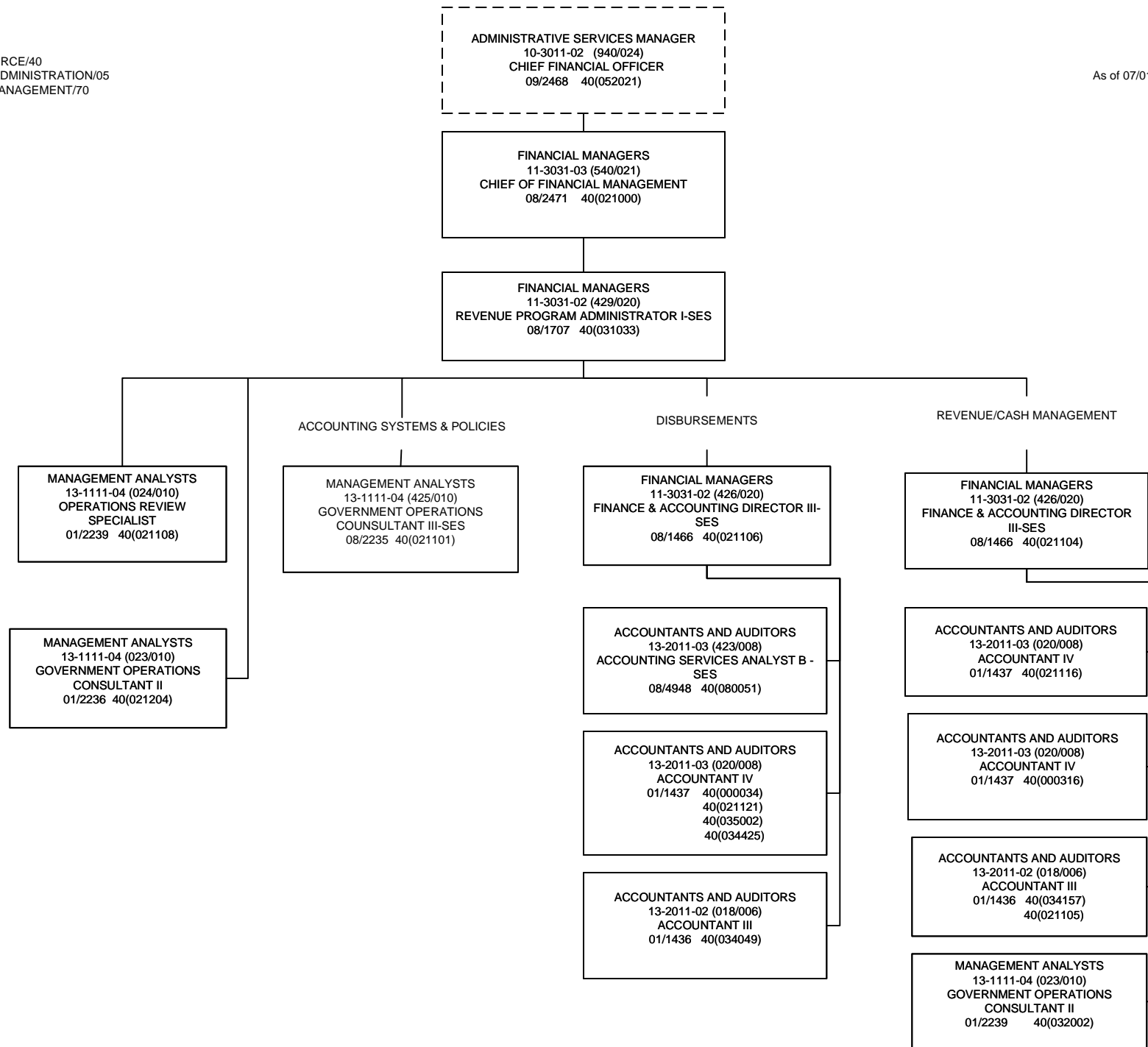


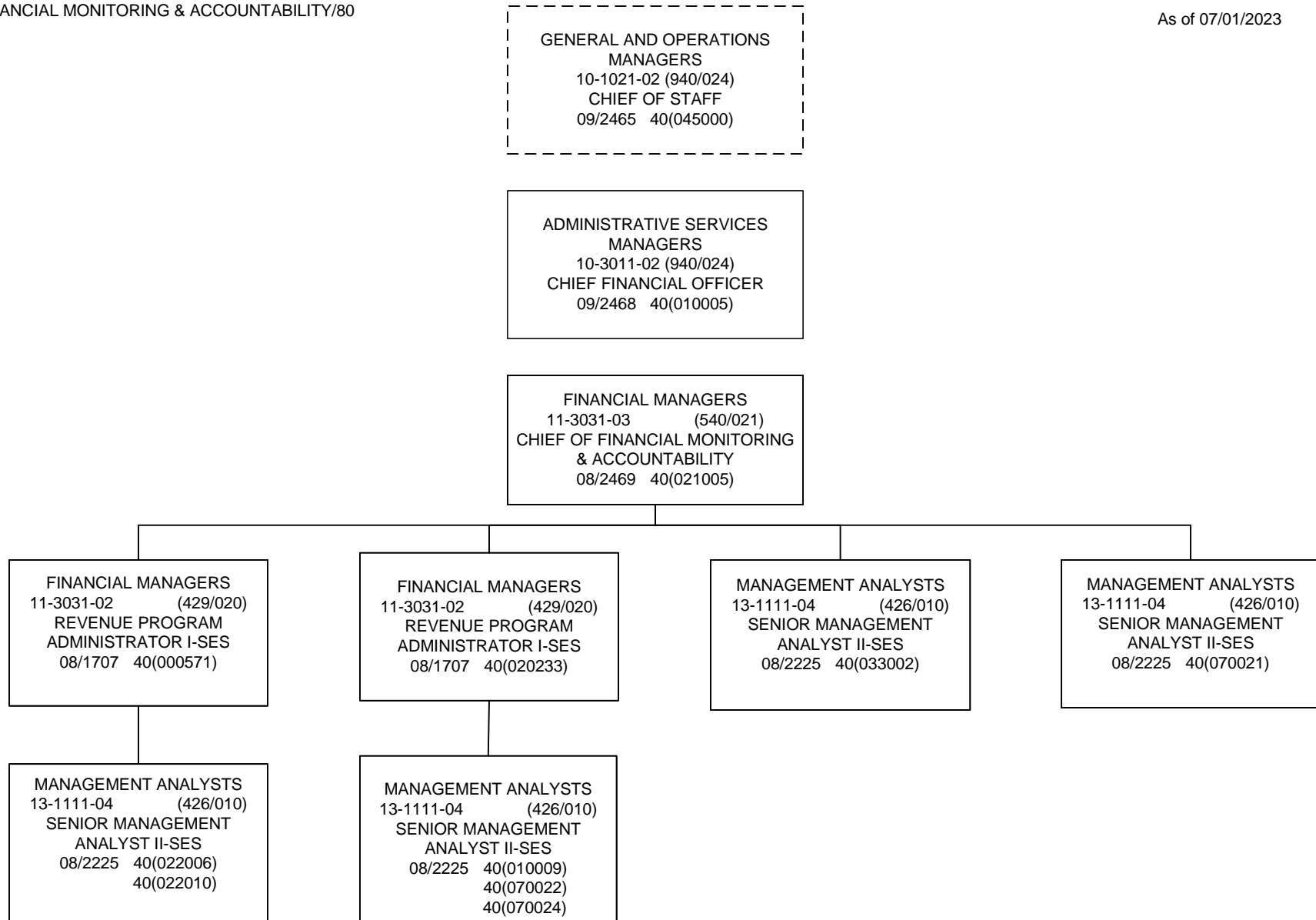
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HUMAN RESOURCE MANAGEMENT









40070000000

CHIEF EXECUTIVES
 10-1011-03 (950/025)
 SECRETARY OF COMMERCE
 09/2460 40(010000)

COMPUTER & INFO SYSTEM MANAGERS
 10-3021-02 (940/024)
 CHIEF INFORMATION OFFICER-DEO
 09/2474 40(051000)

INFORMATION SYSTEMS & SUP SVCS
 SECURITY – RE-EMPLOYMENT -UCMOD
 40 07 00 10 000
 GENERAL AND OPERATIONS MANAGERS
 10-1021-02
 OPS CHIEF TECHNOLOGY OFFICER
 40099134

INFORMATION TECHNOLOGY
 OPERATIONS
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 COMPUTER & INFO SYS MGRS
 11-3021-02 (427/020)
 INFO TECH BUSINESS CONSLT
 MGR-SES
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 See Chart 2

INFORMATION TECHNOLOGY
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COMPUTER OCCUPATIONS, ALL
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 15-1199-04 (426/009)
 SR IT BUSINESS CONSULTANT-SES
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COMPUTER & INFO SYSTEMS MGRS
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INFORMATION SYSTEMS & SUP
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COMPUTER & INFO SYSTEMS MGRS
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 08/2134 40(060006)

MANAGEMENT ANALYSTS
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 CONSULTANT III
 01/2248 40(034048)
 40(036003)

EXECUTIVE SEC & EXEC
 ADMINISTRATIVE ASSIST
 43-6011-04 (421/006)
 ADMINISTRATIVE ASSISTANT III
 - SES
 08/0714 40(053003)

EXECUTIVE SEC & EXEC
 ADMINISTRATIVE ASSIST
 43-6011-05 (426/010)
 EXECUTIVE ASSISTANT II - SES
 08/0720 40(034317)

COMPUTER OCCUPATIONS,
 ALL OTHERS
 15-1199-04 (426/009)
 SR IT BUSINESS CONSULTANT –
 SES (Deputy CISO)
 08/2114 40(045036)

PLANNING & ADMINISTRATION
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MAINTENANCE APPLICATION DEVELOPMENT
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COMPUTER OCCUPATIONS,
 ALL OTHERS
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 SR IT BUSINESS CONSULTANT - SES
 08/2114 40(043088)

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COMPUTER OCCUPATIONS, ALL
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 INFO TECH BUSINESS CONSLT
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 See Chart 3

INFORMATION SECURITY ANALYST
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 INFORMATION SECURITY ANALYST IV
 01/2058 40(053030)
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COMPUTER OCCUPATIONS, ALL
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 SR IT BUSINESS CONSULTANT
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 SR IT BUSINESS CONSULTANT
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INFORMATION SECURITY ANALYST
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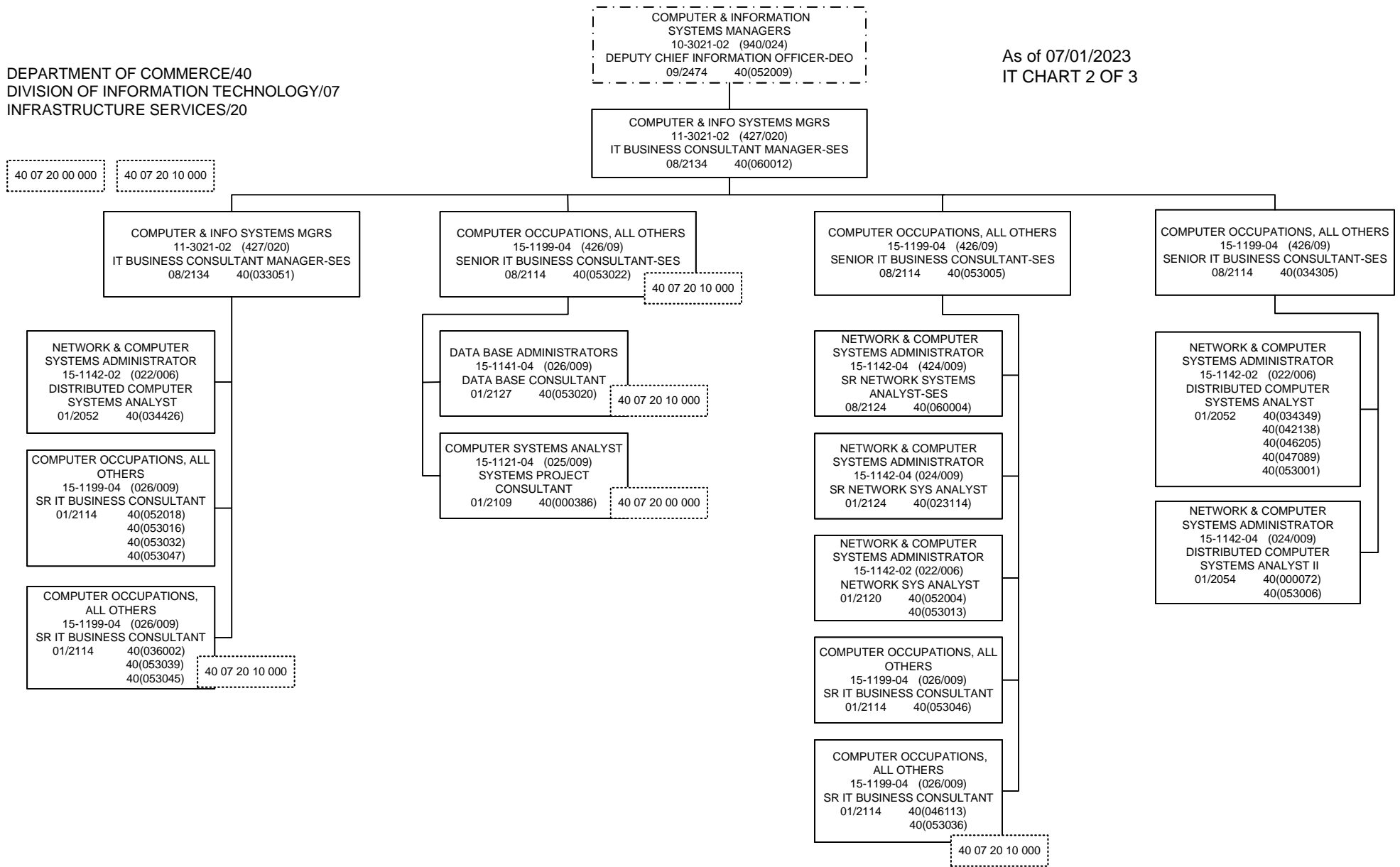
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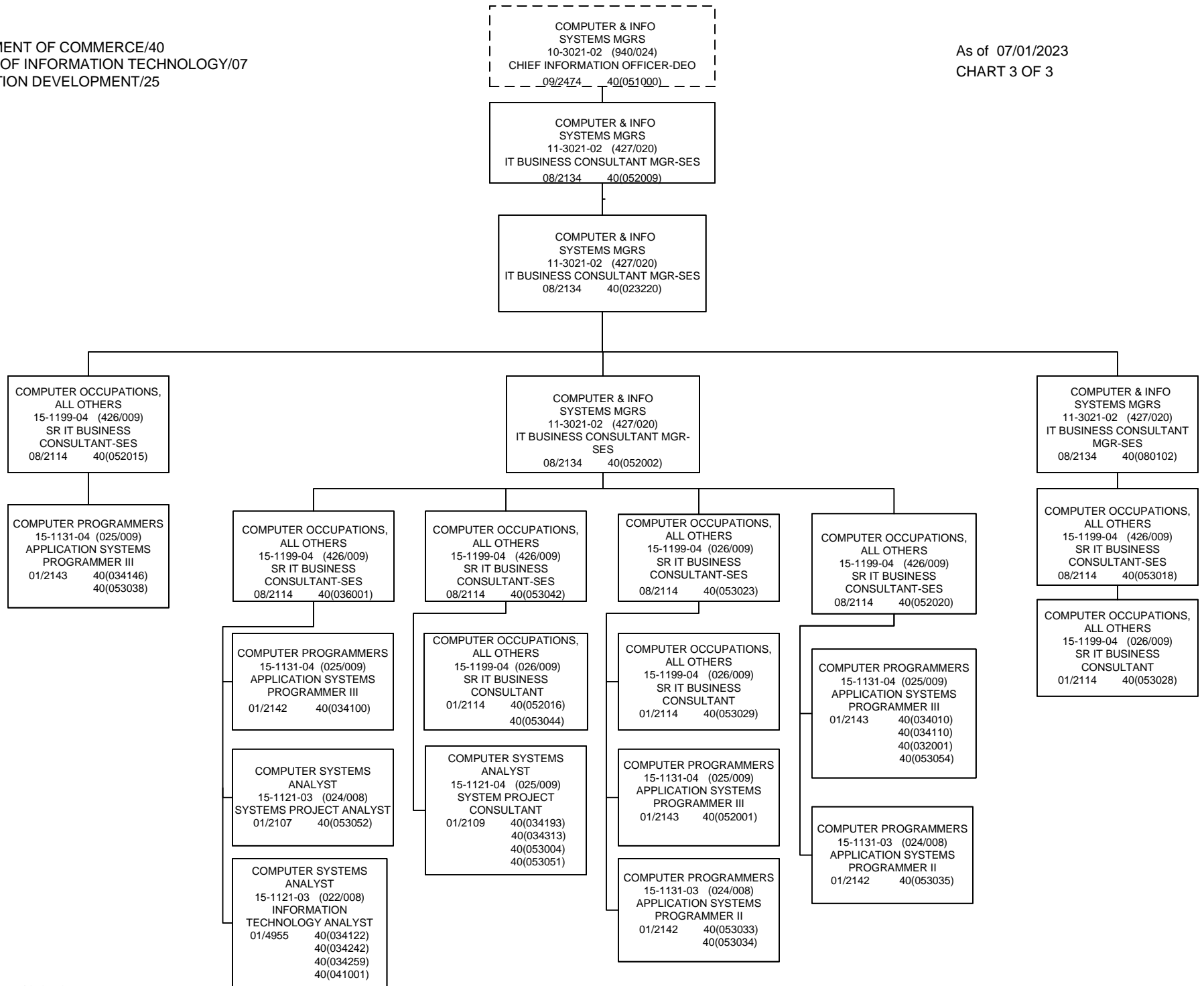
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 COMPUTER PROGRAMMER
 ANALYST II
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COMPUTER PROGRAMMERS
 15-1131-02 (022/006)
 COMPUTER PROGRAMMER
 ANALYST II
 01/2103 40(053007)

ACCOUNTANTS AND AUDITORS
 13-2011-01 (016/004)
 ACCOUNTANT II
 01/1430 40(053055)





DEPARTMENT OF COMMERCE
CHIEF EXECUTIVES
10-1011-03 (950/025)
SECRETARY OF COMMERCE
09/2460 40(01000)

GENERAL & OPERATIONS MANAGER
10-1021-02 (940/024)
DEPUTY SECRETARY OF WORKFORCE
SERVICES-DEO
09/2452 40(033024)

EXECUTIVE SECRETARIES &
EXEC ADMIN ASSISTANTS
43-6011-05 (426/010)
EXECUTIVE ASSISTANT II-SES
08/0720 40(041042)

40 12 01 00 000
MANAGERS, ALL OTHER
11-9199-04 (550/022)
DEPUTY DIRECTOR FOR
REEMPLOYMENT ASSISTANCE
SERVICES
08/2451 40(010003)

40 14 40 00 000
MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF ONE STOP & PROGRAM
SUPPORT-DEO
08/2455 40(032000)

40 14 50 00 000
MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF LABOR MARKET
STATISTICS-DEO
08/2456 40(050000)

GENERAL & OPERATIONS
MANAGERS
11-1021-03 (530/021)
STAFF DIRECTOR
08/9685 40(034341)

MANAGEMENT
ANALYSTS
13-1111-04 (425/010)
GOVERNMENT
OPERATIONS
CONSULTANT III - SES
08/2235 40(050059)

40 10 00 000
MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST II -
SES
08/2225 40(032017)

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST
II - SES
08/2225 40(033009)
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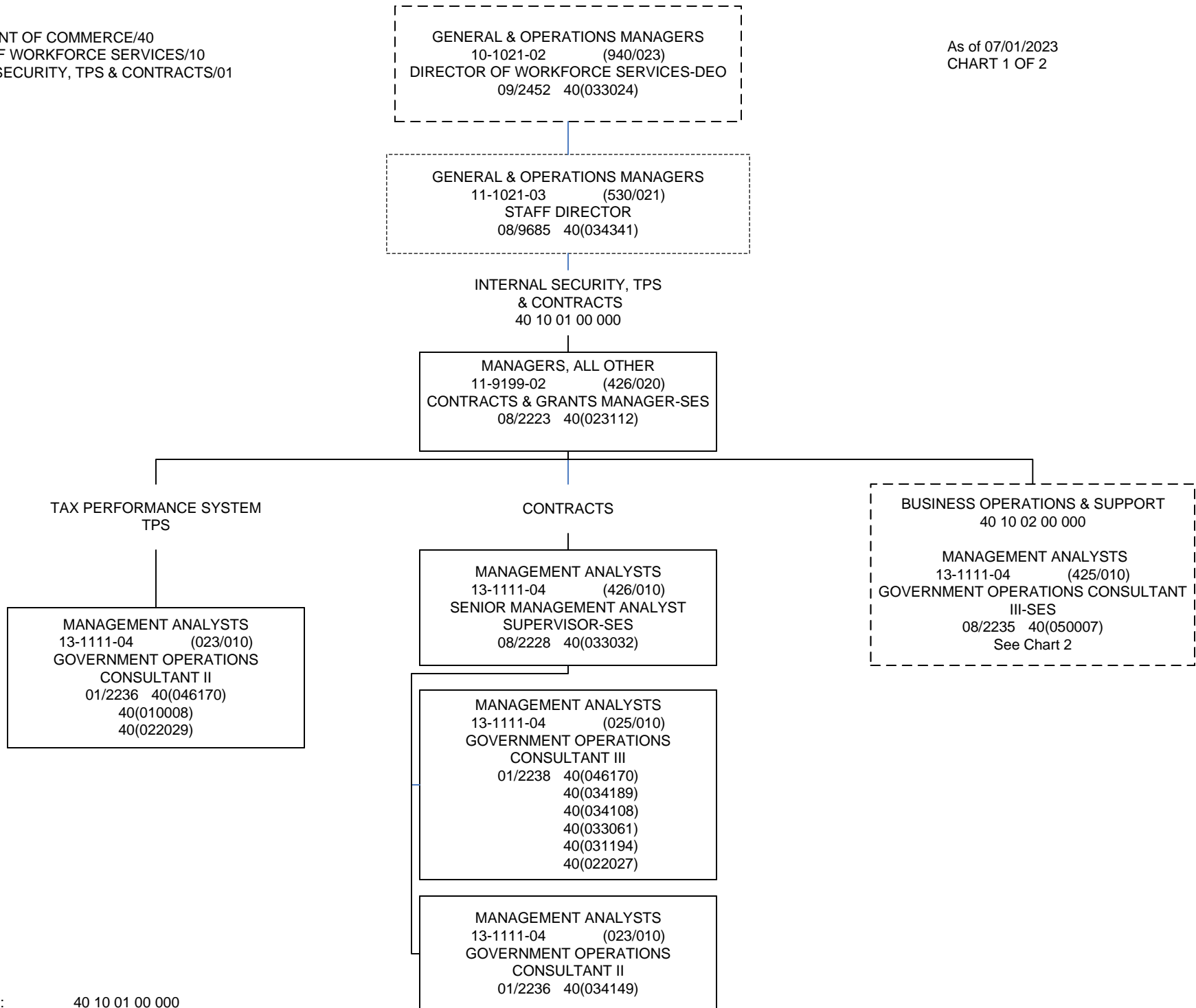
INTERNAL SECURITY, TPS &
CONTRACT MANAGEMENT
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CONTRACTS & GRANTS
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MANAGEMENT ANALYSTS
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GOVERNMENT OPERATIONS
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01/2238 40(053040)
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MANAGEMENT ANALYSTS
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GOVERNMENT OPERATIONS
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MANAGEMENT ANALYSTS
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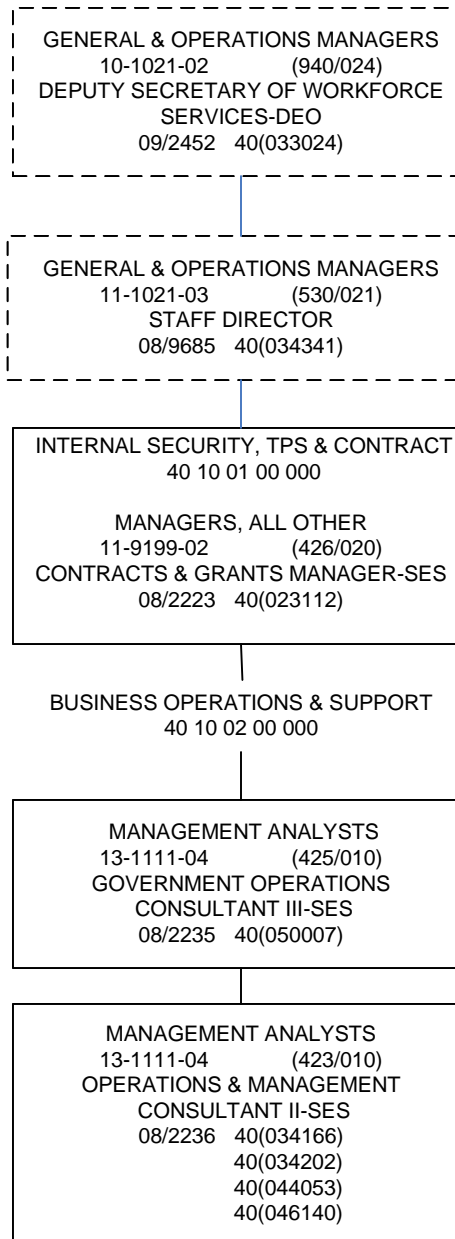
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MANAGERS
11-3011-02 (422/020)
BUSINESS MANAGER III-SES
08/0742 40(034352)



HR ORG: 40 10 01 00 000
FLAIR: 401000000000

DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES/10
INTERNAL SECURITY, TPS & CONTRACT MANAGEMENT
BUSINESS OPERATIONS & SUPPORT/02

As of 07/01/2023
Chart 2 of 2



HR ORG: 40 10 00 00 000
FLAIR: 40100000000

BUREAU OF HUMAN RESOURCE MANAGEMENT/JBE

DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES/12
OFFICE OF THE DEPUTY DIRECTOR-
REEMPLOYMENT ASSISTANCE/01

As of 07/01/2023

GENERAL AND OPERATIONS MANAGERS
10-1021-02 (940/024)
DEPUTY SECRETARY OF WORKFORCE
SERVICES
09/2452 40(033024)

MANAGERS, ALL OTHER
11-9199-04 (550/022)
DEPUTY DIRECTOR FOR REEMPLOYMENT
ASSISTANCE SERVICES
08/2451 40(010003)

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST II-SES
08/2225 40(031114)

BUREAU OF REEMPLOYMENT
ASSISTANCE APPEALS
40 12 10 00 000

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF REEMPLOYMENT
ASSISTANCE APPEALS
08/2453 40(031000)

BUREAU OF REEMPLOYMENT
ASSISTANCE OPERATIONS
40 12 30 00 000

MANAGERS, ALL OTHERS
11-9199-03 (540/021)
CHIEF OF REEMPLOYMENT
ASSISTANCE OPERATIONS
08/2454 40(034112)

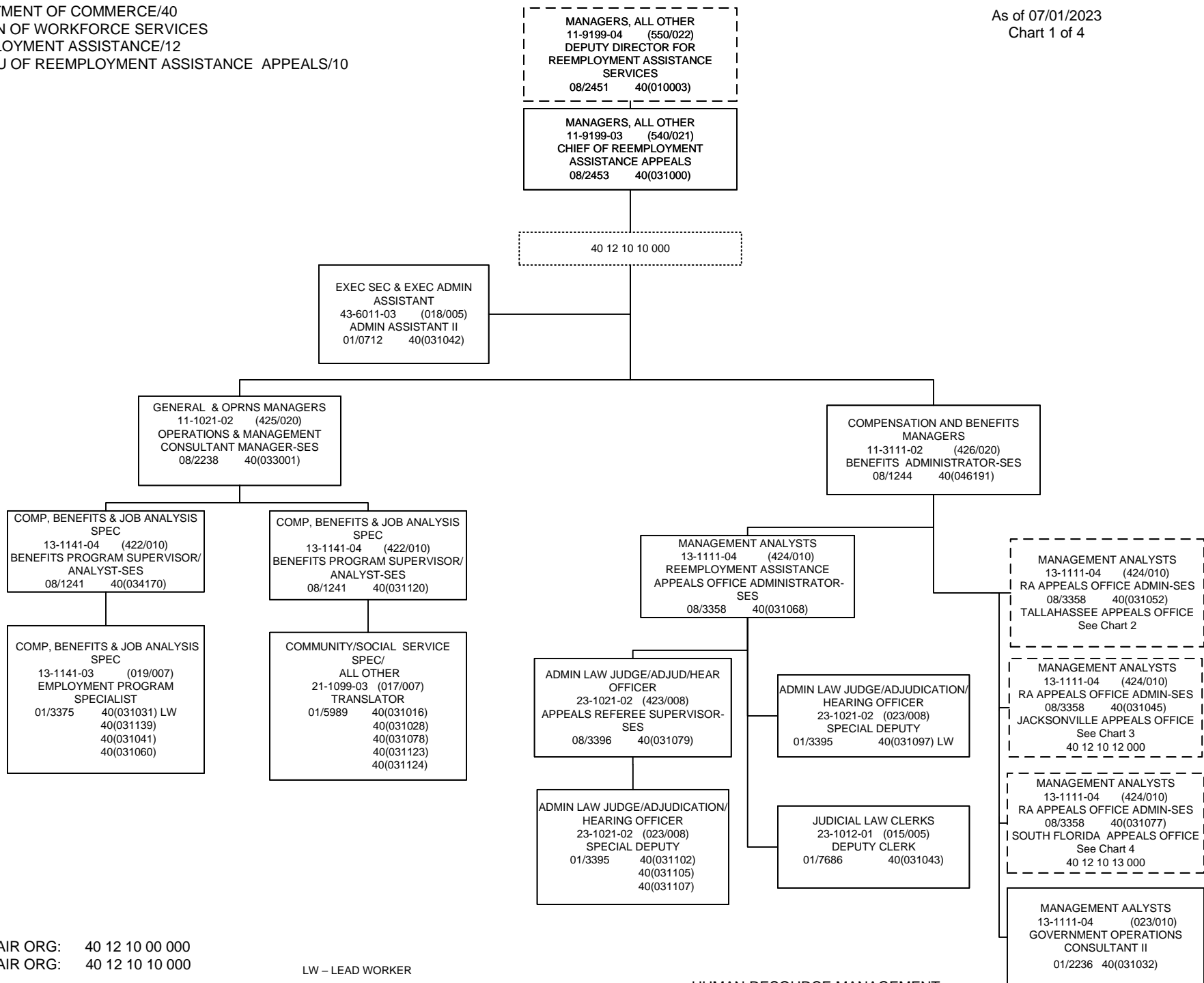
BUREAU OF REEMPLOYMENT
ASSISTANCE CONTACT CENTERS
40 12 40 00 000

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF REEMPLOYMENT
ASSISTANCE CONTACT CENTER
08/2430 40(033030)

BUREAU OF REEMPLOYMENT
ASSISTANCE ADJUDICATION
40 12 50 00 000

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF REEMPLOYMENT
ASSISTANCE ADJUDICATION
08/2431 40(034031)

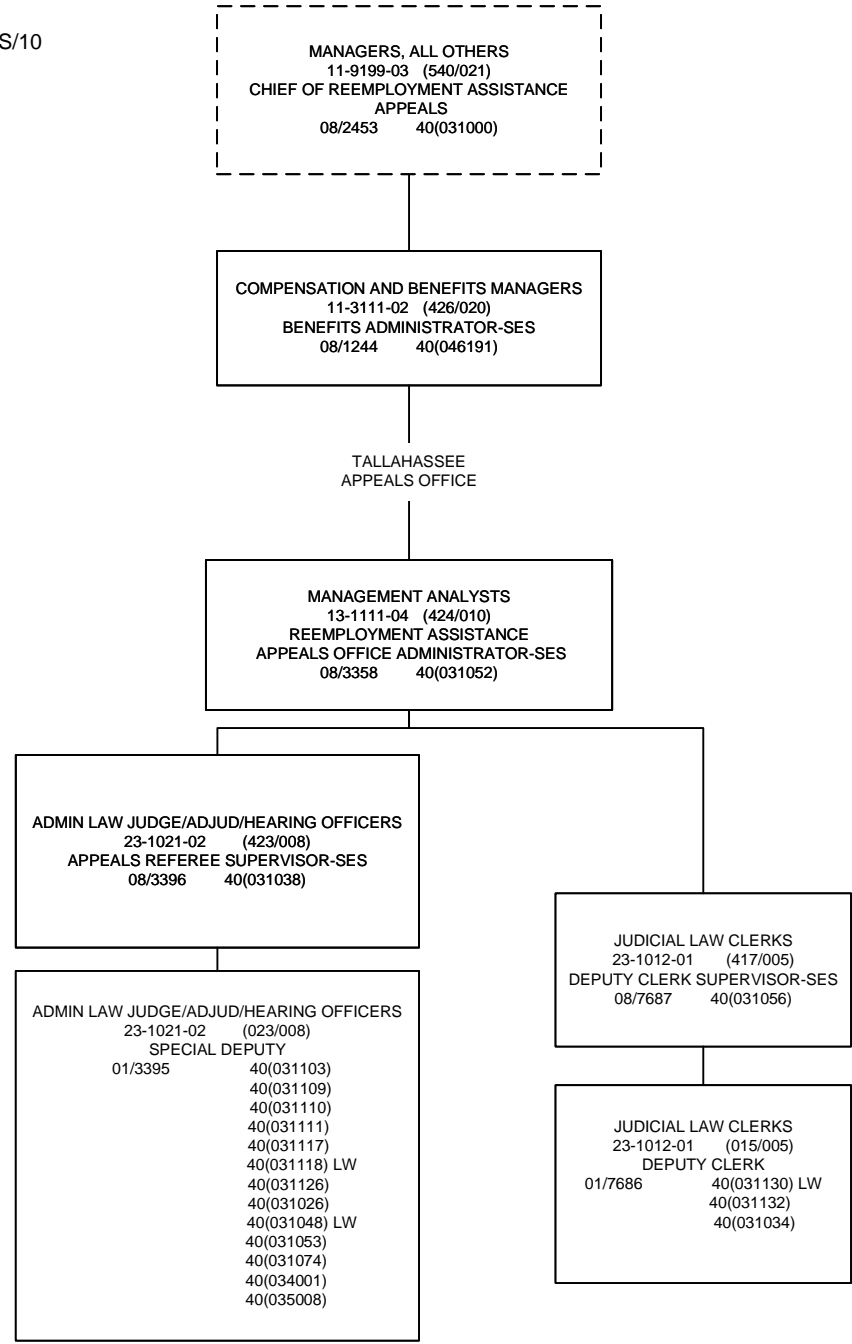
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FLAIR: 40120100000



HR/FLAIR ORG: 40 12 10 00 000
 HR/FLAIR ORG: 40 12 10 10 000

LW – LEAD WORKER

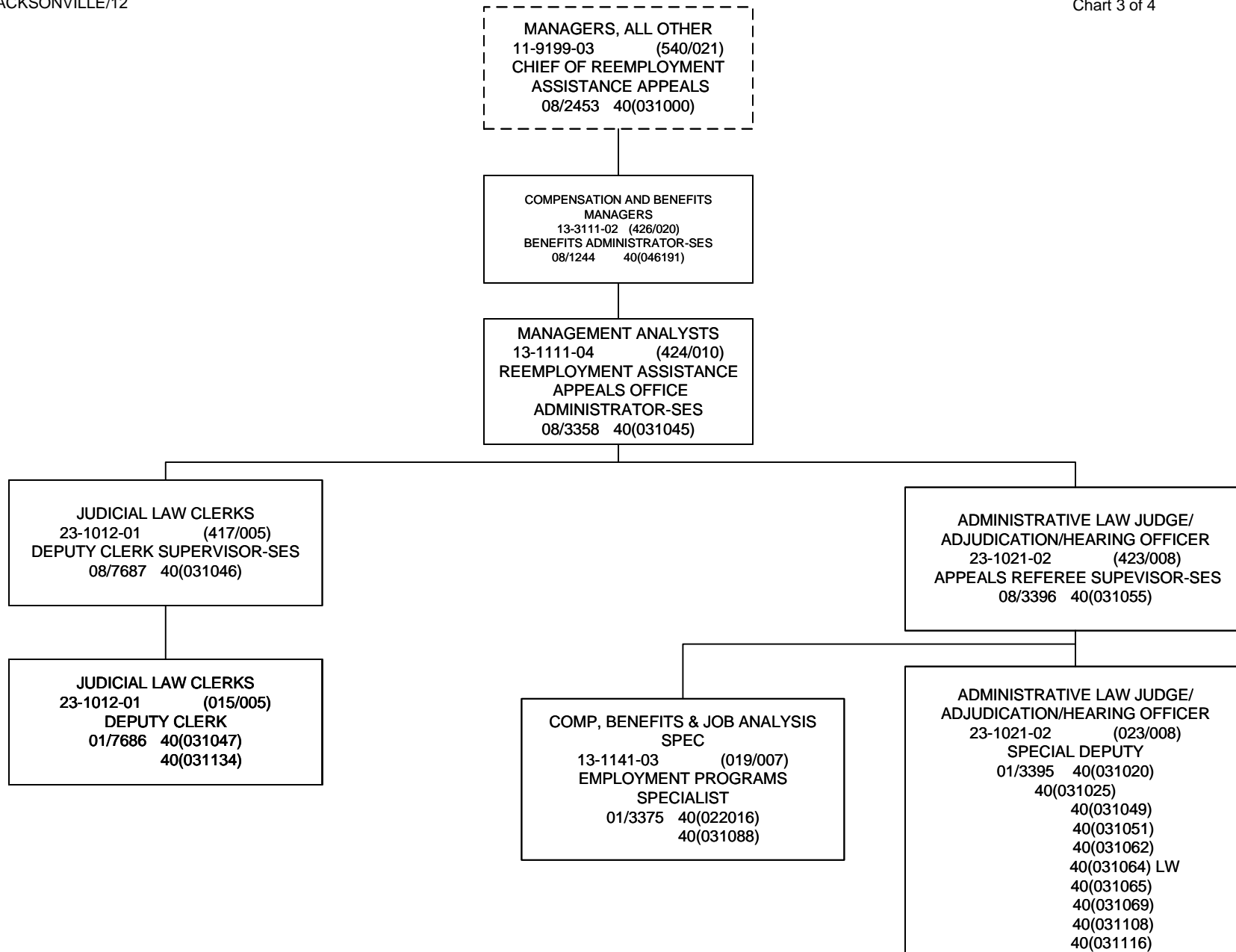
HUMAN RESOURCE MANAGEMENT



HR ORG: 40 12 10
 FLAIR: 40121000000

LW – LEAD- WORKER

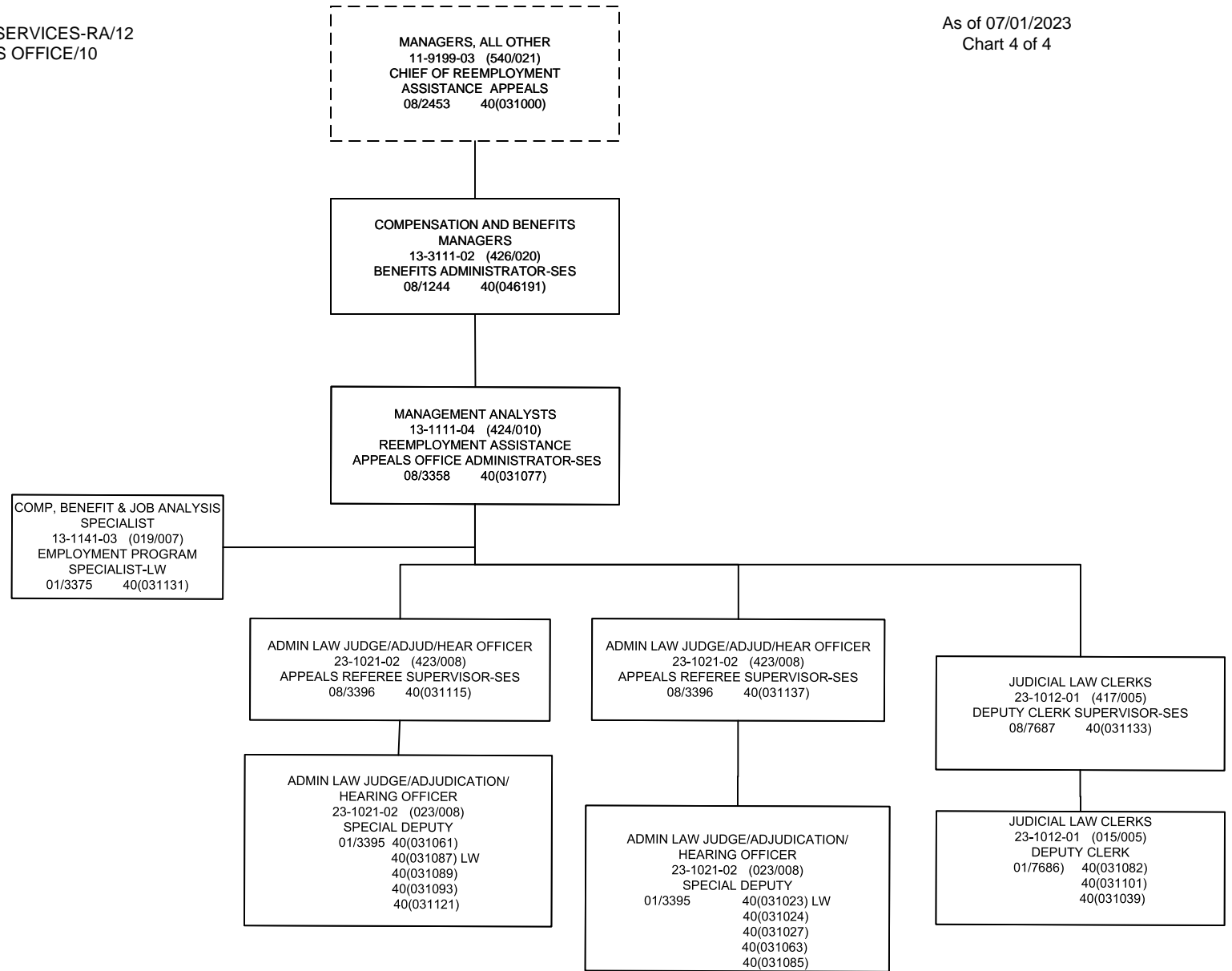
HUMAN RESOURCE MANAGEMENT

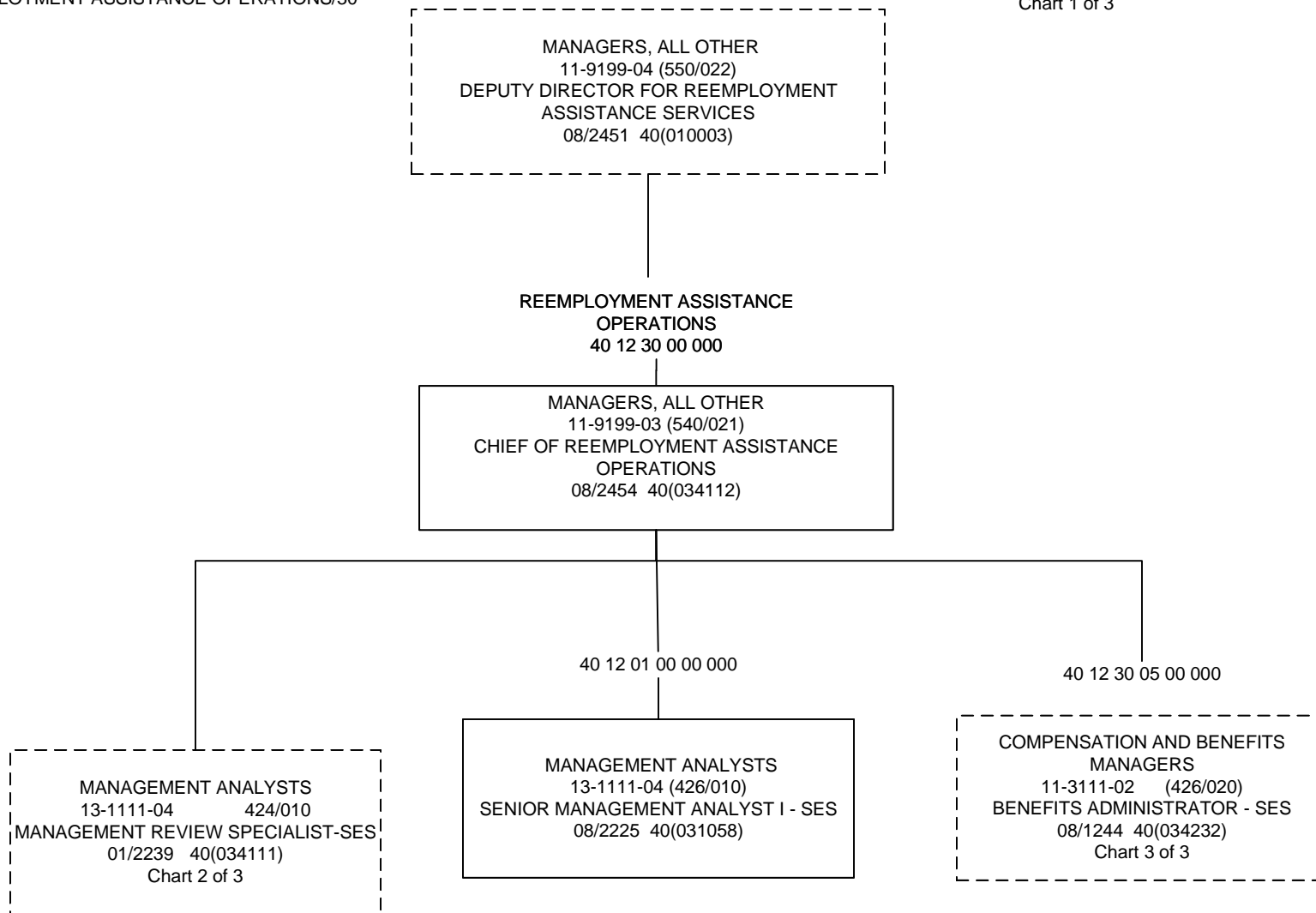


HR ORG: 40 12 10 12 000
 FLAIR: 40121012000

LW – LEAD- WORKER

HUMAN RESOURCE MANAGEMENT

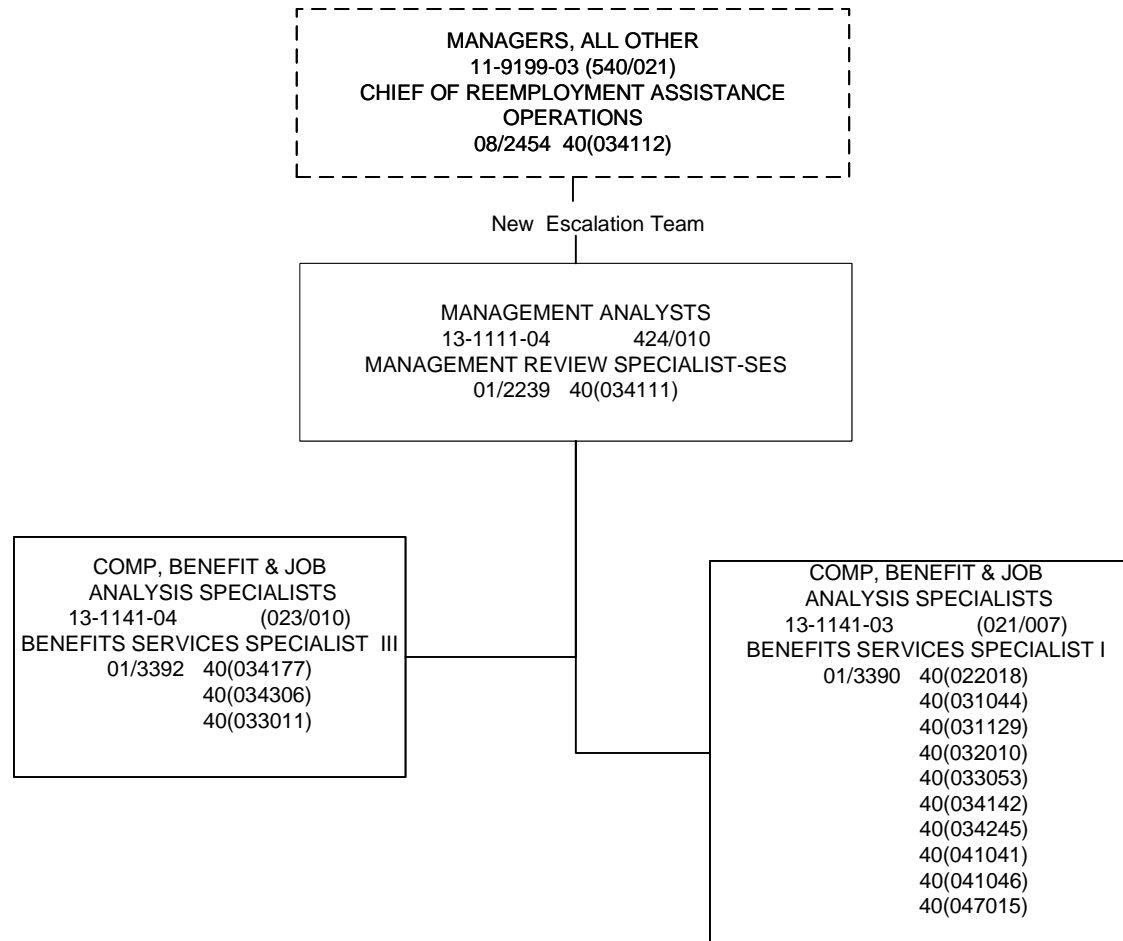




HR ORG: 40 12 01
 FLAIR: 40120100000

HR ORG: 40 12 30
 FLAIR: 40123000000

HR ORG: 40 12 30 05
 FLAIR: 40123005000



DEPARTMENT OF COMMERCE/40
 DIVISION OF WORKFORCE SERVICES/12
 BUREAU OF REEMPLOYMENT ASSISTANCE
 OPERATIONS/30
 RA PERFORMANCE TRAINING & SUPPORT SERVICES/05

MANAGERS, ALL OTHERS
 11-9199-03 (540/021)
 CHIEF OF REEMPLOYMENT ASSISTANCE
 OPERATIONS
 08/2454 40(034112)

COMPENSATION & BENEFITS MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR-SES
 08/1244 40(034232)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(034041)

PROGRAM DEVELOPMENT & SUPPORT
 40 12 30 05 100

COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT-SES
 08/2237 40(034240)

COMP, BENEFIT & JOB ANALYSIS
 SPECIALISTS
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT-SES
 08/2237 40(043098)

COMP, BENEFIT & JOB ANALYSIS
 SPECIALIST
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT-SES
 08/2237 40(034310)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (424/010)
 SENIOR BENEFITS ANALYST-SES
 08/1242 40(022025)

MANAGEMENT ANALYSTS
 13-1111-04 (424/010)
 MANAGEMENT REVIEW
 SPECIALIST-SES
 08/2239 40(034420)

COMP, BENEFIT & JOB ANALYSIS
 SPECIALISTS
 13-1141-04 (424/010)
 SENIOR BENEFITS ANALYST-SES
 08/1242 40(034215)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(031070)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (424/010)
 SENIOR BENEFITS ANALYST-
 SES
 08/1242 40(031019)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (023/010)
 BENEFITS SERVICES SPEC III
 01/3392 40(031147)
 40(033023)
 40(033042)
 40(034224)
 40(034241)
 40(034257)
 40(042059)
 40(046186)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(031181)
 40(033022)
 40(034247)
 40(034409)
 40(034419)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(031106)
 40(034461)
 40(043098)

MANAGEMENT ANALYSTS
 13-1111-04 (024/010)
 OPERATIONS REVIEW SPECIALIST
 01/2239 40(022013)
 40(031144)
 40(031146)
 40(031162)
 40(032009)
 40(033036)
 40(034263)
 40(034311)
 40(034405)
 40(034418)
 40(042069)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(034469)
 40(041040)
 40(044014)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(043108)

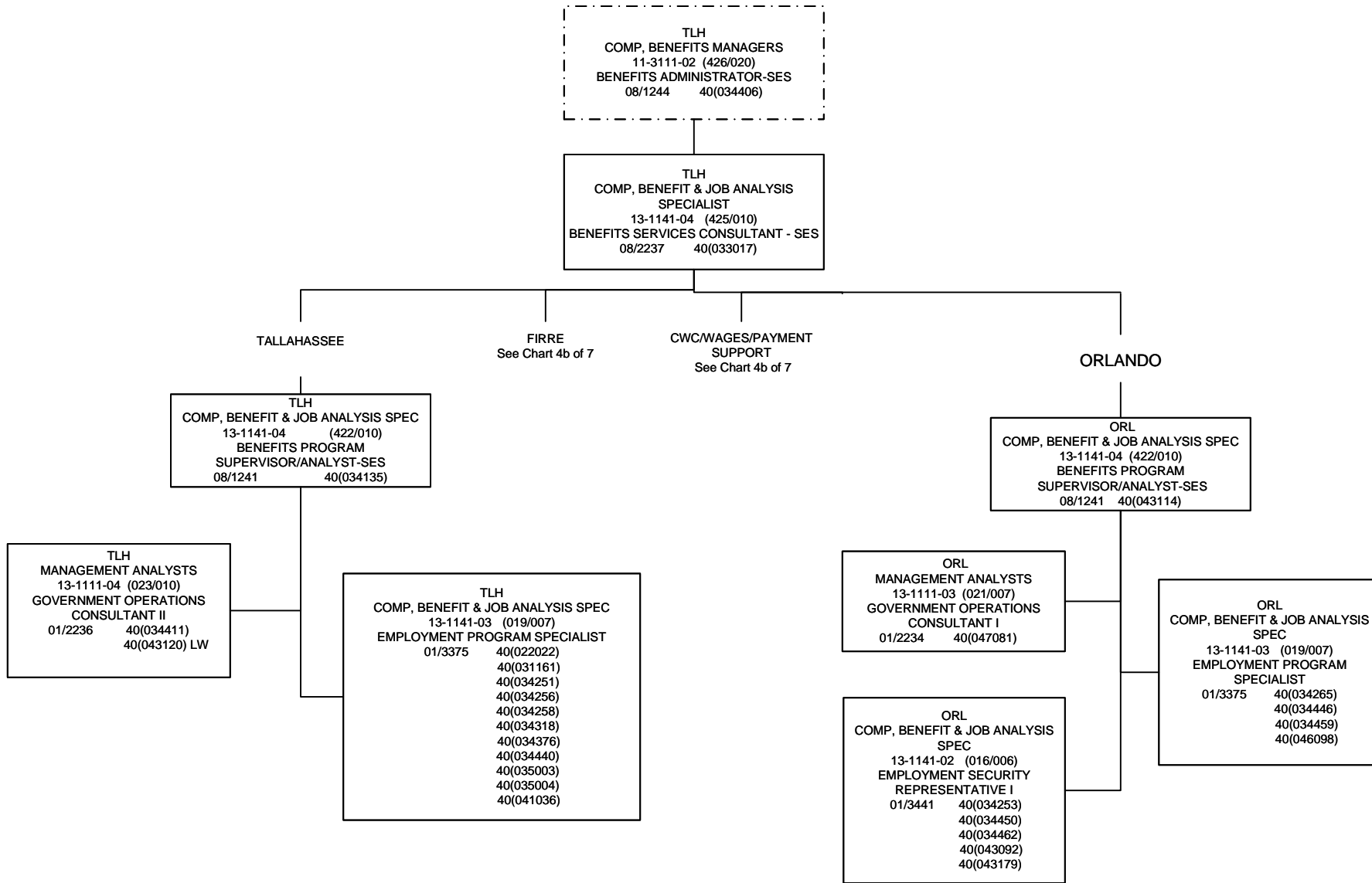
COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-03 (022/007)
 BENEFITS SERVICES SPEC II
 01/3391 40(022024)
 40(031143)
 40(031148)
 40(031190)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(043159)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (023/010)
 BENEFITS SERVICES SPEC III
 01/3392 40(031142)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(031084)
 40(031189)
 40(034162)
 40(034315)
 40(034361)
 40(034372)
 40(034375)

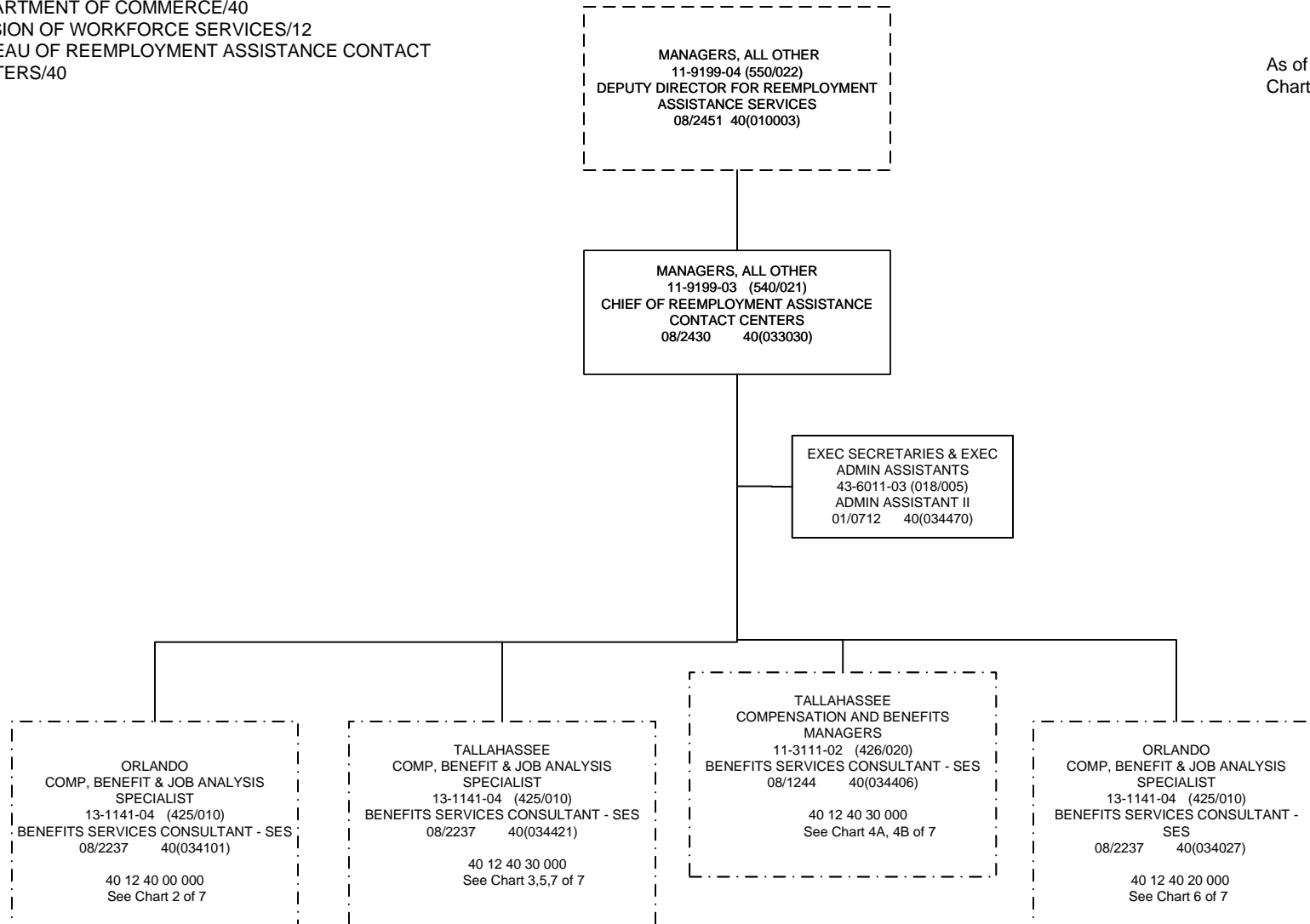
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 FLAIR: 40123005000



HR ORG: 40 12 40 00
 40 12 40 00 000
 FLAIR: 40124000000
 40124000000

LW - Leadworker
 ORL - Orlando
 TLH - Tallahassee

HUMAN RESOURCE MANAGEMENT



MANAGERS, ALL OTHER
 11-9199-03 (540/021)
 CHIEF OF REEMPLOYMENT ASSISTANCE
 CONTACT CENTERS
 08/2430 40(033030)

As of 07/01/2023
 Chart 5 of 7

40 12 40 30 00 000
 RA CONTACT CENTER-TLH

CLAIMS PROCESSING, TALLAHASSEE
 COMP, BENEFIT & JOB ANALYSIS SPEC
 13-1141-04 (425/010)
 BENEFITS SERVICES CONSULTANT-SES
 08/2237 40(034421)

TEAM 1A

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-04 (422/010)
 BENEFITS PROG SUPV/ANAL-SES
 08/1241 40(046093)

TLH
 COMP, BENEFIT & JOB
 ANALYSIS SPECL
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(046192)

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(034206)

TEAM 2 A

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-04 (422/010)
 BENEFITS PROG SUPV/ANAL-SES
 08/1241 40(034417)

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(041038)

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(034252)

TEAM 3 A

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-04 (422/010)
 BENEFITS PROG SUPV/ANAL-SES
 08/1241 40(034190)

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(042053)

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(034207)

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-04 (422/010)
 BENEFITS PROG SUPV/ANAL-SES
 08/1241 40(034185)

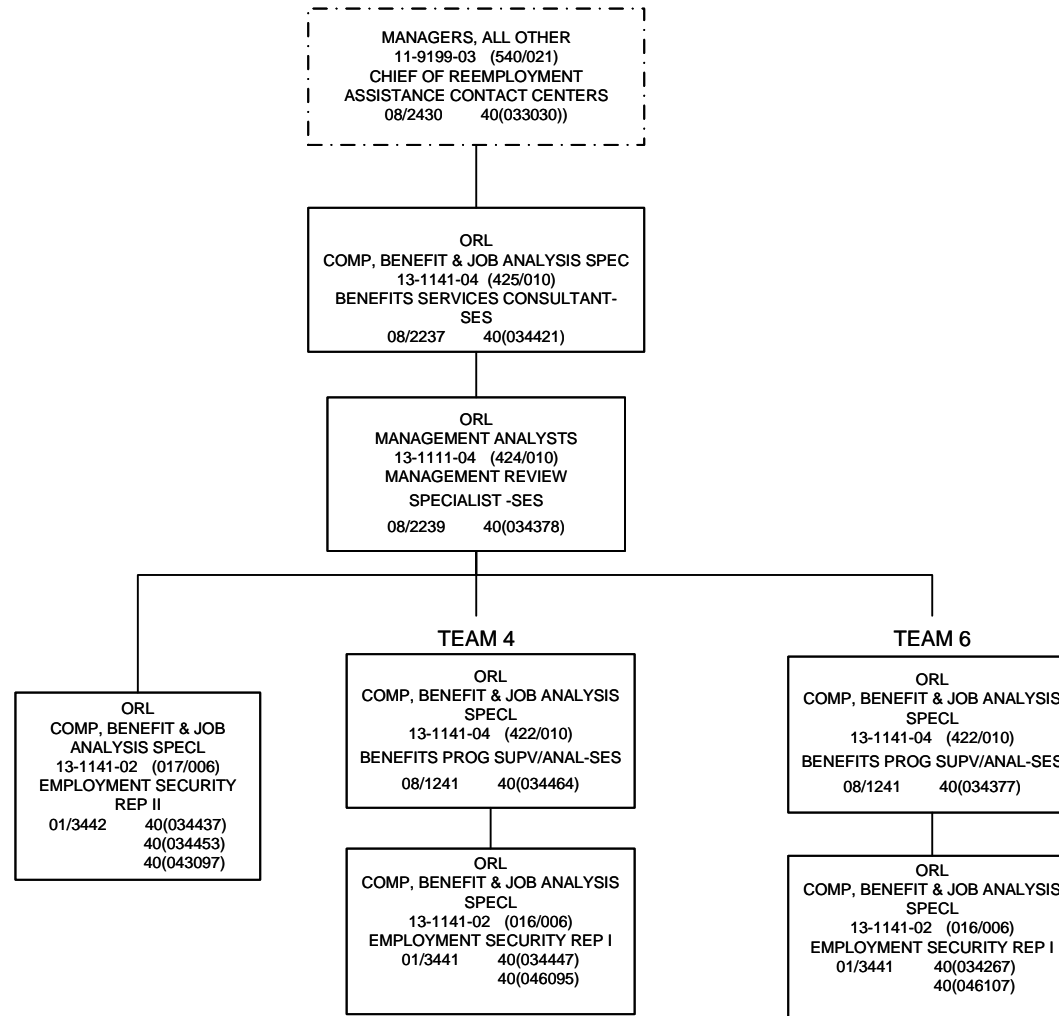
TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(034163)

TLH
 COMP, BENEFIT & JOB ANALYSIS
 SPECL
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(043086)

HR ORG: 40 12 40 00
 40 12 40 30 00 000 TALLAHASSEE

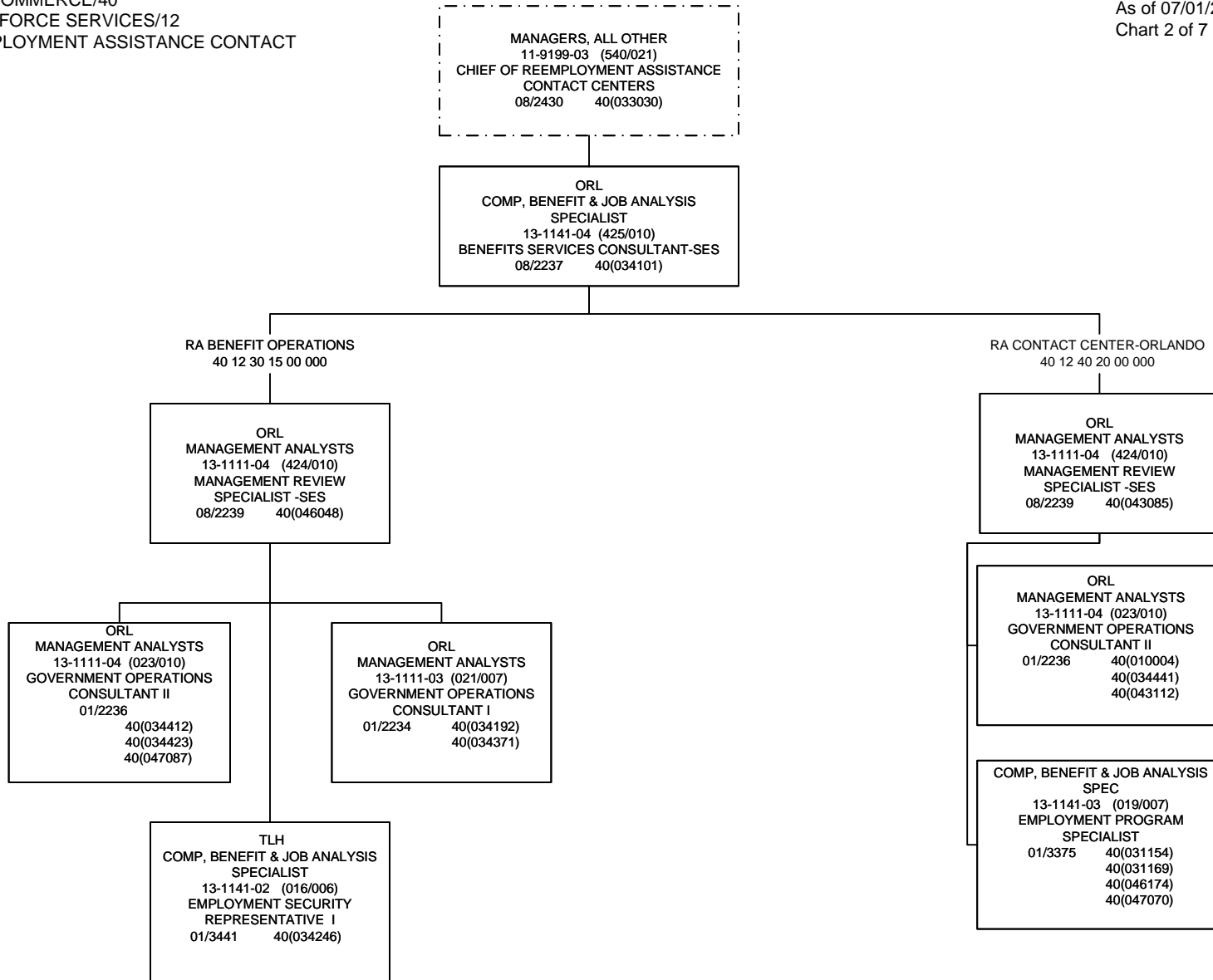
FLAIR: 401240000000
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DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES/12
BUREAU OF REEMPLOYMENT ASSISTANCE CONTACT
CENTERS/40



HR ORG: 40 12 40
40 12 40 60 000

FLAIR 4012400000
40124060000

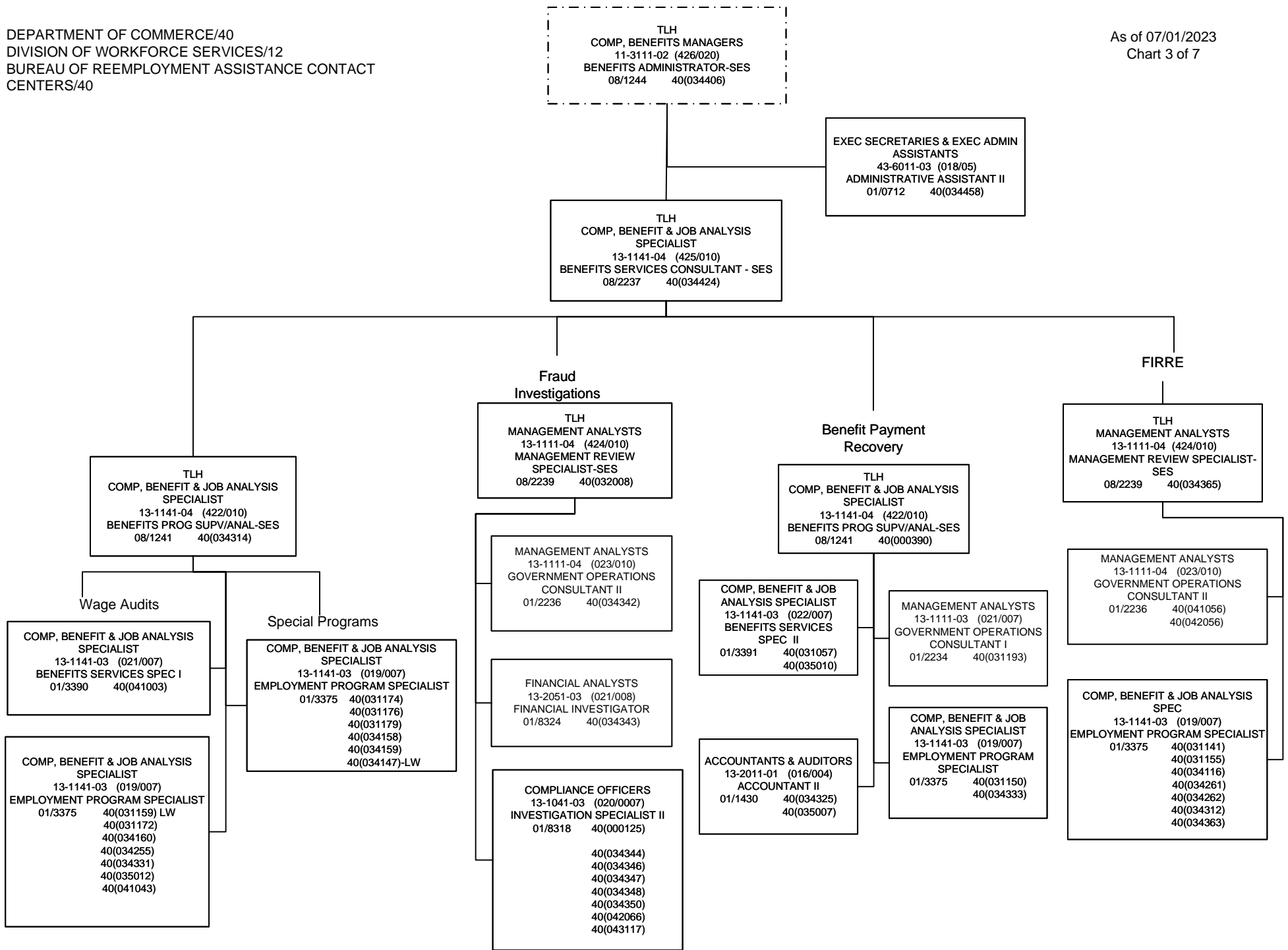


HR ORG: 40 12 40 00 000
 40 12 30 15 000
 40 12 40 20 000

FLAIR: 40124000000
 40123015000
 40124020000

ORL- Orlando
 TLH - Tallahassee

HUMAN RESOURCE MANAGEMENT

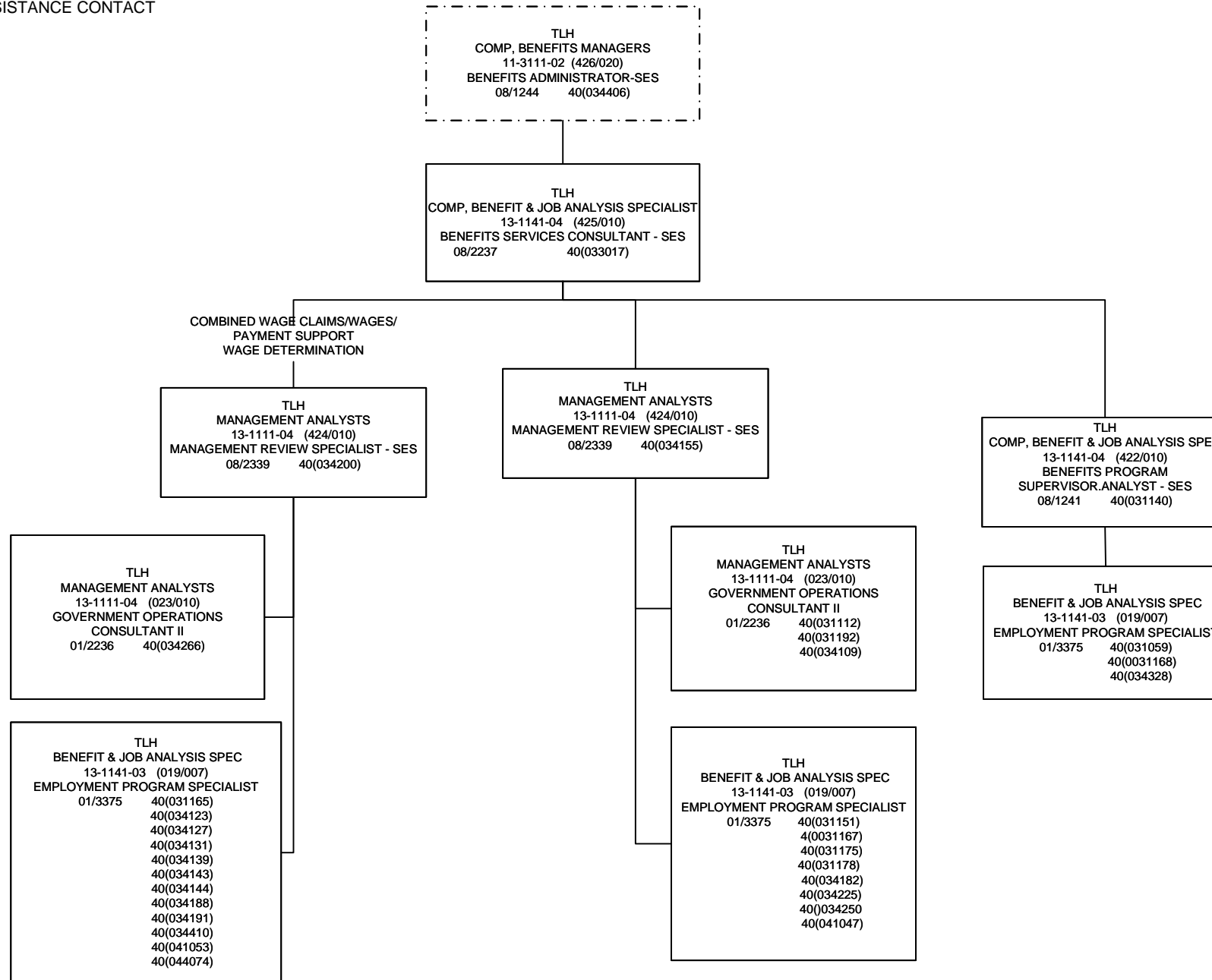


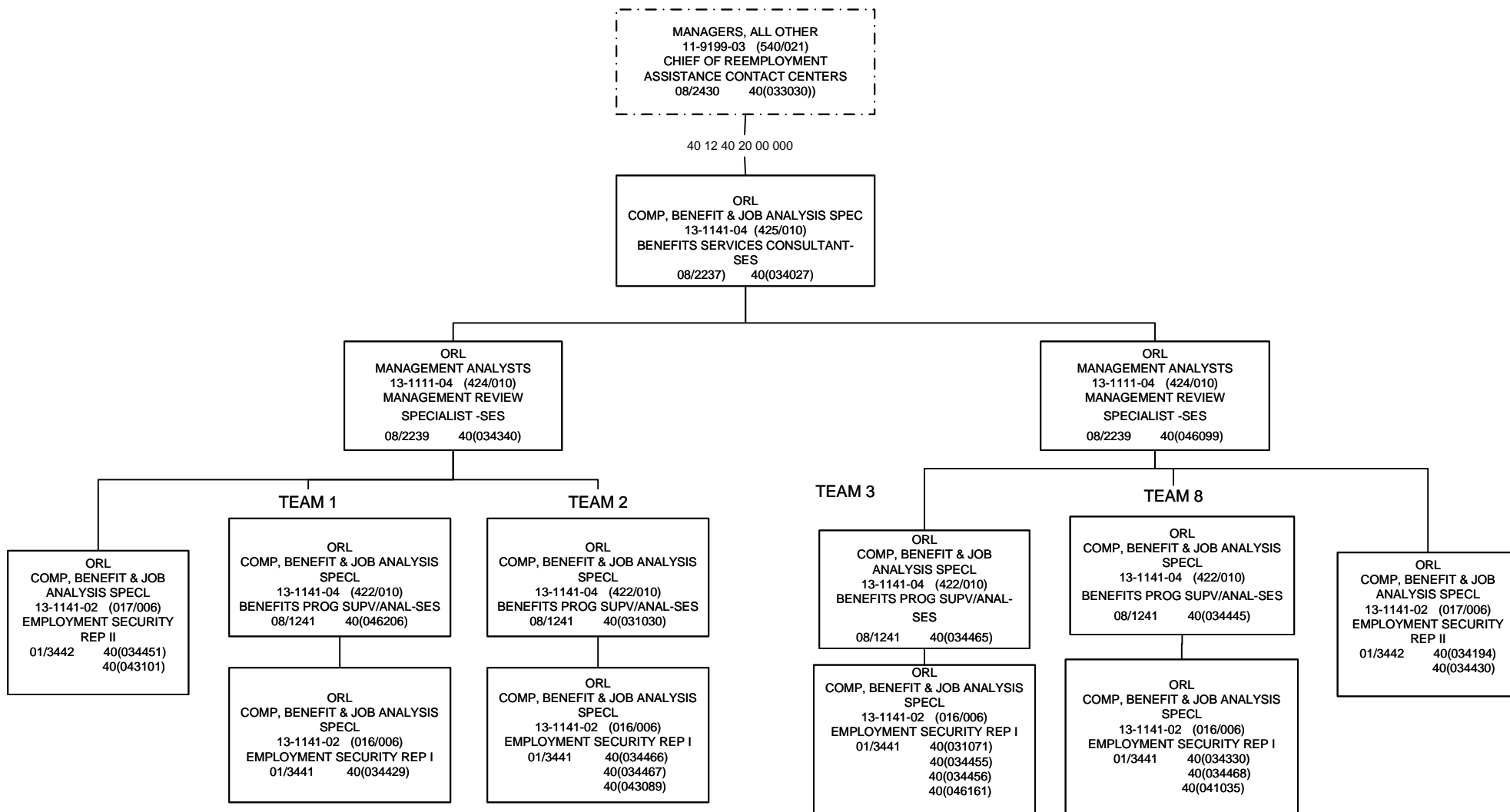
HR ORG: 40 12 40 40

FLAIR: 4012404000

LW – Leadworker

HUMAN RESOURCE MANAGEMENT





HR ORG: 40 12 40
 40 12 40 20 00 000

FLAIR 401240000000
 4012402000000

MANAGERS, ALL OTHER
 11-9199-04 (550/022)
 DEPUTY DIRECTOR FOR REEMPLOYMENT
 ASSISTANCE (RA) SERVICES
 08/2451 40(010003)

MANAGERS, ALL OTHER
 11-9199-03 (540/021)
 CHIEF OF REEMPLOYMENT ASSISTANCE
 ADJUDICATION
 08/2431 40(034031)

EXECUTIVE SECRETARIES &
 EXEC ADMIN ASSISTANTS
 43-6011-03 (018/005)
 ADMINISTRATIVE ASSISTANT II
 01/0712 40(043105)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST II-SES
 01/2225 40(031114)

COMPENSATION & BENEFITS
 MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR-SES
 08/1244 40(046176)
 40 12 50 00 000

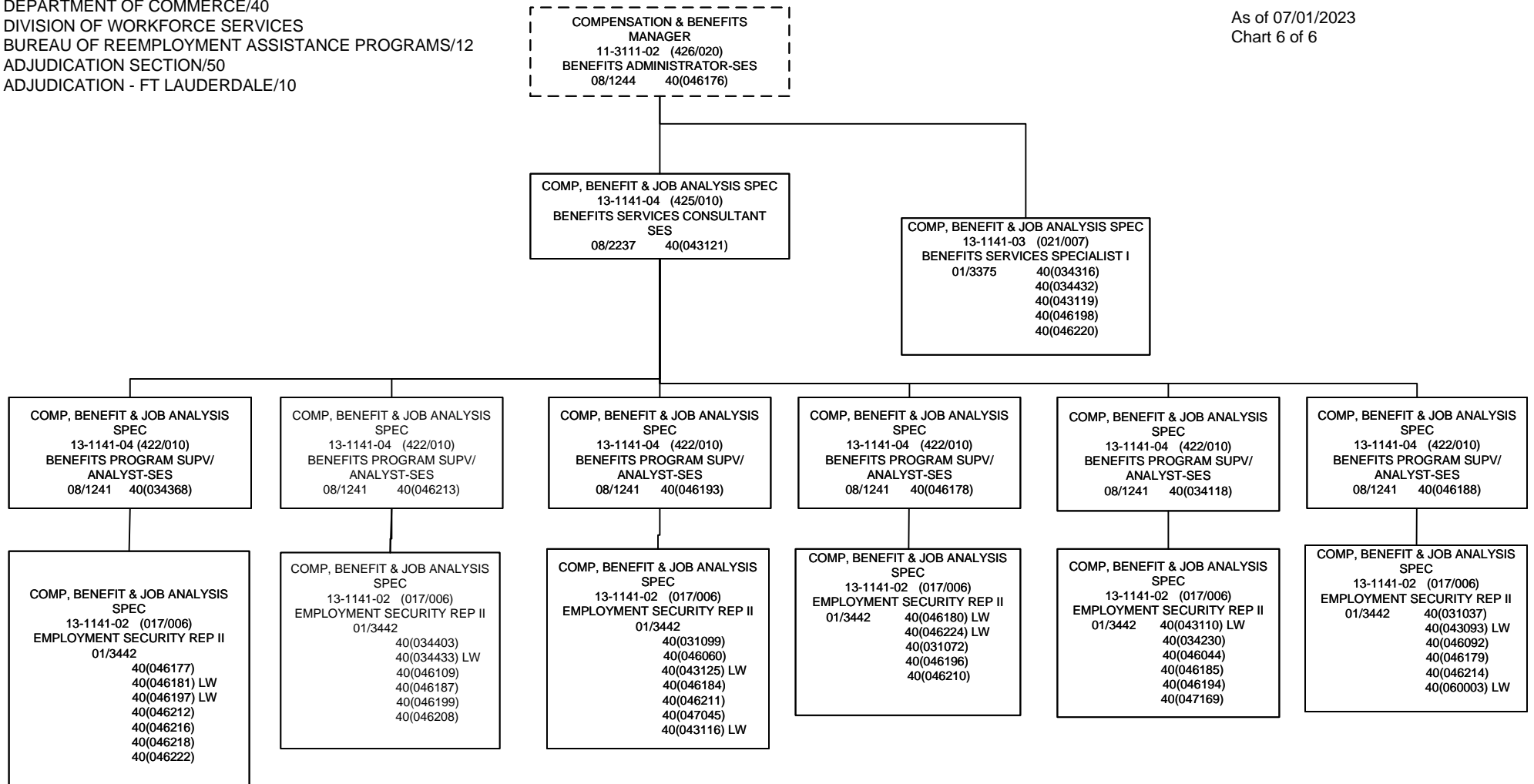
COMP, BENEFIT & JOB ANALYSIS
 SPECIALISTS
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT – SES
 08/2237 40(034201)
 40 12 50 30 000
 SEE TALLAHASSEE CHARTS 2 & 3

ADJUDICATION - ORLANDO
 COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT – SES
 08/2237 40(034334)
 40 12 50 30 000
 SEE TALLAHASSEE CHART 3

EXECUTIVE SECRETARIES &
 EXEC ADMIN ASSISTANTS
 43-6011-03 (018/005)
 ADMINISTRATIVE ASSISTANT II
 01/0712 40(031182)

ADJUDICATION - ORLANDO
 COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT – SES
 08/2237 40(031183)
 40 12 50 20 000
 SEE ORLANDO CHARTS 4 & 5

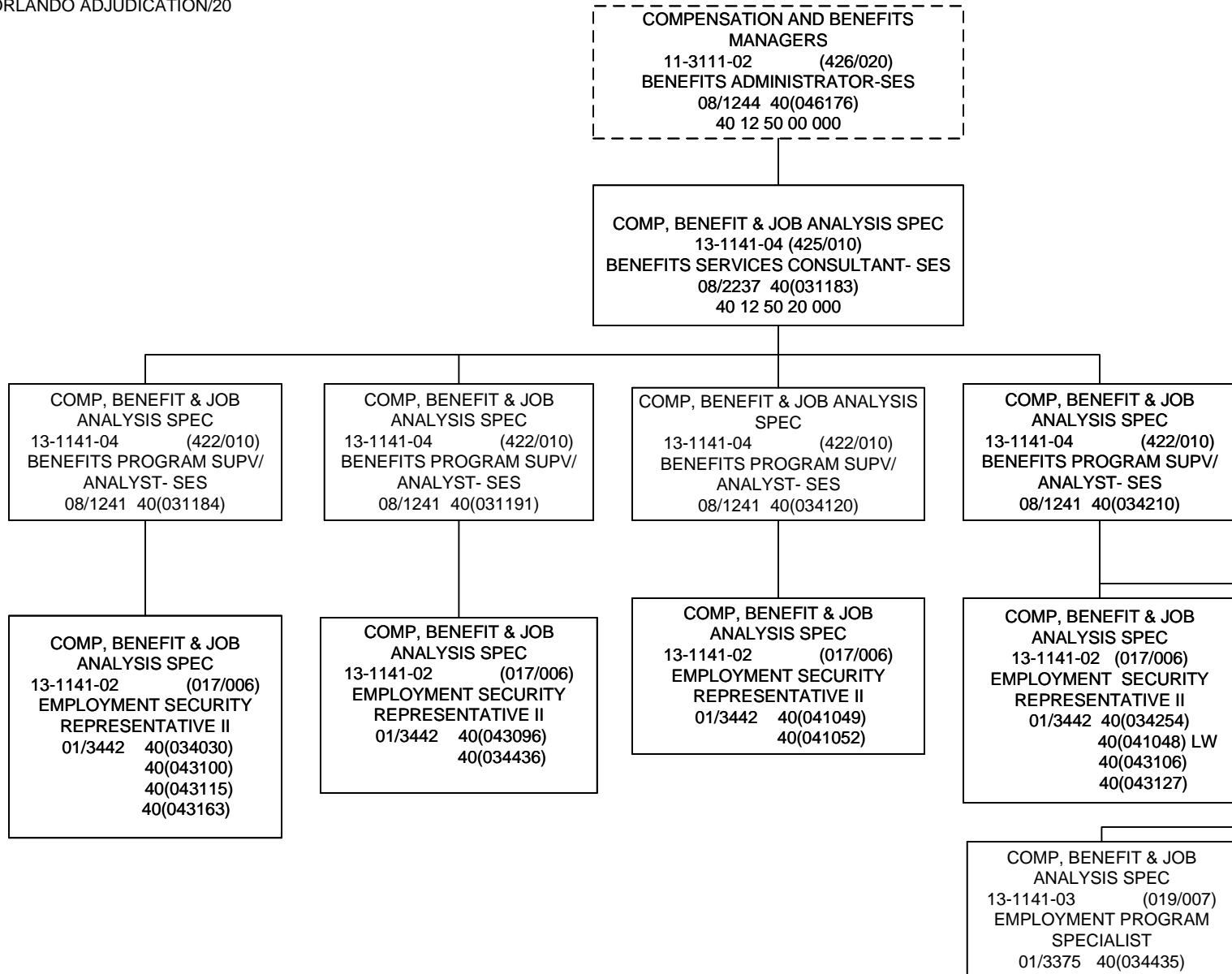
ADJUDICATION – FT LAUDERDALE
 COMP, BENEFIT & JOB
 ANALYSIS SPECIALISTS
 13-1141-04 (425/010)
 BENEFITS SERVICES
 CONSULTANT-SES
 08/2237 40(043121)
 40 12 50 10 000
 SEE FT. LAUDERDALE CHART 6



HR ORG: 40 12 50 10 000
 FLAIR: 40125010000

LW-Lead Worker

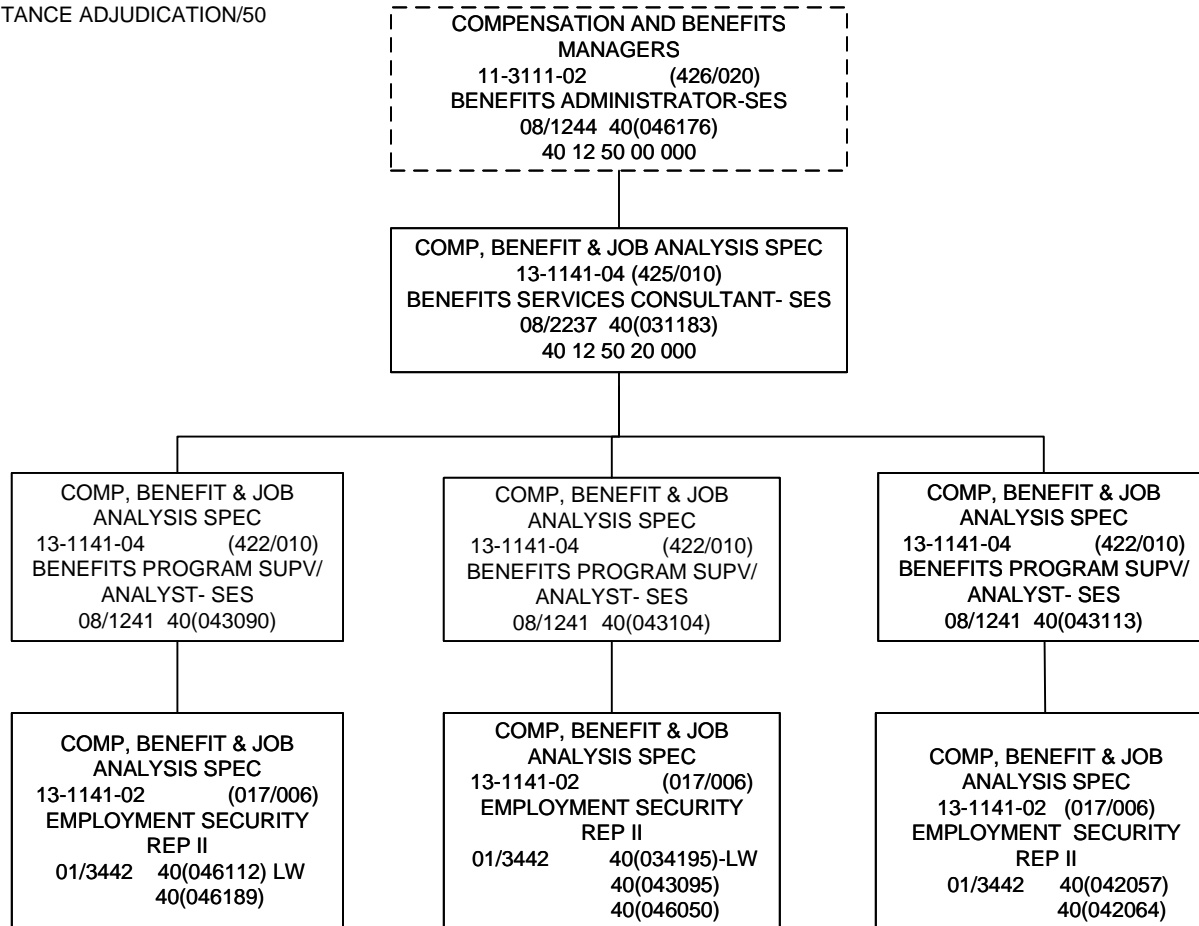
HUMAN RESOURCE MANAGEMENT



HR ORG: 40 12 50 20 000
 FLAIR: 40125020000

LW – Leadworker

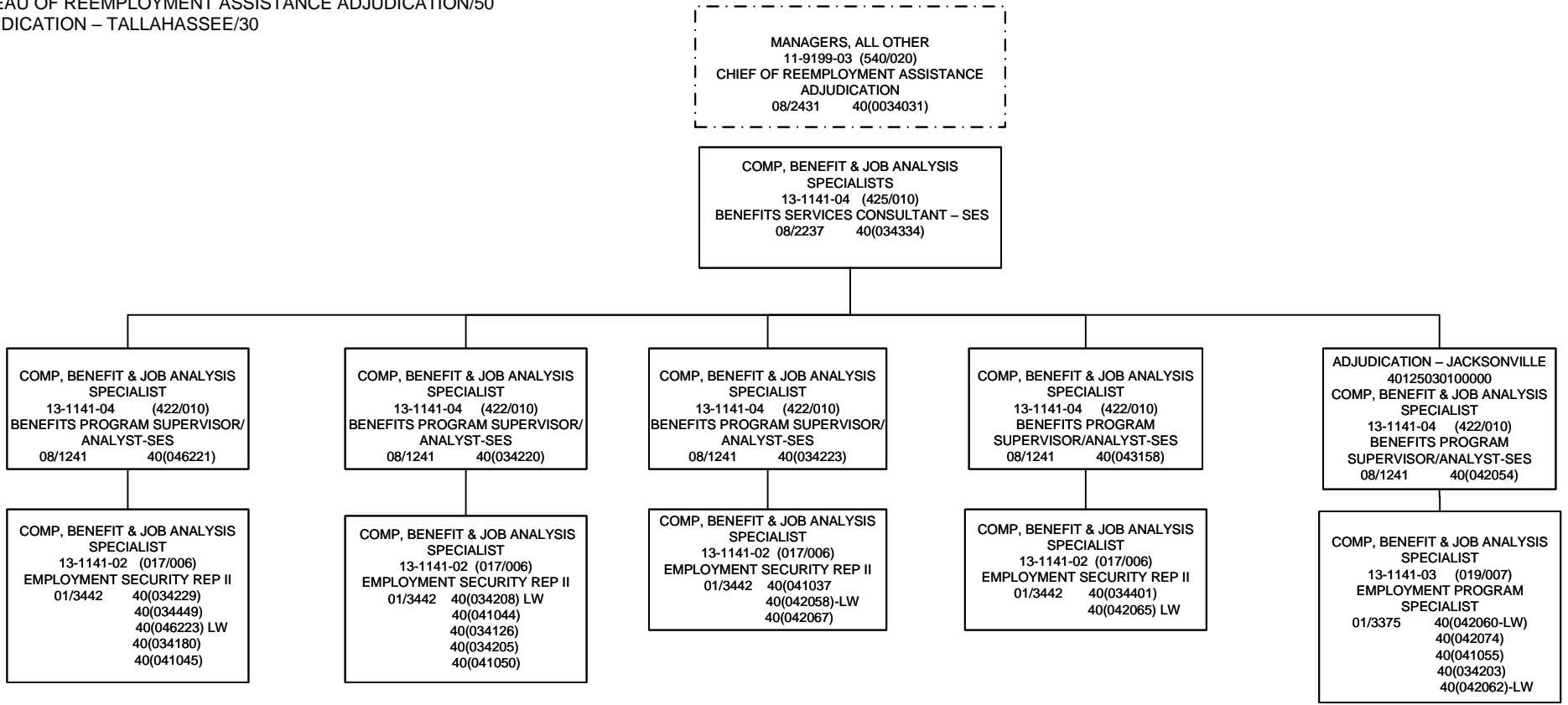
HUMAN RESOURCE MANAGEMENT



HR ORG: 40 12 50 20 000
 FLAIR: 40125020000

LW – Leadworker

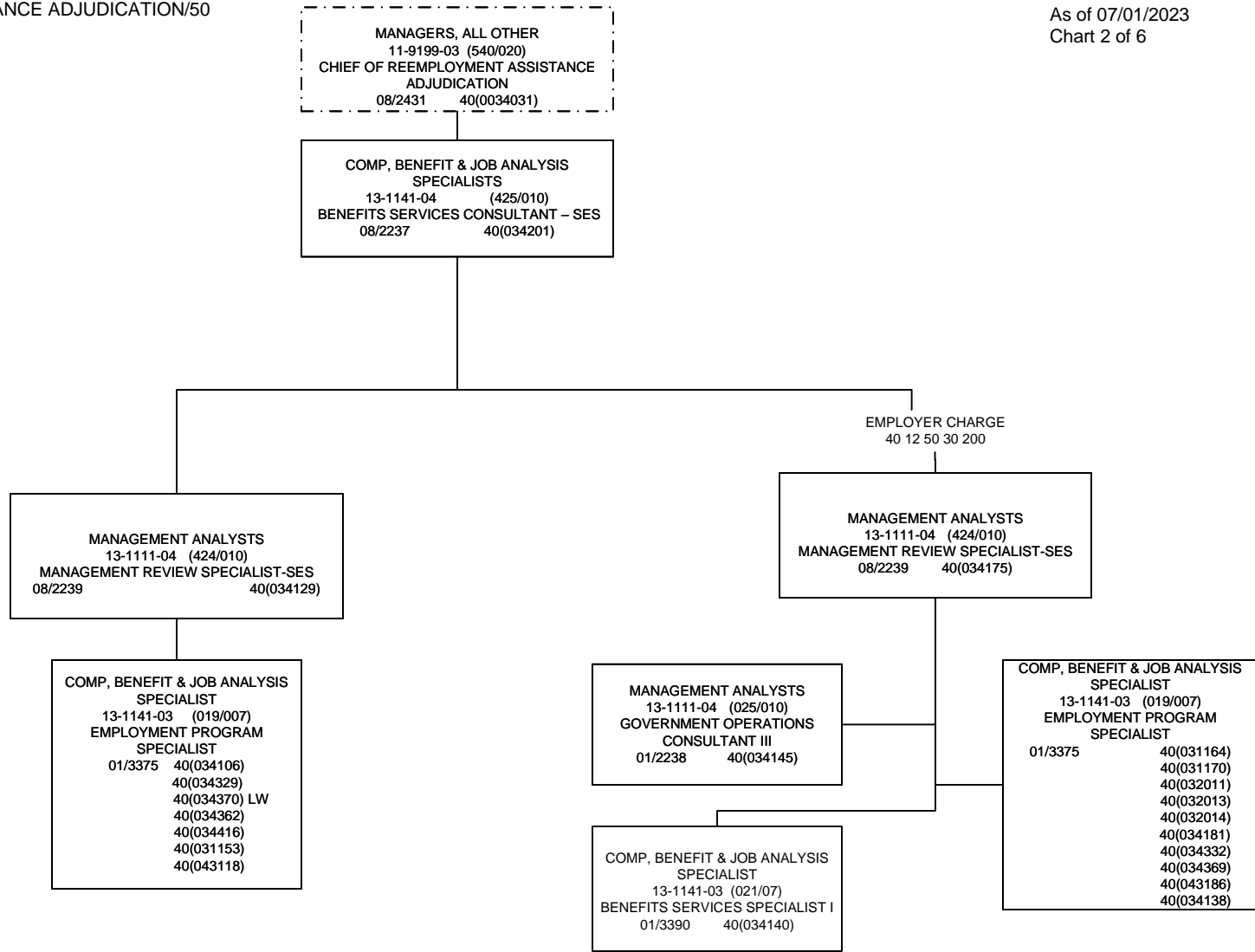
HUMAN RESOURCE MANAGEMENT



HR ORG: 40 12 50 30
 FLAIR: 40125030000

LW – Leadworker

HUMAN RESOURCE MANAGEMENT



HR ORG: 40 12 50 30 000
 40 12 50 30 100 JACKSONVILLE
 40 12 50 30 200 EMPLOYER CHARGES

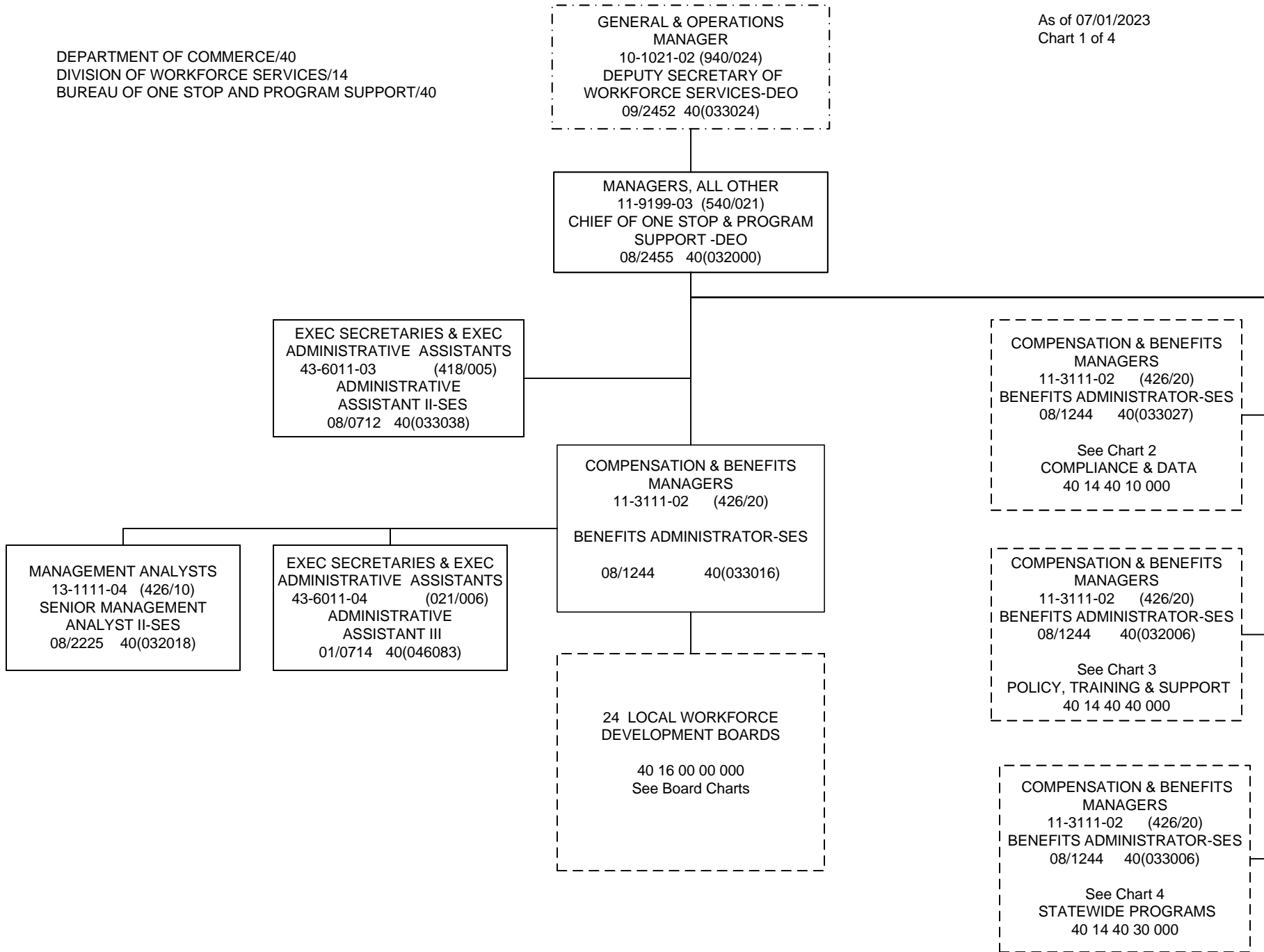
FLAIR: 40125030000
 40125030100 – JACKSONVILLE
 40125030200 – EMPLOYER CHARGES

LW – Leadworker
 **Out stationed to Jacksonville

HUMAN RESOURCE MANAGEMENT

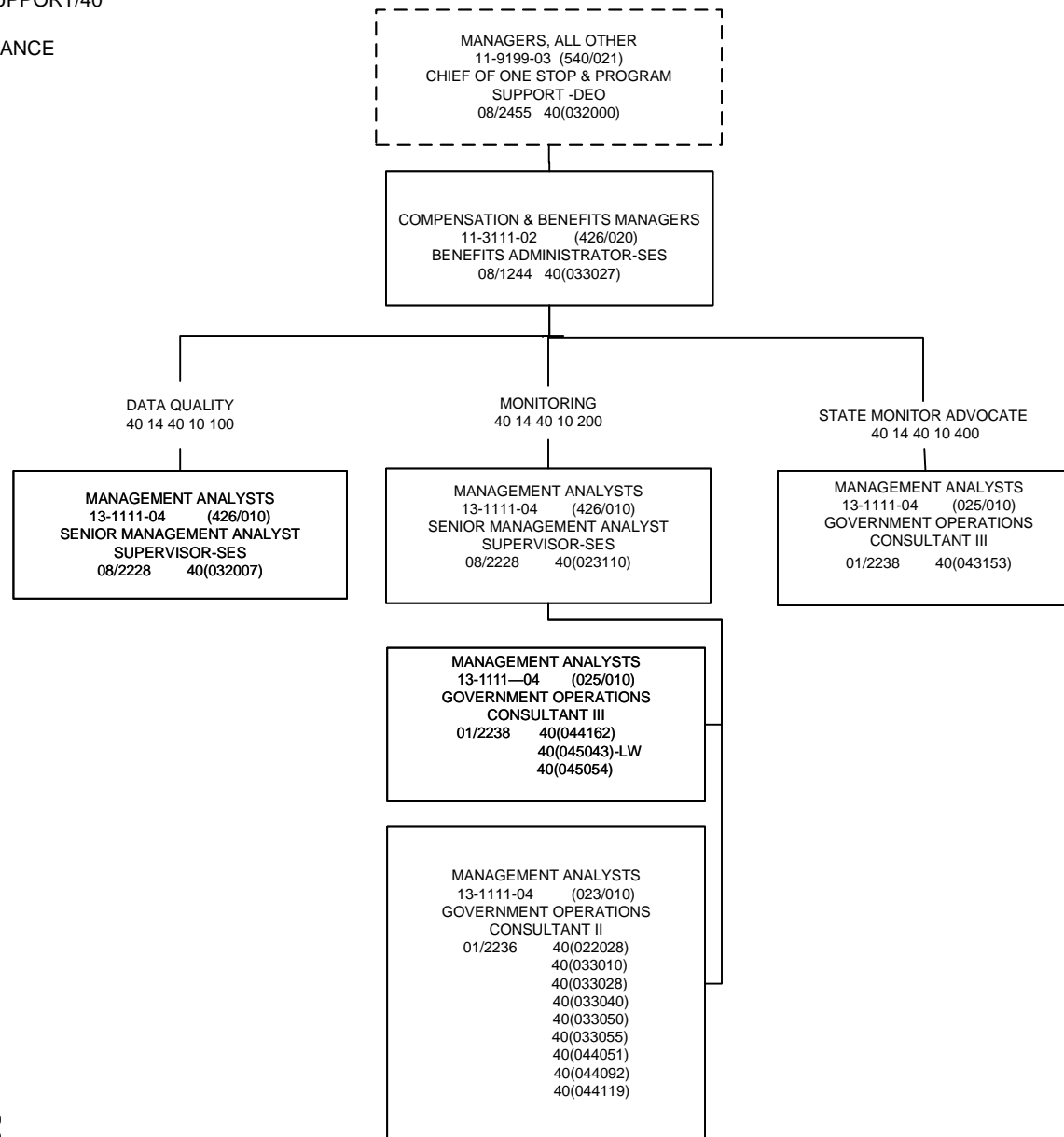
DEPARTMENT OF COMMERCE/40
 DIVISION OF WORKFORCE SERVICES/14
 BUREAU OF ONE STOP AND PROGRAM SUPPORT/40

As of 07/01/2023
 Chart 1 of 4



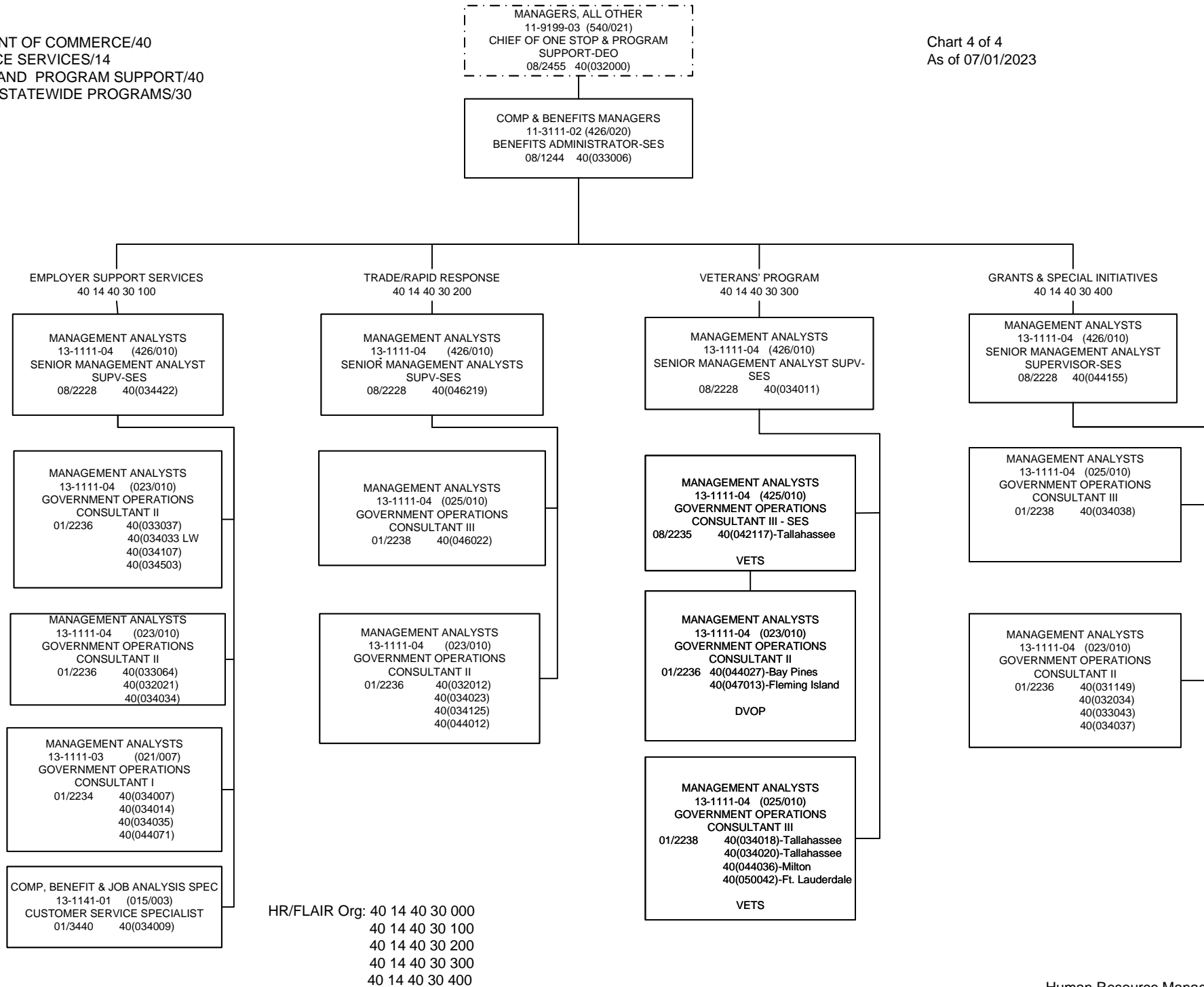
HR ORG 40 14 40
 FLAIR: 40144000000

HUMAN RESOURCE MANAGEMENT

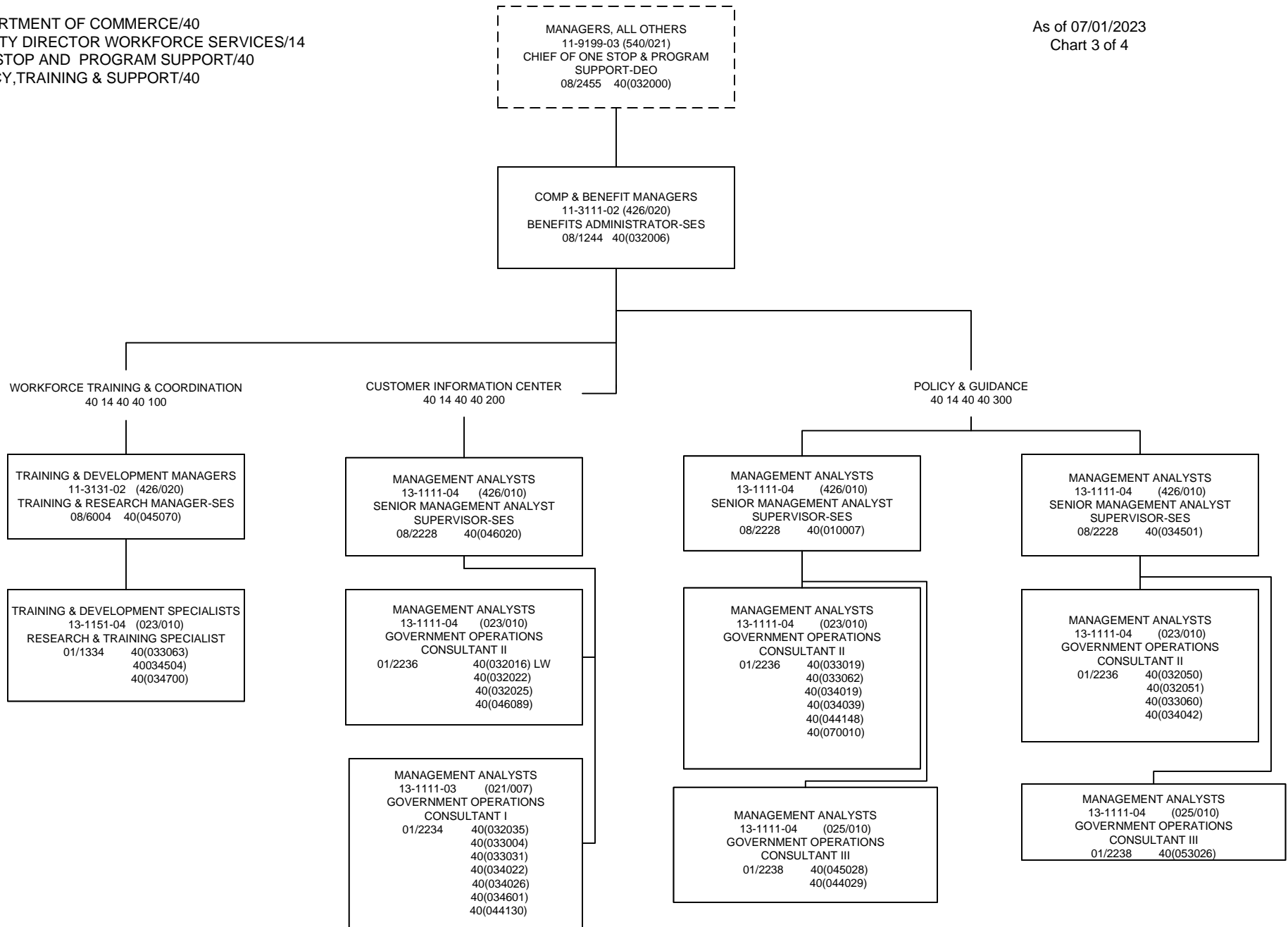


ORG: 40 14 40 10 000
 40 14 40 10 100
 40 14 40 10 200
 40 14 40 10 300
 40 14 40 10 400
 FLAIR: 40144010000
 40144010100
 40144010200
 40144010300
 40144010400

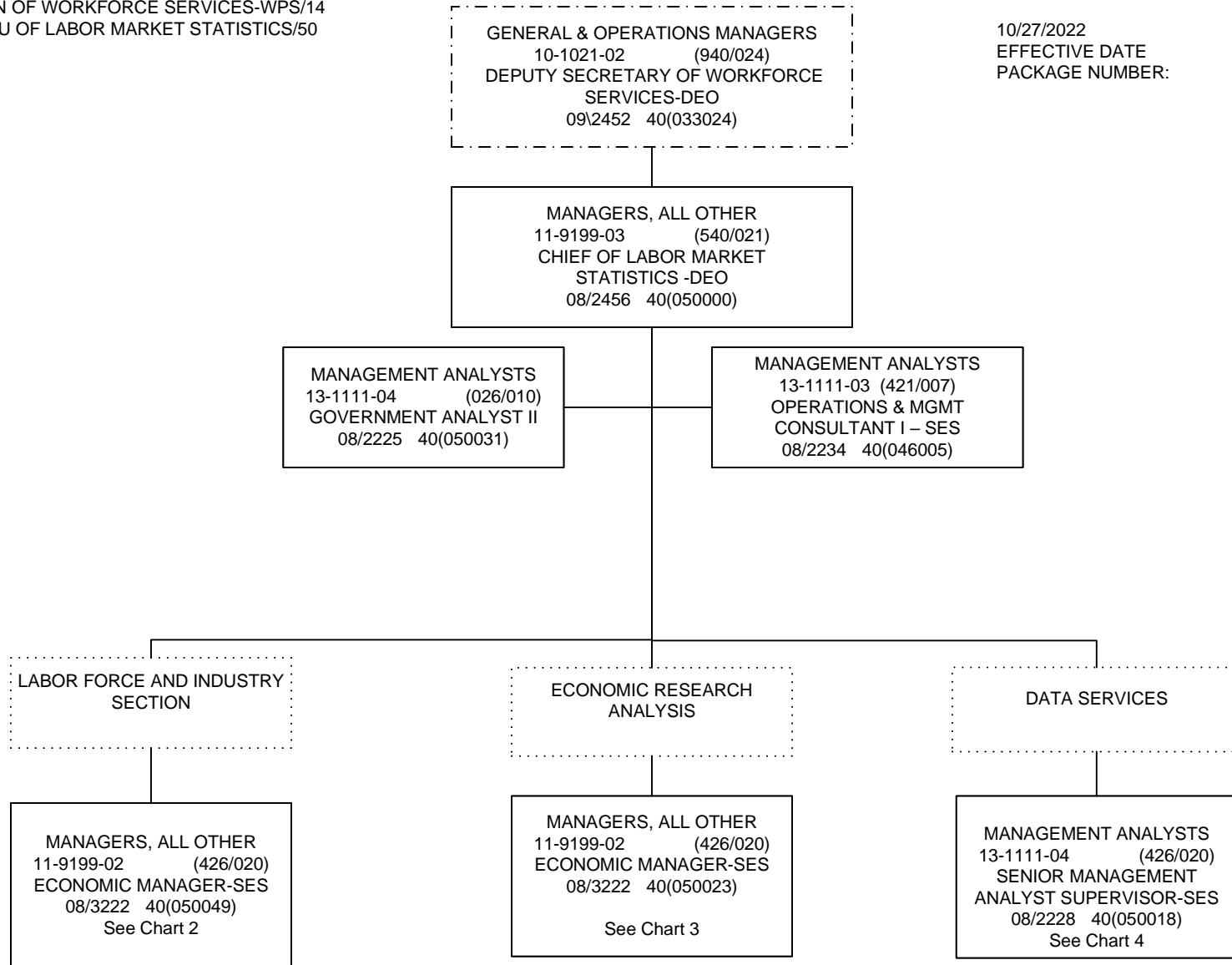
LW – LEAD-WORKER

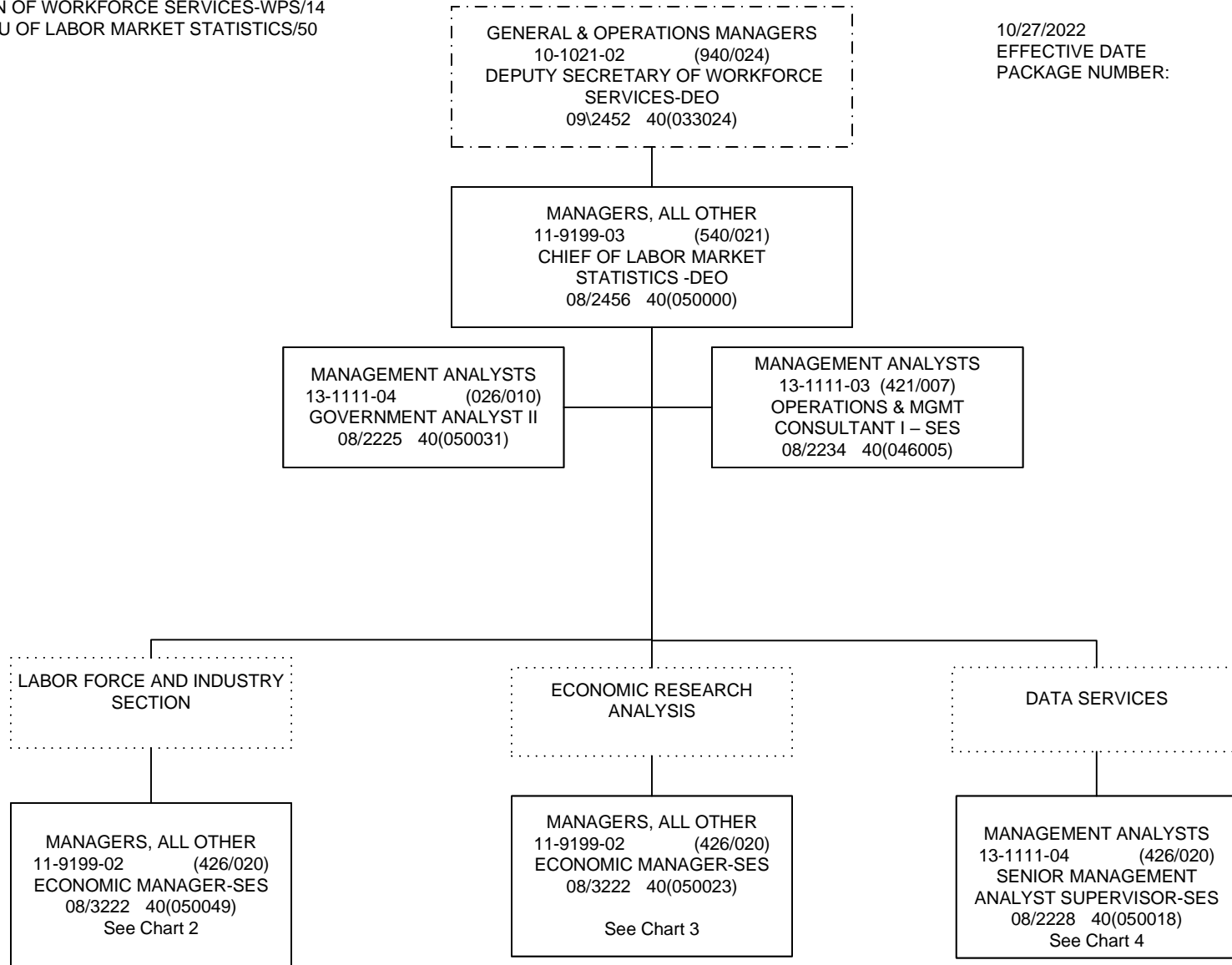


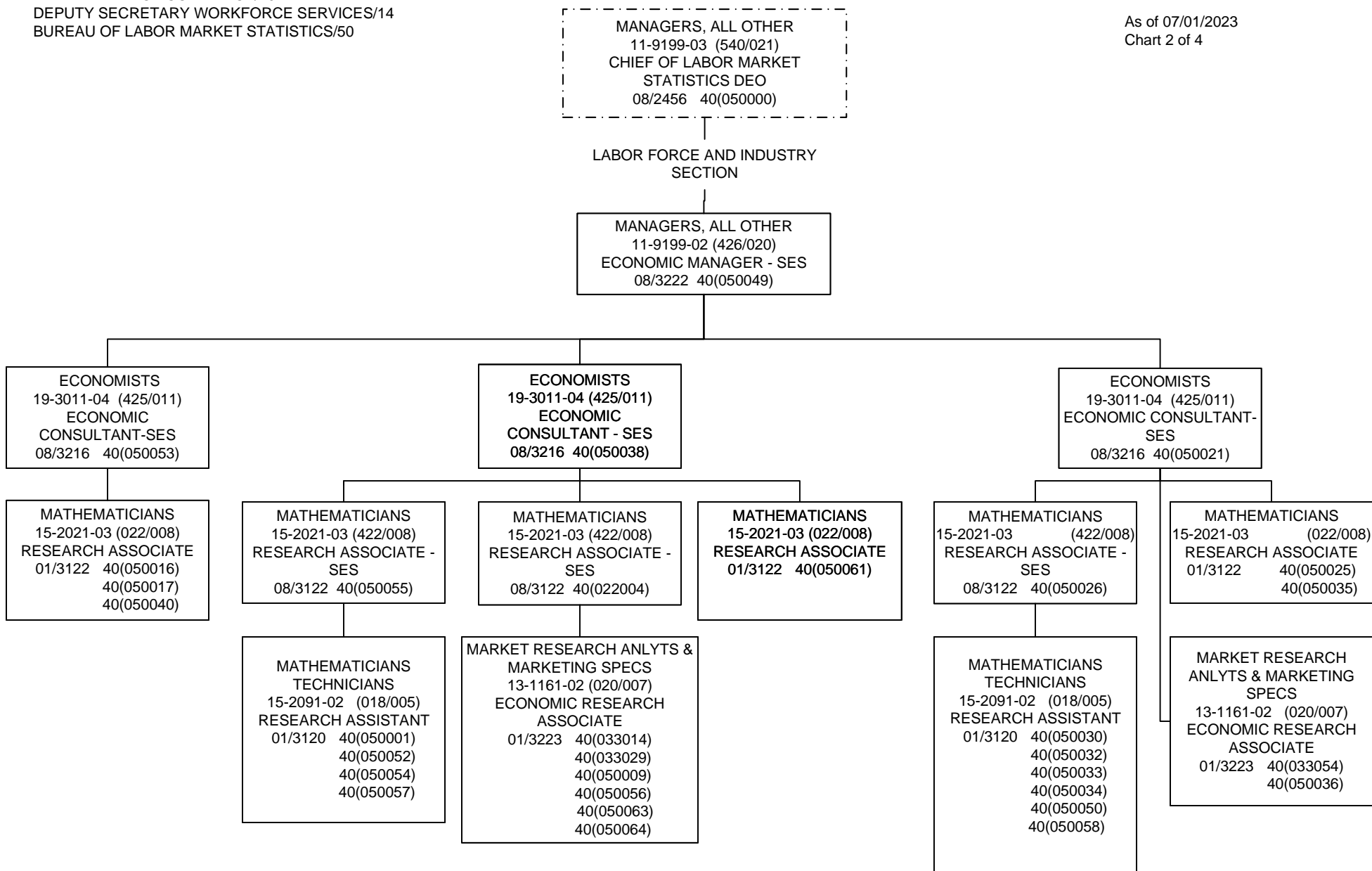
HR/FLAIR Org: 40 14 40 30 000
 40 14 40 30 100
 40 14 40 30 200
 40 14 40 30 300
 40 14 40 30 400



HR Org: 40 14 40 40 100
 40 14 40 40 200
 40 14 40 40 300







MANAGERS, ALL OTHER
 11-9199-03 (540/021)
 CHIEF OF LABOR MARKET
 STATISTICS -DEO
 08/2456 40(050000)

ECONOMIC RESEARCH ANALYSIS

MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 ECONOMICS MANAGER - SES
 08/3222 40(050023)

ERA Team One

ECONOMISTS
 19-3011-04 (425/011)
 ECONOMIC CONSULTANT-
 SES
 08/3216 40(050044)

ECONOMISTS
 19-3011-04 (025/011)
 ECONOMIC CONSULTANT
 01/3216 40(050020)
 40(050037)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(047021)
 40(050029)

MATHEMATICIANS
 15-2021-03 (022/008)
 RESEARCH ASSOCIATE
 01/3122 40(044072)

ERA Team Two

ECONOMISTS
 19-3011-04 (425/011)
 ECONOMIC CONSULTANT-
 SES
 08/3216 40(044096)

ECONOMISTS
 19-3011-04 (025/
 011)
 ECONOMIC CONSULTANT
 01/3216 40(034016)
 40(050024)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(050022)
 40(046021)

ERA Team Three

ECONOMISTS
 19-3011-04 (425/011)
 ECONOMIC CONSULTANT-
 SES
 08/3216 40(042047)

ECONOMISTS
 19-3011-04 (025/011)
 ECONOMIC CONSULTANT
 01/3216 40(042025)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(044100)

HR ORG: 40 14 50 00 000
 FLAIR: 40145000000

HUMAN RESOURCE MANAGEMENT

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF LABOR MARKET
STATISTICS DEO
08/2456 40(050000)

DATA SERVICES

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT ANALYST
SUPERVISOR - SES
08/2228 40(050018)

MANAGEMENT ANALYSTS
13-1111-04 (425/010)
GOVERNMENT OPERATIONS
CONSULTANT III - SES
08/2235 40(050012)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(041023)
40(050041)
40(050048)
40(050060)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(035005)
40(050010)

MANAGEMENT ANALYSTS
13-1111-04 (425/010)
GOVERNMENT OPERATIONS
CONSULTANT III - SES
08/2235 40(034013)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(031011)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(034028)
40(22005)

MANAGEMENT ANALYSTS
13-1111-04 (425/010)
GOVERNMENT OPERATIONS
CONSULTANT III - SES
08/2235 40(034300)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(034460)
40(034165)
40(046105)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(047125)
40(047172)

MANAGEMENT ANALYSTS
13-1111-03 (021/007)
GOVERNMENT OPERATIONS
CONSULTANT I
01/2234 40(046209)

DEPARTMENT OF COMMERCE/40
 DIVISION OF WORKFORCE SERVICES
 LOCAL WORKFORCE DEVELOPMENT BOARDS/16
 CAREERSOURCE ESCAROSA/01
 PENSACOLA/20 MILTON/10

As of 7/01/2023

COMPENSATION & BENEFITS
 MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)

DAY TO DAY DIRECTION PROVIDED
 BY
 WORKFORCE BOARD 01
 CAREERSOURCE ESCAROSA, INC

COMP, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-04 (010)
 JOBS & BENEFITS
 ADMINISTRATOR-SES
 08/3444 40(041020)

VETERANS SERVICES

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(041013)
 40(041021)
 LVER

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(041022)
 40(044159)
 DVOP

COMP, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP
 I
 01/3441 40(041026)
 40(041029)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP
 II
 01/3442 40(041027)

MILTON
 40 16 01 10

MANAGEMENT ANALYSTS
 13-1111-04 (423/010)
 OPERATIONS & MANAGEMENT
 CONSULTANT II-SES
 08/2236 40(041025)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-02 (017/006)
 EMPLOYMENT SECURITY REP II
 01/3442 40(041010)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(041011)

VETERANS SERVICES

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(041086)
 DVOP

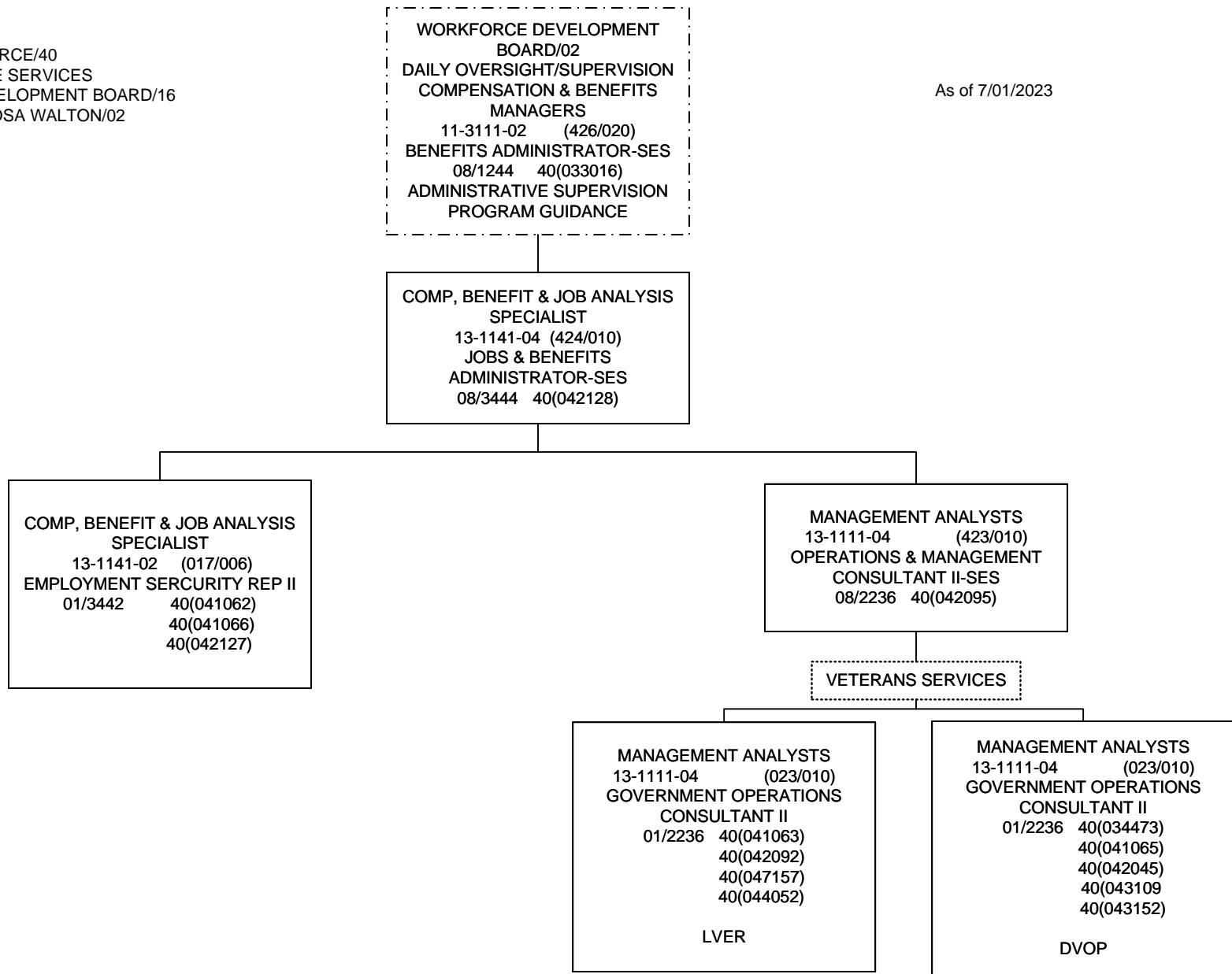
MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(041014)
 40(047072)
 DVOP/LVER

HR ORG: 40 16 01 20 (Pensacola)
 FLAIR: 40160120000 (Pensacola)
 (Milton)

40 16 01 10 (Milton)
 40160110000

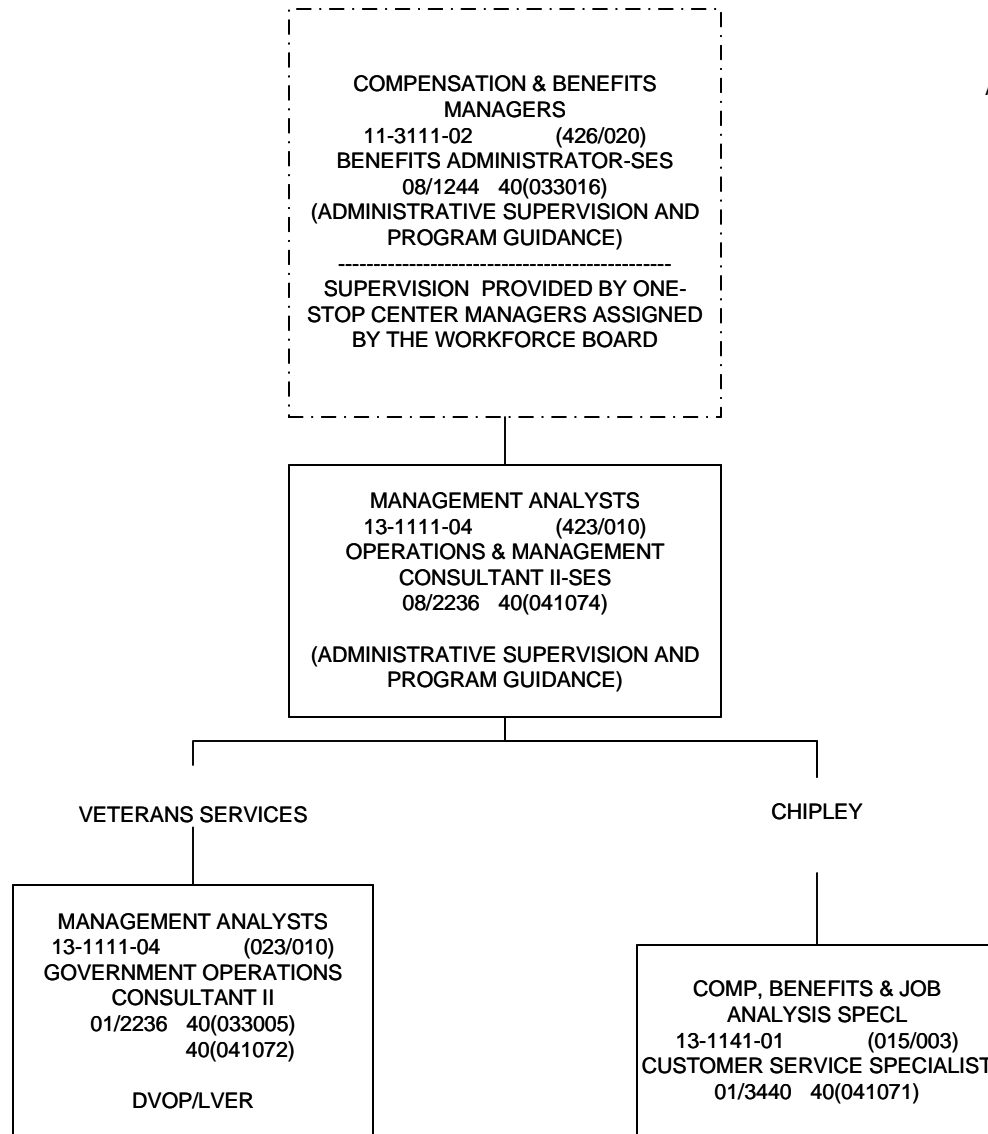
LVER-Local Veterans Employment
 Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT/



DEPARTMENT OF COMMERCE/40
DIVISION OF WORKFORCE SERVICES
REGIONAL WORKFORCE BOARDS/16
CAREERSOURCE CHIPOLA/03
MARIANNA/10

As of 7/01/2023



HR ORG: 40 16 03 10
FLAIR: 40160310000

LVER-Local Veterans Employment Representative
DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT/

DEPARTMENT OF COMMERCE/40
 DIVISION OF WORKFORCE SERVICES
 LOCAL WORKFORCE DEVELOPMENT BOARDS/16
 GULF COAST WORKFORCE DEVELOPMENT BOARD/04
 PANAMA CITY/10

As of 7/01/2023

COMPENSATION & BENEFITS
 MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (ADMINISTRATIVE SUPERVISION AND
 PROGRAM GUIDANCE)

POSITIONS ARE DIRECTLY SUPERVISED
 BY ONE-STOP MANAGERS AS
 APPOINTED BY WORKFORCE BOARD 04

MANAGEMENT ANALYSTS
 13-1111-04 (423/010)
 OPERATIONS & MANAGEMENT
 CONSULTANT II-SES
 08/2236 40(041028)

VETERANS SERVICES

COMP, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-01 (003/015)
 CUSTOMER SERVICE
 SPECIALIST
 01/3440 40(041080)

COMP, BENEFIT & JOB
 ANALYSIS SPECIALIST
 13-1141-02 (006/017)
 EMPLOYMENT SECURITY
 REPRESENTATIVE II
 01/3442 40(041083)
 40(041088)
 40(041090)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(034264)
 DVOP/LVER

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(041085)
 40(047024)
 LVER

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(041087)
 DVOP

HR ORG: 40 16 04 10
 FLAIR: 40160410000

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT/

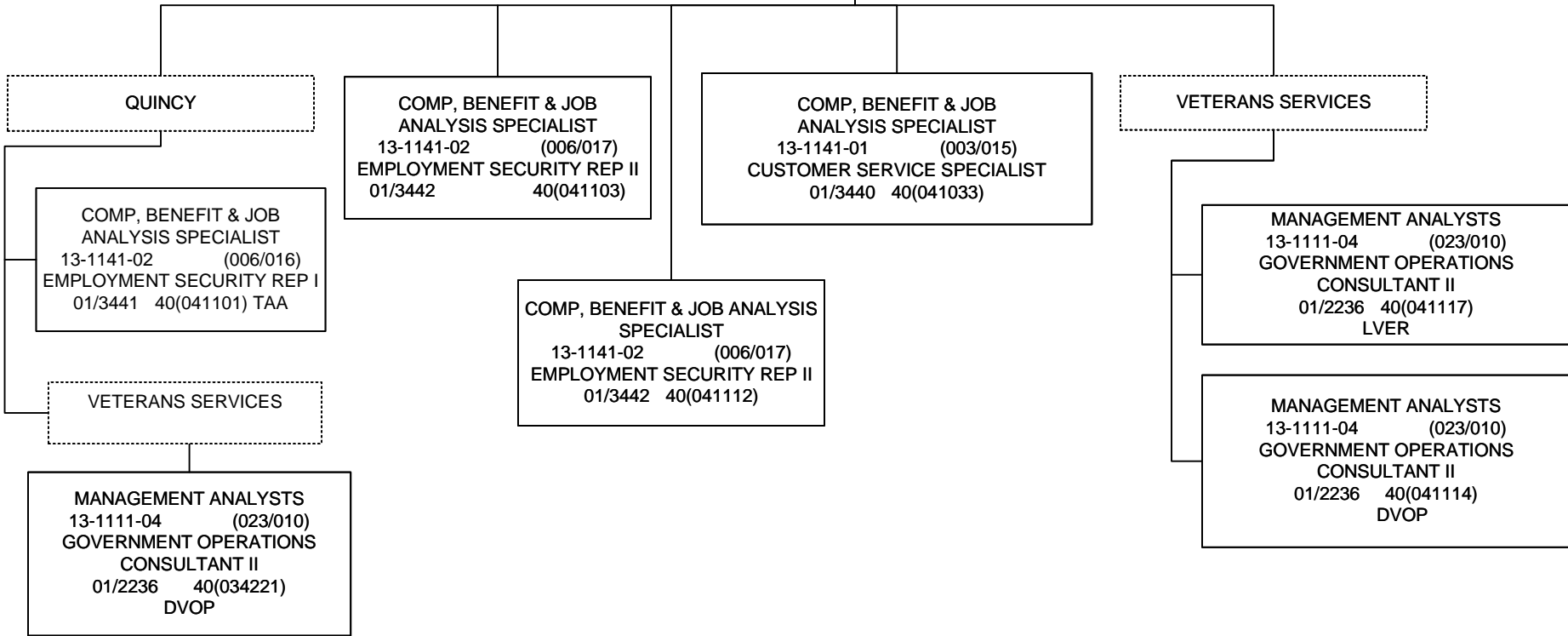
DEPARTMENT OF COMMERCE/40
 DIVISION OF WORKFORCE SERVICES
 REGIONAL WORKFORCE DEVELOPMENT BOARDS/16
 CAREERSOURCE CAPITAL REGION/05
 TALLAHASSEE/QUINCY/10

As of 7/01/2023

COMPENSATION & BENEFITS MANAGERS
 11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

 Day-to-day supervision provided by One-Stop Manager as directed/appointed by Workforce Board 05

COMP, BENEFIT & JOB ANALYSIS SPECIALIST
 13-1141-04 (010/424)
JOBS & BENEFITS ADMINISTRATOR-SES
 08/3444 40(041110)



HR ORG: 40 16 05 10 000
 FLAIR: 40160510000

TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT/

COMPENSATION & BENEFITS
MANAGERS
11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-
SES
08/1244 40(033016)
(Administrative supervision and
program guidance)

Day-to-day supervision provided by
One-Stop Manager as directed/
appointed by Workforce Board 06

MANAGEMENT ANALYSTS
13-1111-04 (423/010)
OPERATIONS & MANAGEMENT
CONSULTANT II-SES
08/2236 40(042011)

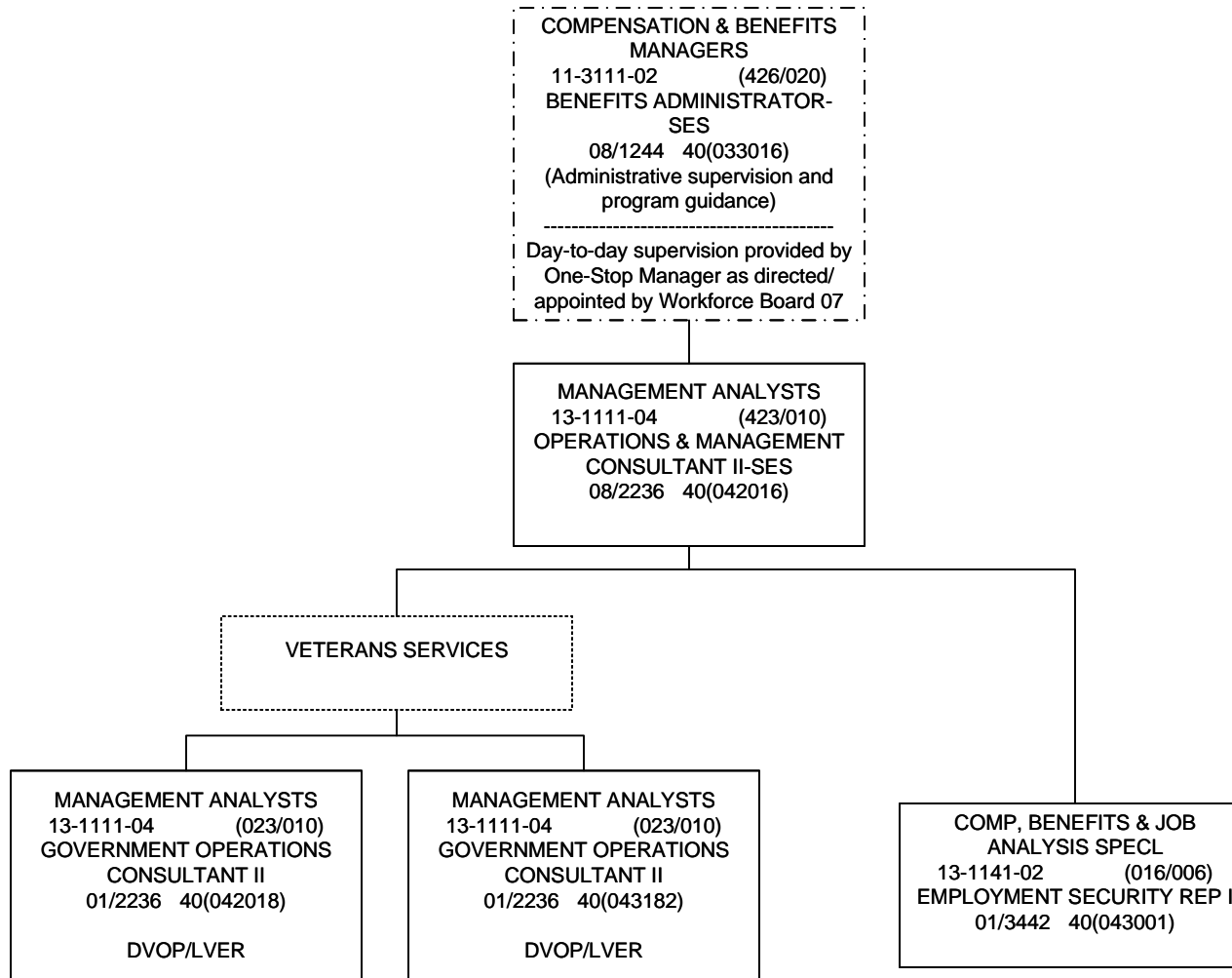
(Administrative supervision
and program guidance)

VETERAN'S SERVICE

COMP, BENEFIT & JOB
ANALYSIS SPECIALIST
13-1141-02 (016/006)
EMPLOYMENT SECURITY REP I
01/3441 40(042012)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(034475)
DVOP/LVER

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(043141)
DVOP/LVER

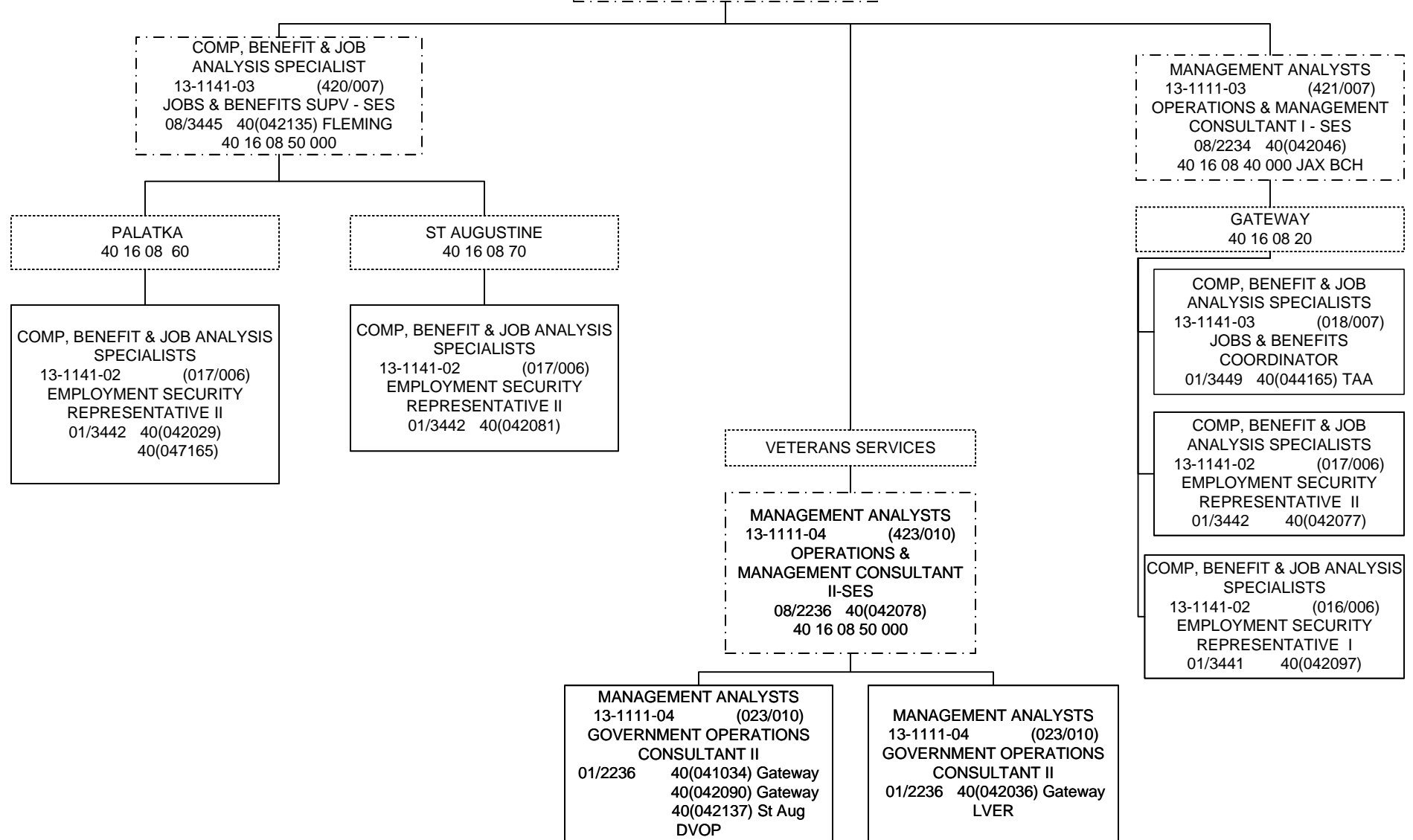


HR ORG: 40 16 07 10
 FLAIR: 40160710000

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

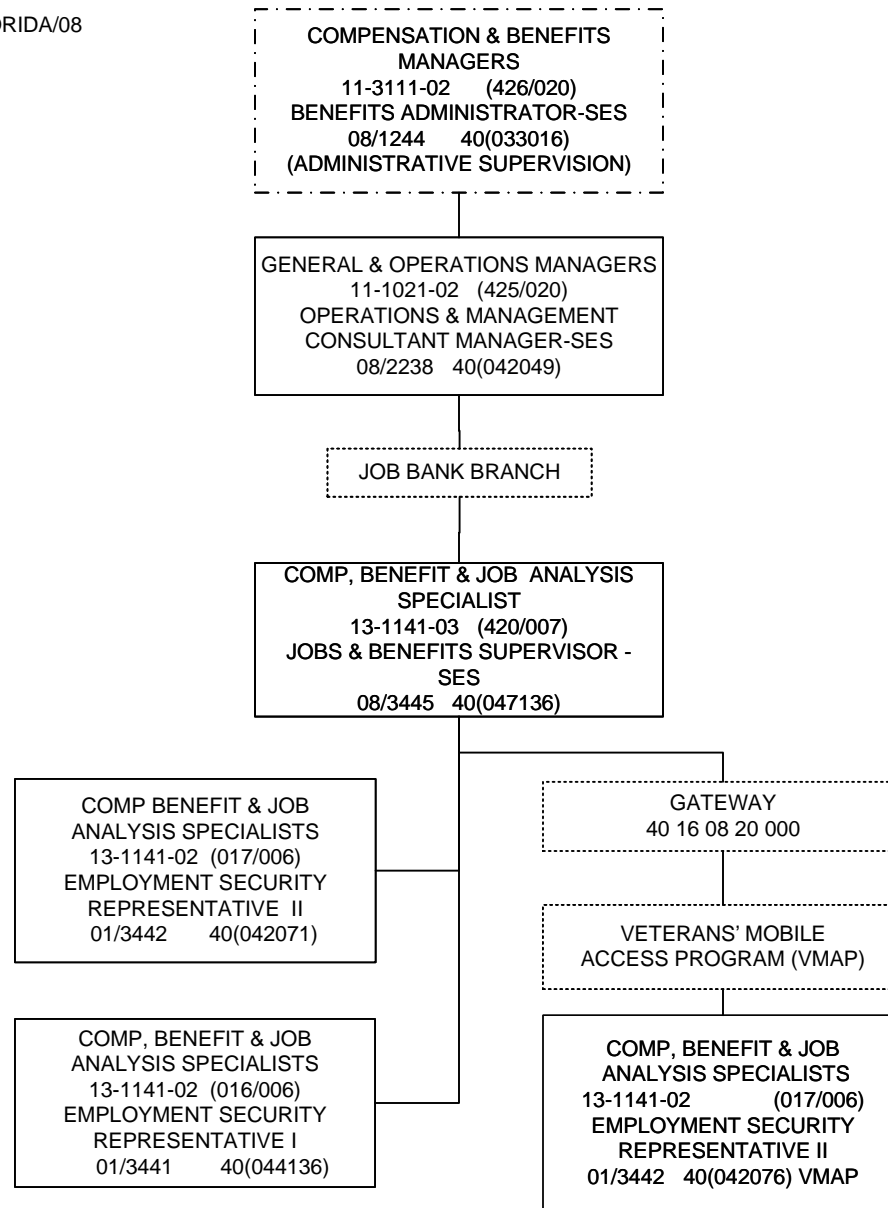
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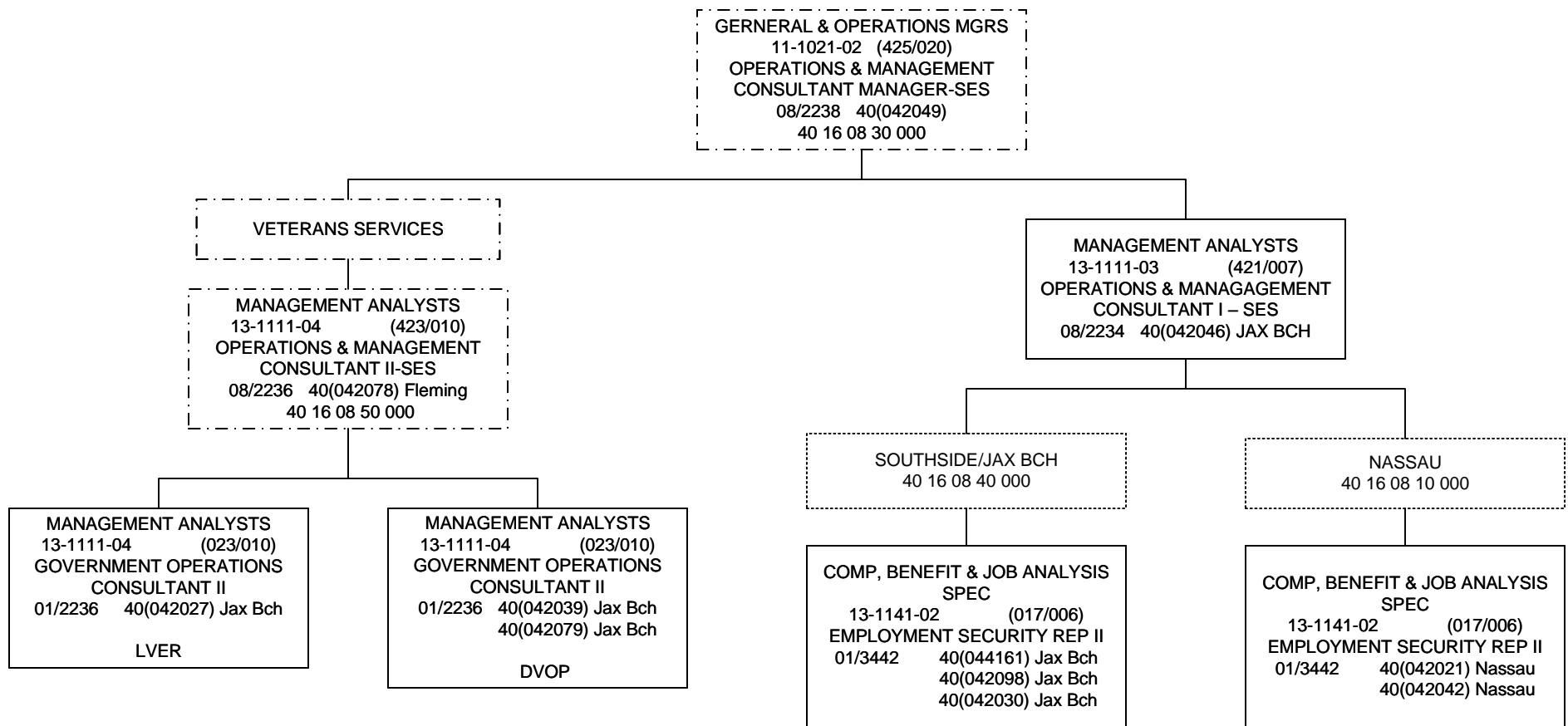
GENERAL & OPERATIONS
 MANAGERS
 11-1021-02 (425/020)
 OPERATIONS & MANAGEMENT
 CONSULTANT MANAGER-SES
 08/2238 40(042049) Jax DT
 40 16 08 30 000



HR ORG/FLAIR: 40 16 08 20 000(GATEWAY)
 40 16 08 60 000 (PALATKA)
 40 16 08 70 000 (ST AUGUSTINE)

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

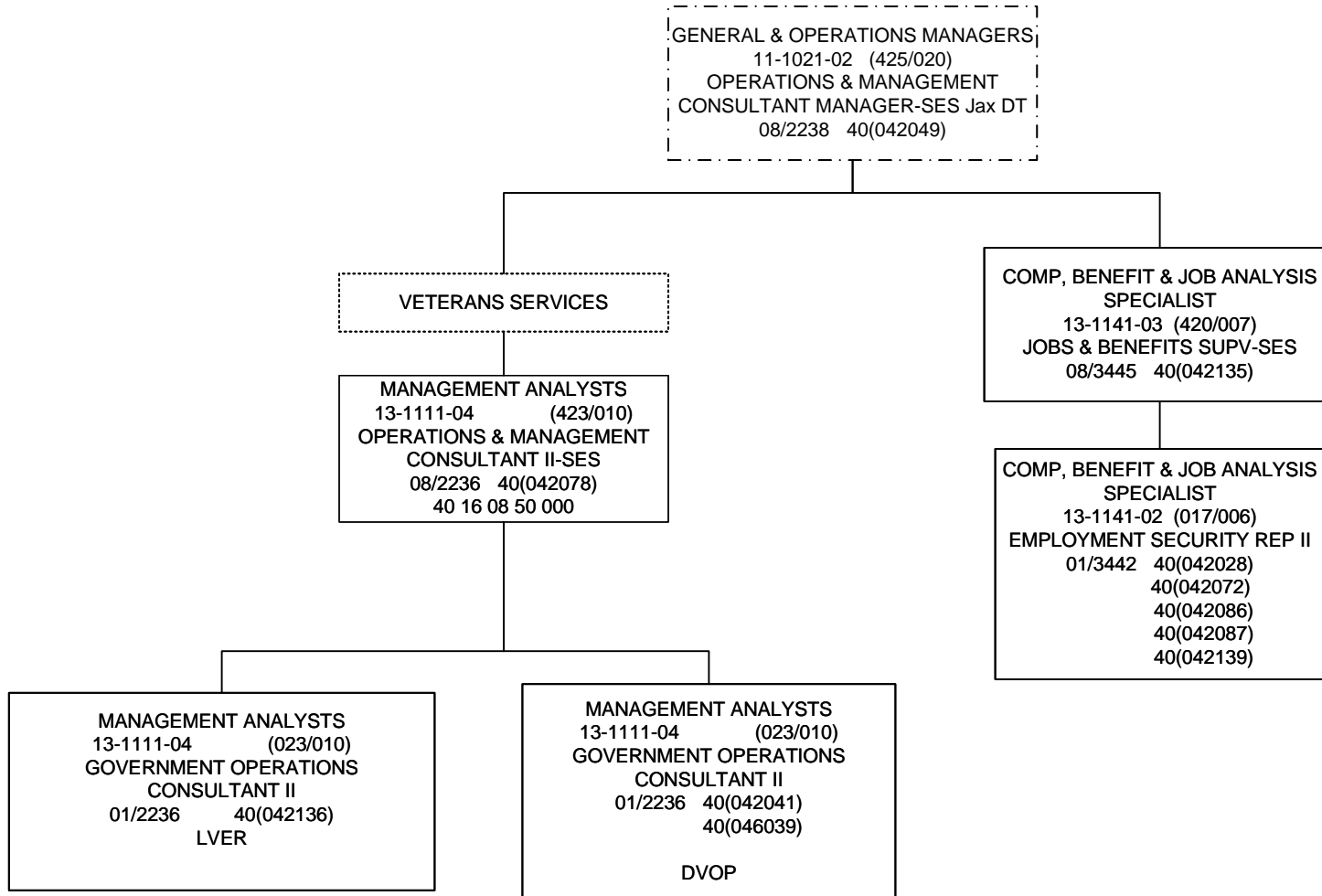


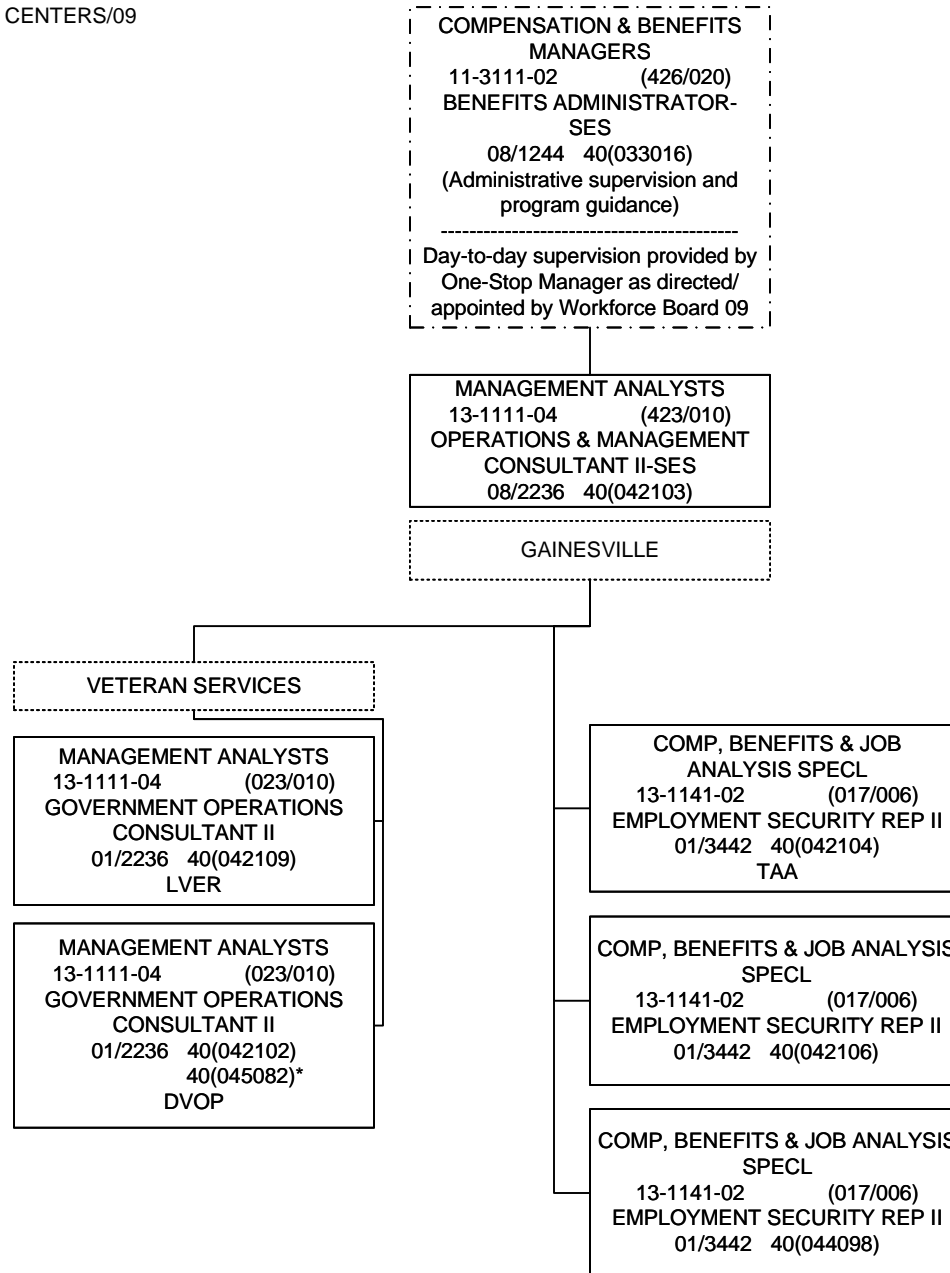


HR ORG/FLAIR: 40 16 08 10 (NASSAU)
 40 16 08 40 (SOUTHSIDE/JAX BCH)

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT





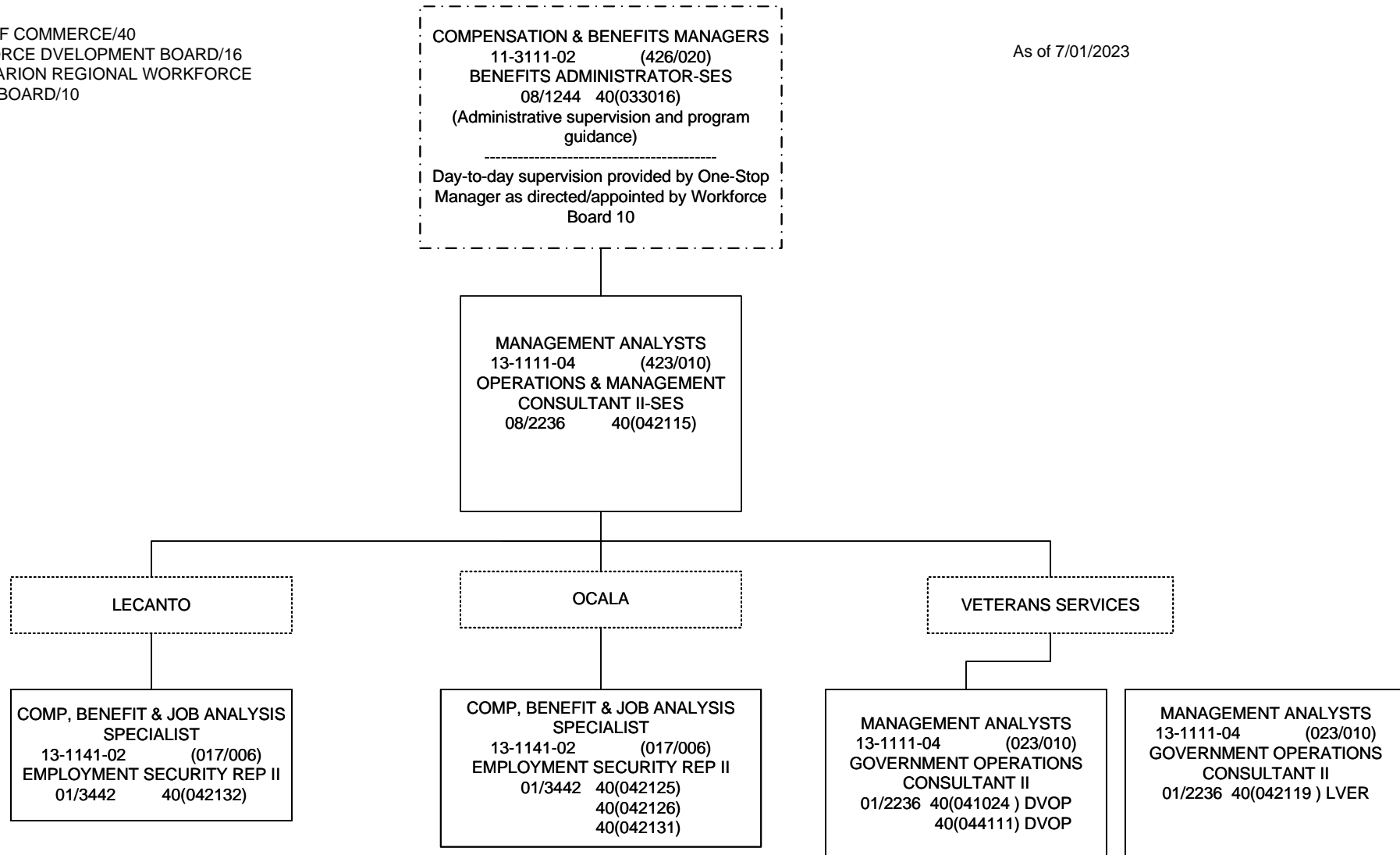
HR ORG: 40 16 09 10
 FLAIR: 40160910000

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program
 *40(45082) will also work Starke 1 day a week

HUMAN RESOURCE MANAGEMENT

DEPARTMENT OF COMMERCE/40
LOCAL WORKFORCE DEVELOPMENT BOARD/16
CITRUS/LEVY/MARION REGIONAL WORKFORCE
DEVELOPMENT BOARD/10
OCALA/10

As of 7/01/2023



HR ORG: 40 16 10 10
FLAIR: 40161010000

LVER-Local Veterans Employment Representative Program

HUMAN RESOURCE MANAGEMENT

DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARDS/16
 CAREERSOURCE FLAGLER VOLUSIA /11
 DAYTONA/10 ORANGE CITY/20

As of 7/01/2023

COMPENSATION BENEFITS MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program
 guidance)

 Day-to-day supervision provided by One-Stop
 Manager as directed/appointed by Workforce
 Board 11

COMP, BENEFITS & JOB ANALYSIS SPECL
 13-1141-04 (424/010)
 JOBS & BENEFITS ADMINISTRATOR-SES
 08/3444 40(043015)

VETERANS SERVICES

COMP, BENEFITS & JOB ANALYSIS SPECL
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY
 REPRESENTATIVE I
 01/3441 40(043020)
 40(043022)*
 40(043024)
 40(043025)

COMP, BENEFITS & JOB ANALYSIS SPECL
 13-1141-03 (018/007)
 JOBS & BENEFITS COORDINATOR
 01/3449 40(043035)*

ORANGE CITY
 40 16 11 20

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(047121)
 DVOP

MANAGEMENT ANALYSTS
 13-1111-04 (423/010) OPERATIONS &
 MANAGEMENT CONSULTANT II-SES
 08/2236 40(044158)TAA

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(044166) 50/50
 LVER

COMP, BENEFITS & JOB ANALYSIS SPECL
 13-1141-02 (016/006)
 EMPLOYMENT SECURITY REP I
 01/3441 40(043019)
 40(043023)

VETERANS SERVICES

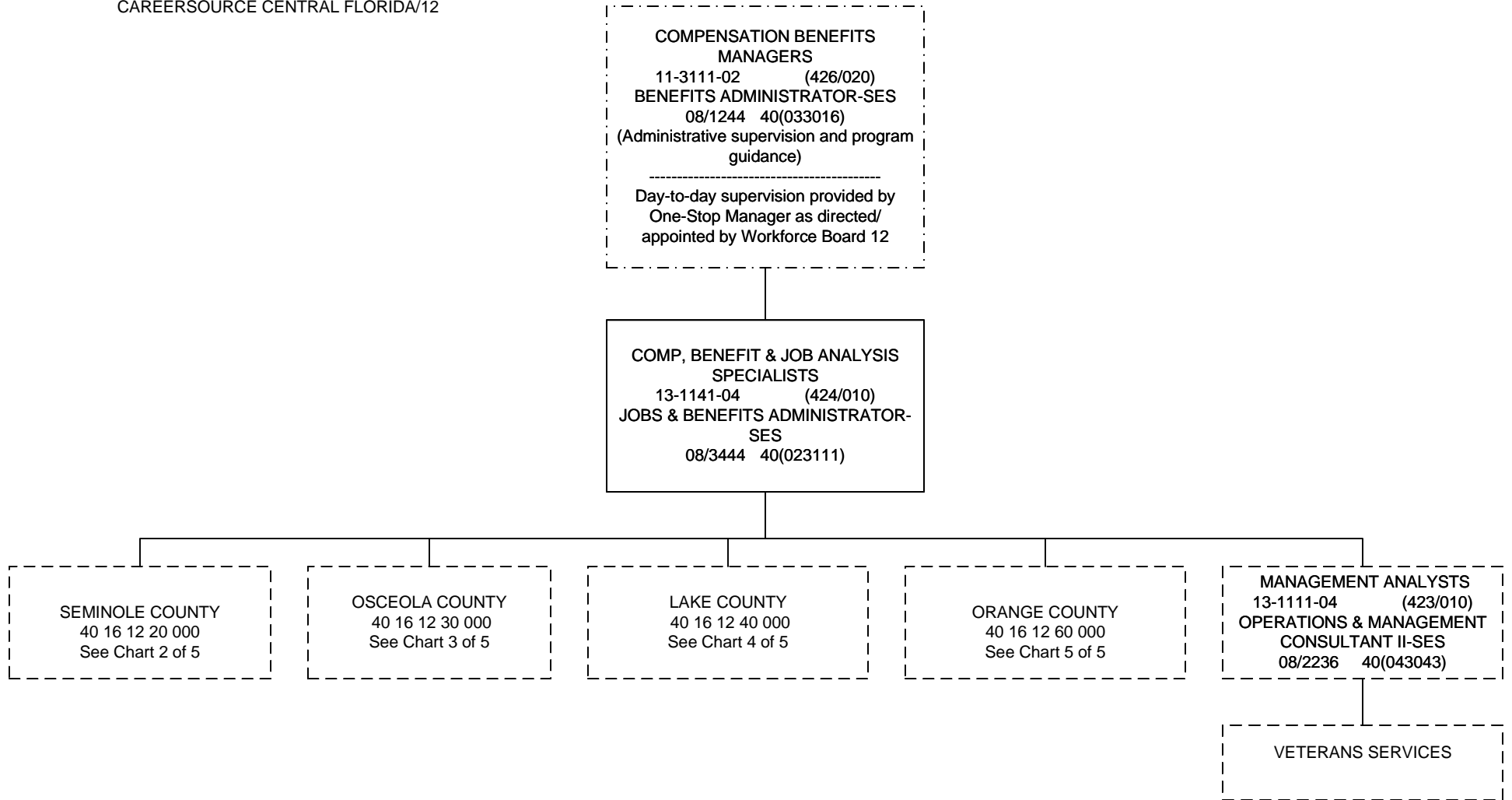
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 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(043031)
 LVER

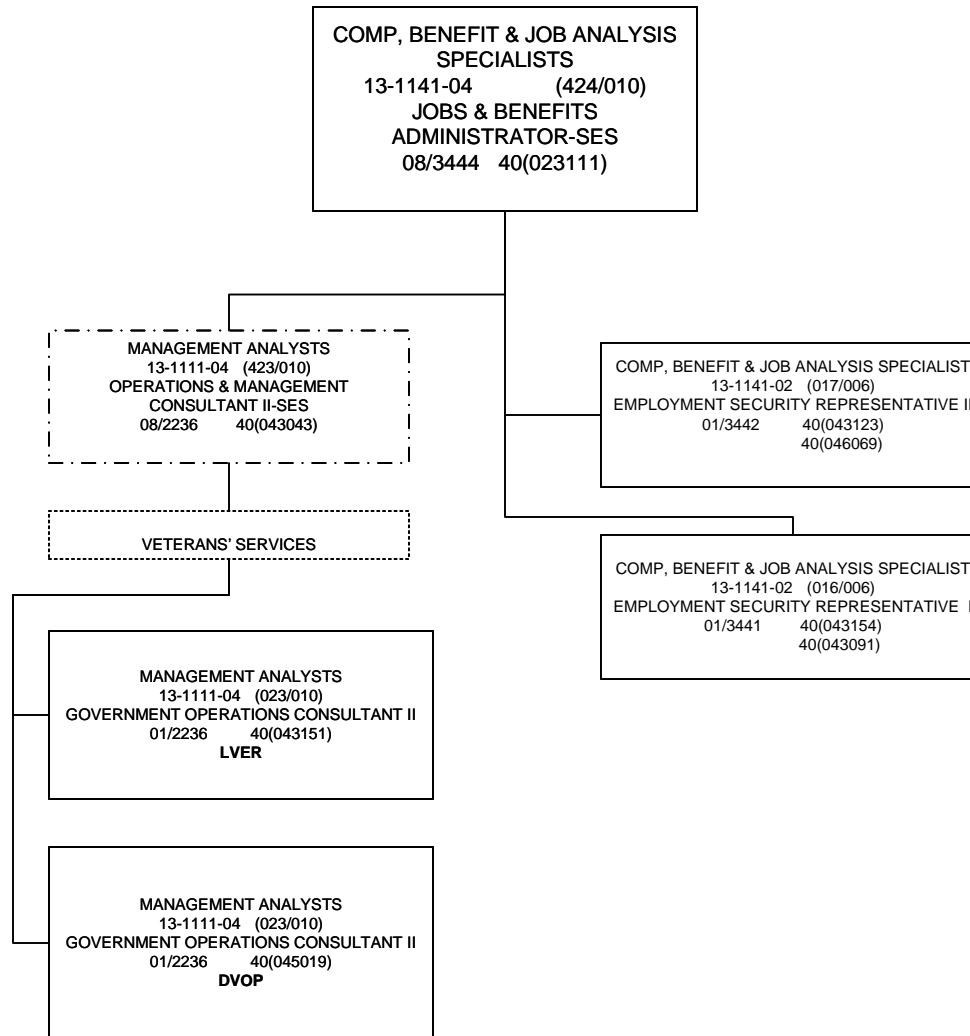
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 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(043032)
 DVOP

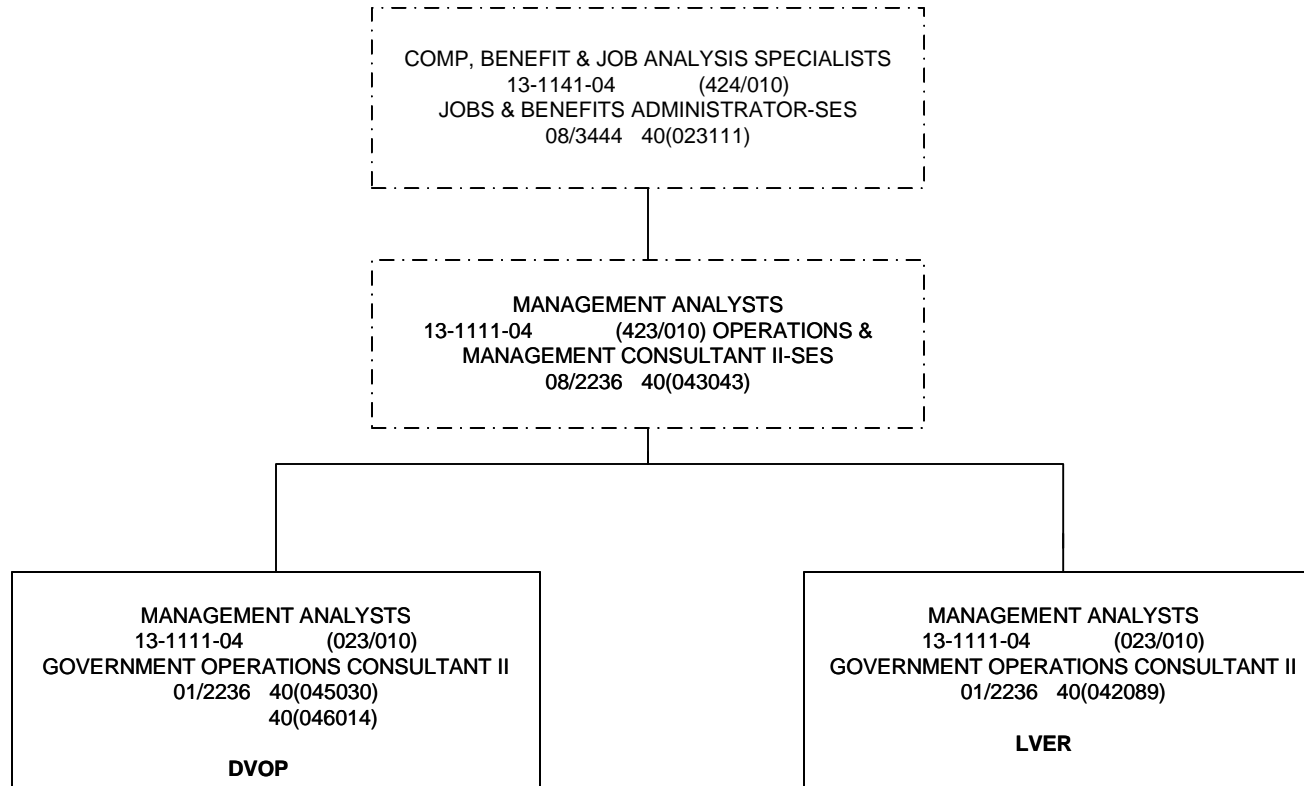
HR ORG: 40 16 11 10-DAYTONA 40 16 11 20-ORANGE CITY
 FLAIR: 40161110000 DAYTONA 40161120000-ORANGE CITY

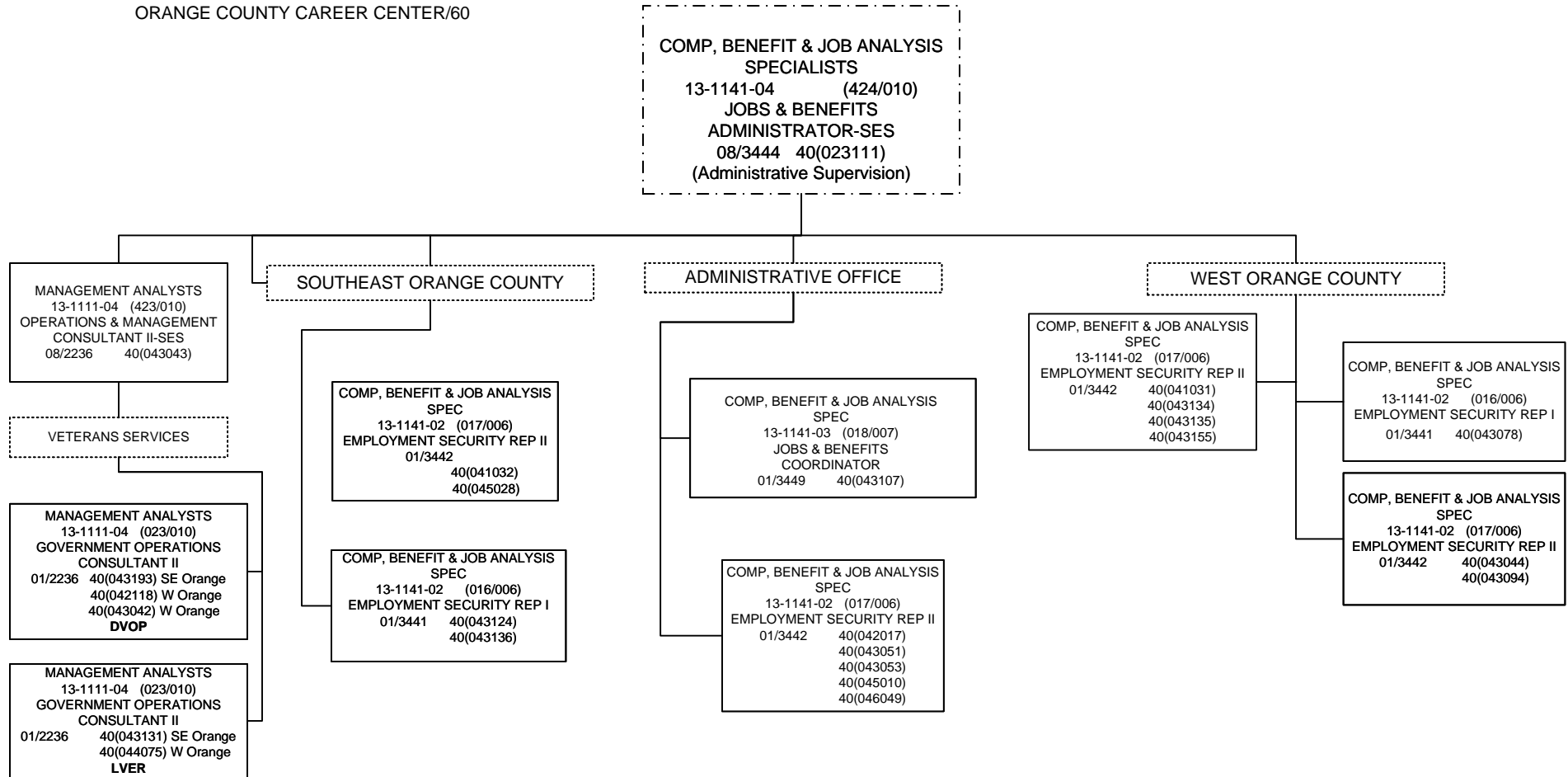
TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program
 *Outstationed Palm Coast (Flagler County)

HUMAN RESOURCE MANAGEMENT





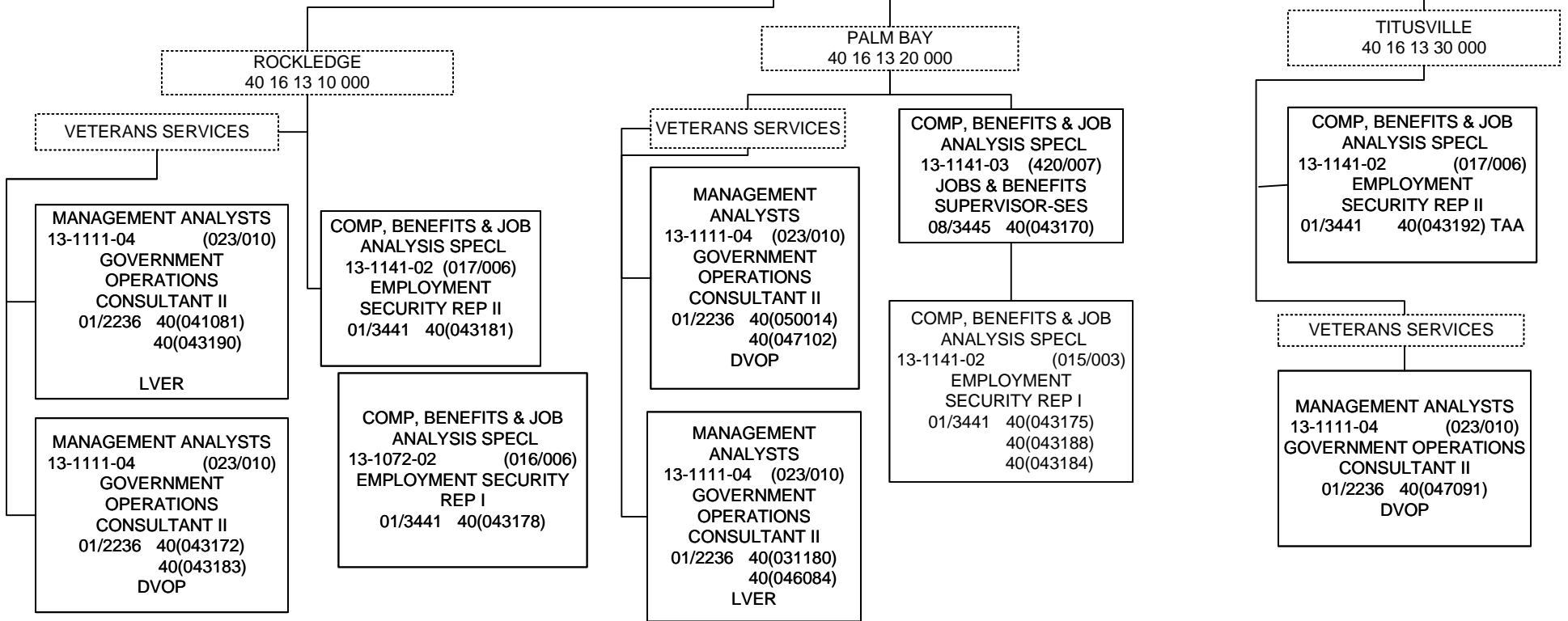




COMPENSATION BENEFITS MANAGERS
 11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

 Day-to-day supervision provided by One-Stop Manager as directed/appointed by Workforce Board 13

MANAGEMENT ANALYSTS
 13-1111-04 (423/010)
OPERATIONS & MGMT CONSULTANT II - SES
 08/2236 40(043180)



ROCKLEDGE ORG: 40 16 13 10 FLAIR: 40161310000
 PALM BAY ORG: 40 16 13 20 FLAIR: 40161320000
 TITUSVILLE ORG: 40 16 13 30 FLAIR: 40161330000

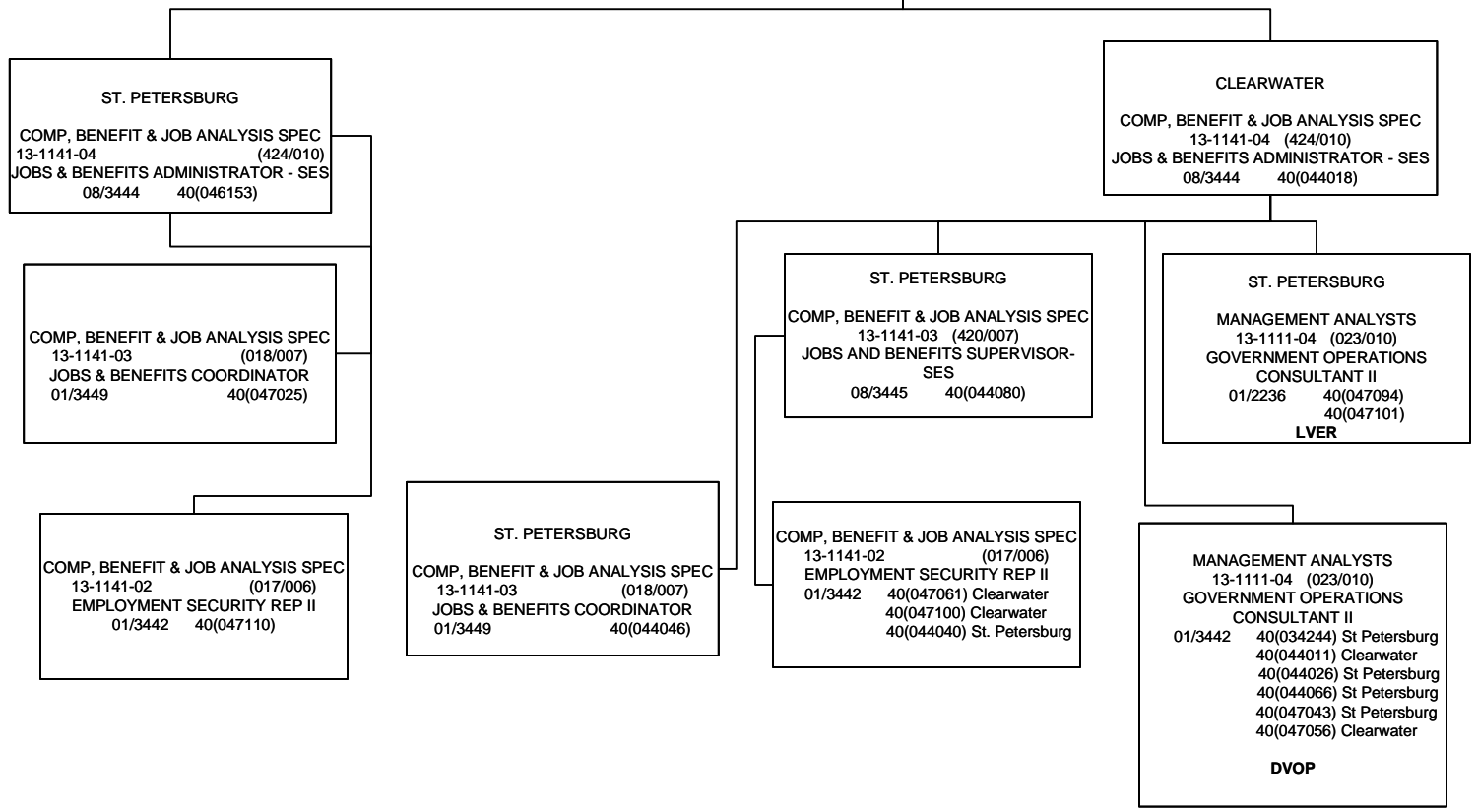
TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARDS/16
 CAREERSOURCE PINELLAS/14
 PINELLAS WORKNET/10

COMPENSATION BENEFITS MANAGERS
 11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

 Day-to-day supervision provided by One-Stop
 Manager as directed/appointed by Workforce
 Board 14

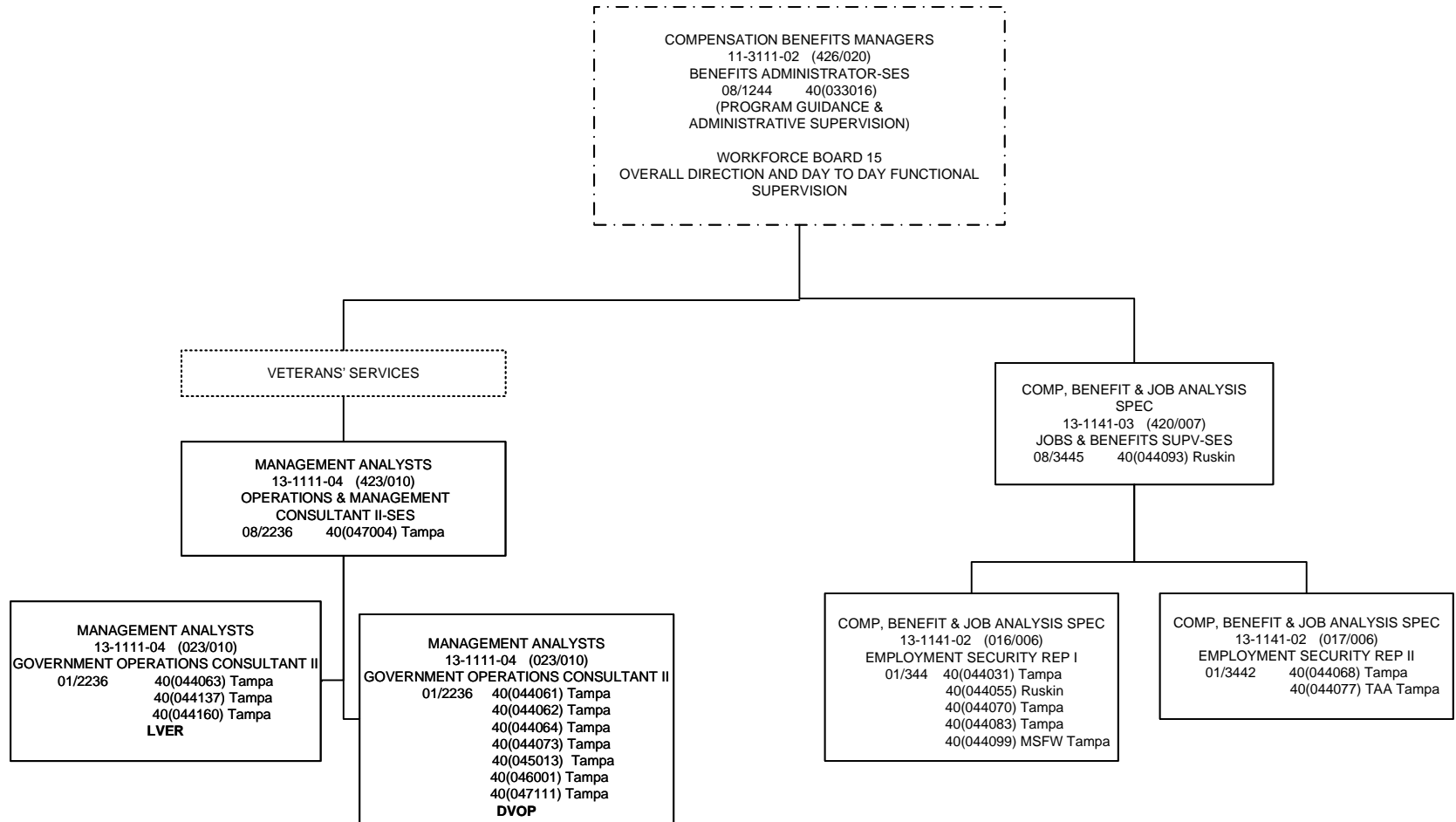
As of 7/01/2023



TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HR ORG: 40 16 14 10
 FLAIR: 40161410000

HUMAN RESOURCE MANAGEMENT



MSFW-Migrant/Seasonal Farm Worker Program
 TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program
 *Bilingual, Spanish/English

HR ORG: 40 16 15 10
 FLAIR: 40161510000

HUMAN RESOURCE MANAGEMENT

DEPARTMENT OF COMMERCE/40
 DIVISION OF WORKFORCE SERVICES/16
 LOCAL WORKFORCE DEVELOPMENT BOARDS/16
 CAREERSOURCE PASCO/HERNANDO
 SPRING HILL/10 NEW PORT RICHEY/20

As of 7/01/2023

COMPENSATION BENEFITS MANAGERS
 11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

Day-to-day supervision provided by One-Stop Manager as directed/ appointed by Workforce Board 16

COMP, BENEFIT & JOB ANALYSIS SPECIALIST
 13-1141-04 (424/010)
JOBS & BENEFITS ADMINISTRATOR - SES
 08/3444 40(045083)

SPRING HILL
 40 16 16 10 000

NEW PORT RICHEY
 40 16 16 20 000

DADE CITY
 40 16 16 20 000

VETERANS' SERVICES

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(046043)
 LVER

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(044107)
 40(044123)
 DVOP

COMP, BENEFIT & JOB ANALYSIS SPECIALIST
 13-1141-02 (017/006)
EMPLOYMENT SECURITY REP II
 01/3442 40(045061)

VETERANS' SERVICES

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(034115) Lead Vet Rep
 LVER

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(041064)
 40(042107)
 DVOP

COMP, BENEFIT & JOB ANALYSIS SPECIALIST
 13-1141-02 (016/006)
EMPLOYMENT SECURITY REP I
 01/3441 40(044110)
 40(044112)

VETERANS' SERVICES

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(044116)
 LVER

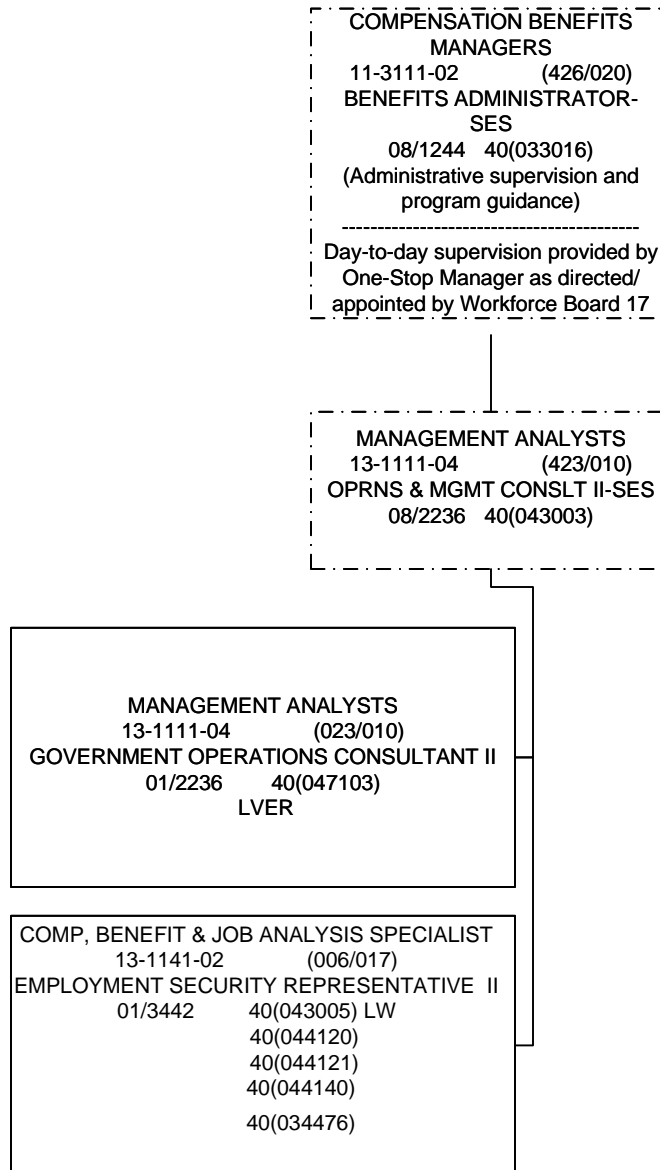
MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(044106)
 DVOP

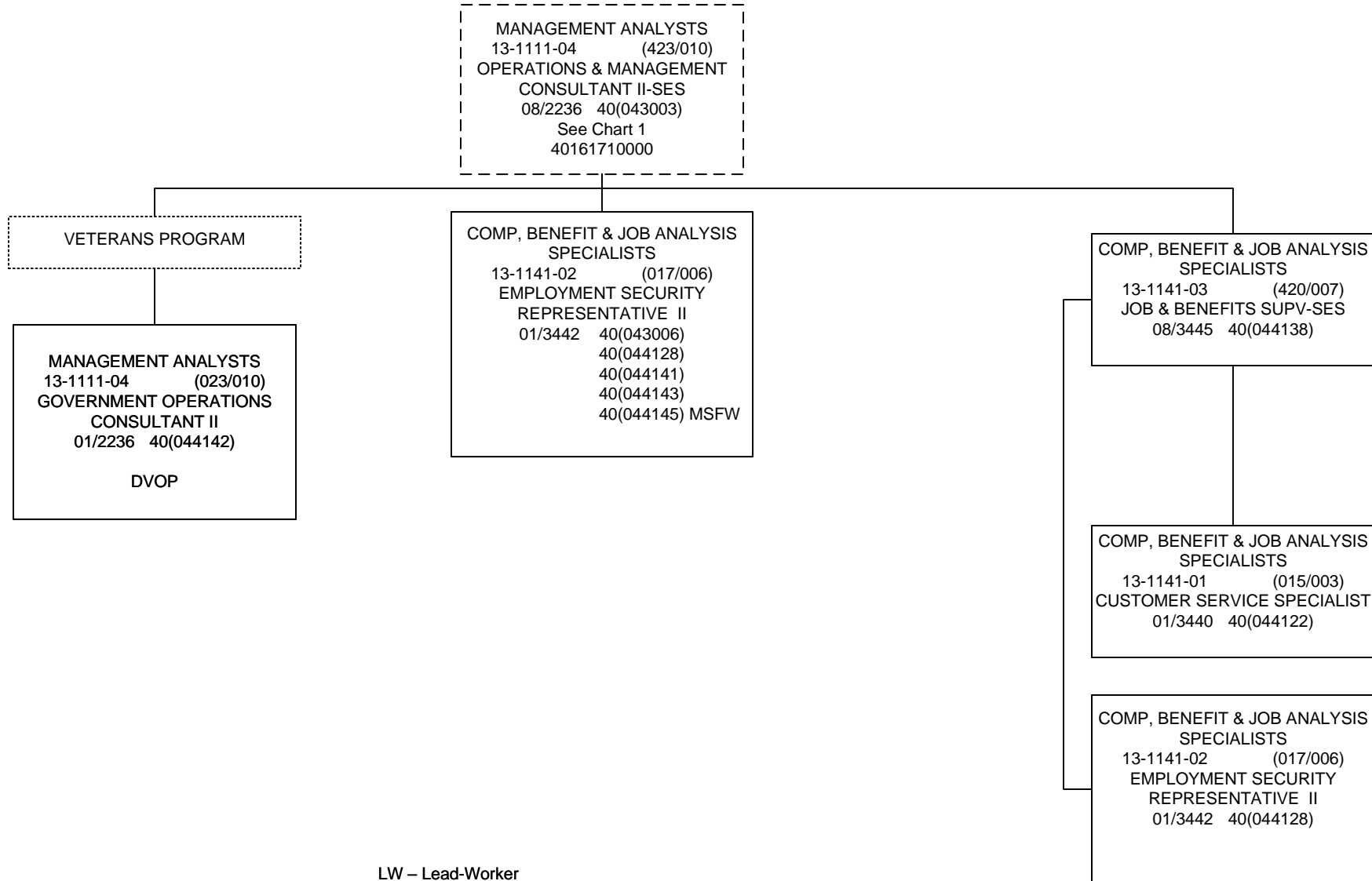
ORG: 40 16 16 10 (SPRING HILL)
 FLAIR: 40161610000 (SPRING HILL)

40 16 16 20 (NEW PORT RICHEY & DADE CITY)
 40161620000 (NEW PORT RICHEY & DADE CITY)

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT





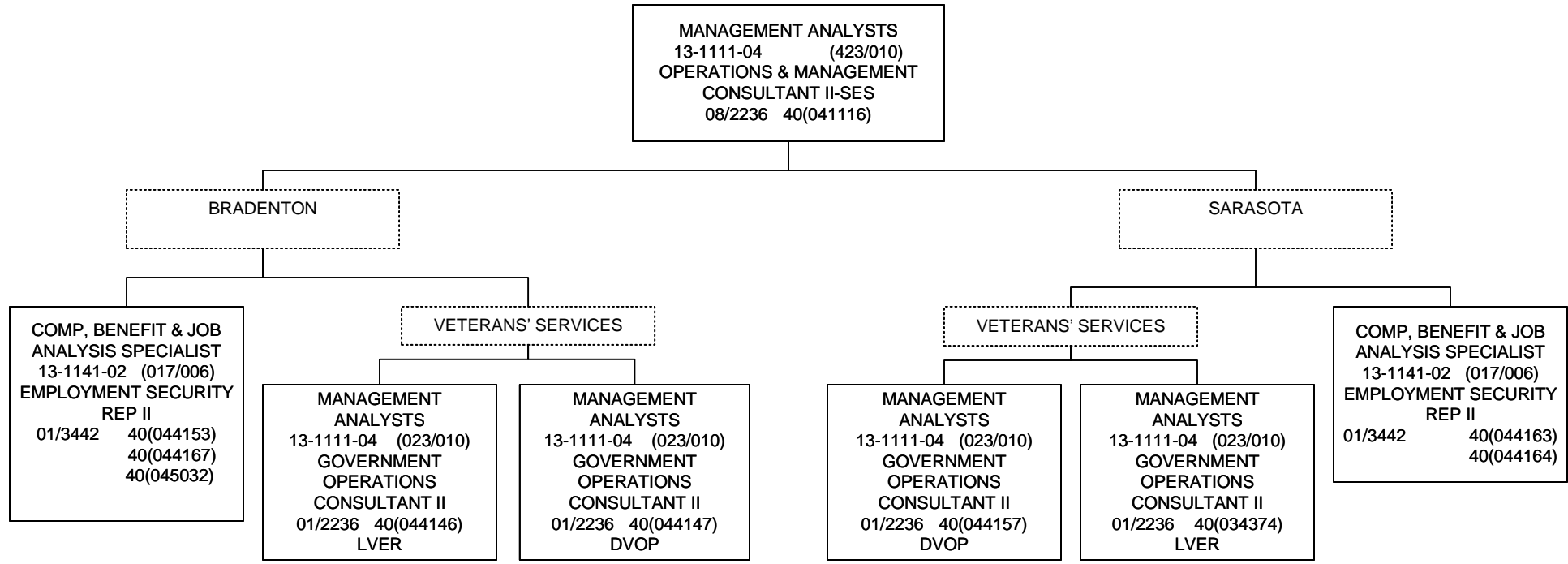
ORG: 40 16 17 20
 FLAIR: 40161720000

LW – Lead-Worker
 MSFW – Migrant/Seasonal Farmworker
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT

COMPENSATION BENEFITS MANAGERS
 11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

 Day-to-day supervision provided by One-Stop Manager
 as directed/appointed by Workforce Board 18



COMPENSATION BENEFITS MANAGERS
 11-3111-02 (426/020)
BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

Day-to-day supervision provided by One-Stop Manager as directed/ appointed by Workforce Board 19

VETERAN'S SERVICES

OKEECHOBEE

MANAGEMENT ANALYSTS
 13-1111-04 (423/010)
OPERATIONS & MANAGEMENT CONSULTANT II-SES
 08/2236 40(046163)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(044001) DVOP/LVER

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(034472) LVER

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
GOVERNMENT OPERATIONS CONSULTANT II
 01/2236 40(044029) DVOP

COMP, BENEFITS & JOB ANALYSIS SPECL
 13-1141-02 (016/006)
EMPLOYMENT SECURITY REP I
 01/3442 40(045015)

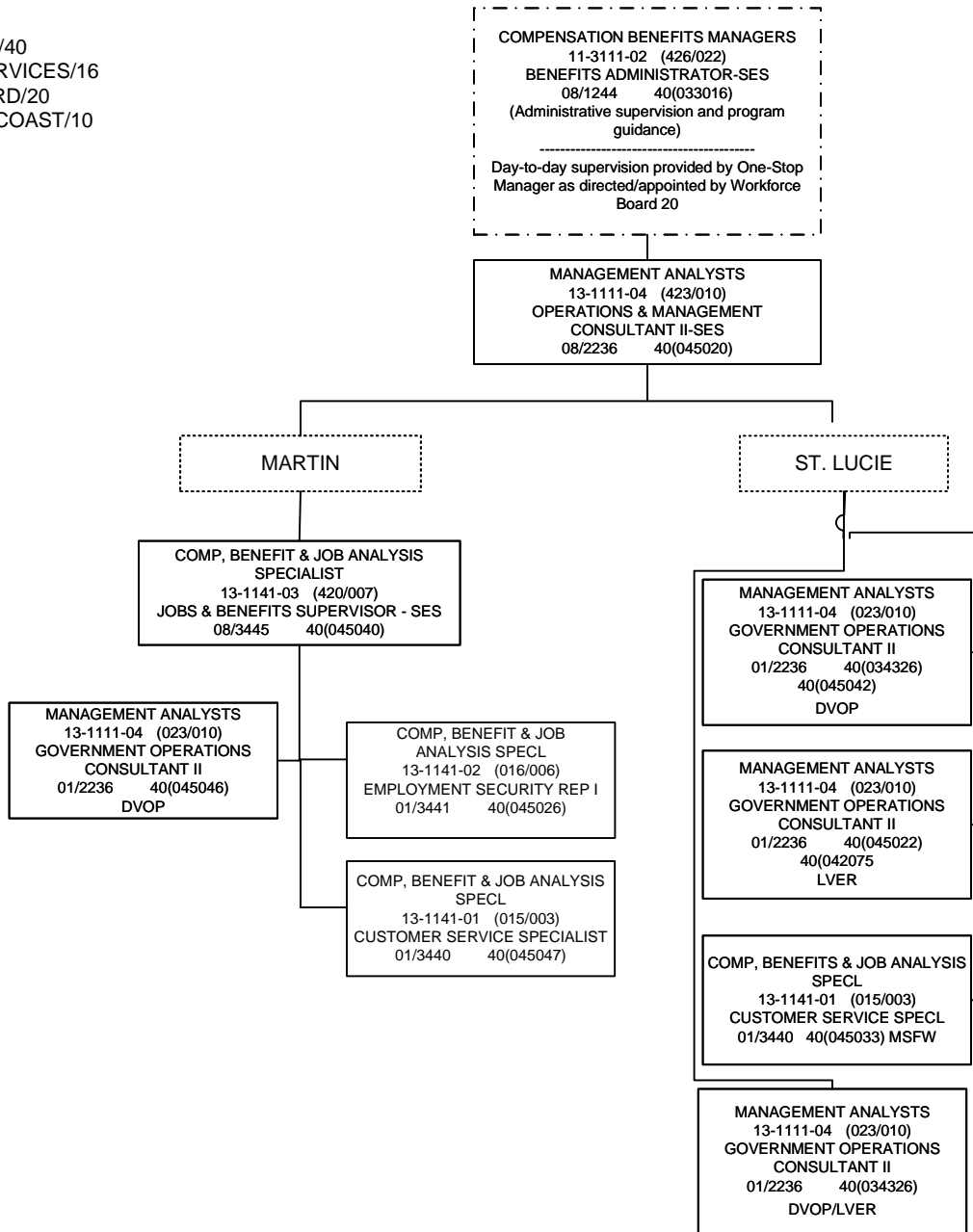
COMP, BENEFITS & JOB ANALYSIS SPECL
 13-1141-02 (016/006)
EMPLOYMENT SECURITY REP I
 01/3442 40(045016) MSFW

COMP, BENEFITS & JOB ANALYSIS SPECL
 13-1141-02 (016/006)
EMPLOYMENT SECURITY REP I
 01/3441 40(045012)
 40(045018) Wauchula

HR ORG: 40 16 19 10
 FLAIR: 40161910000

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANGEMENT

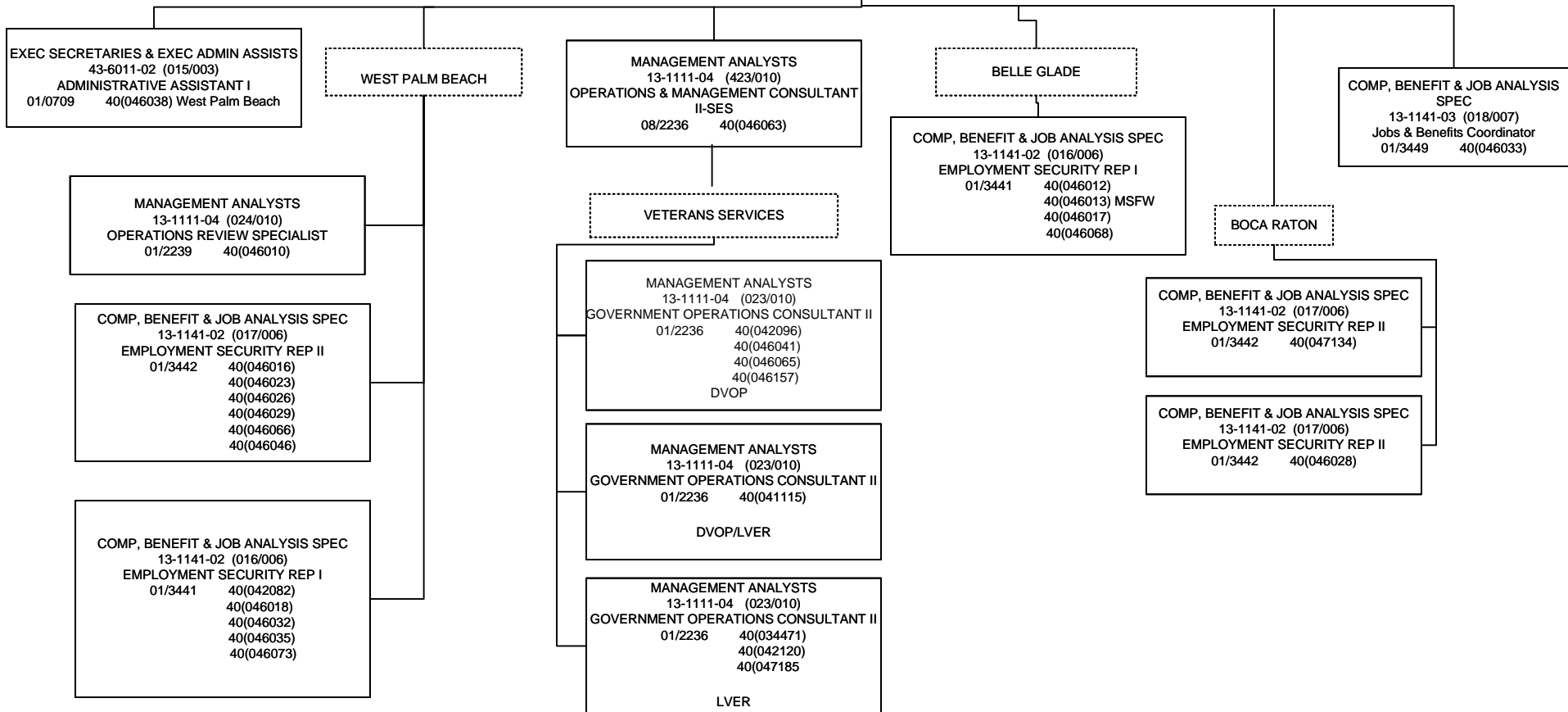


DEPARTMENT OF COMMERCE/40
 LOCAL WORKFORCE DEVELOPMENT BOARDS/16
 CAREER SOURCE PALM BEACH COUNTY/21
 LOCAL WORKFORCE DEVELOPMENT BOARD 21/10

As of 7/01/2023

COMPENSATION BENEFITS MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR-SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

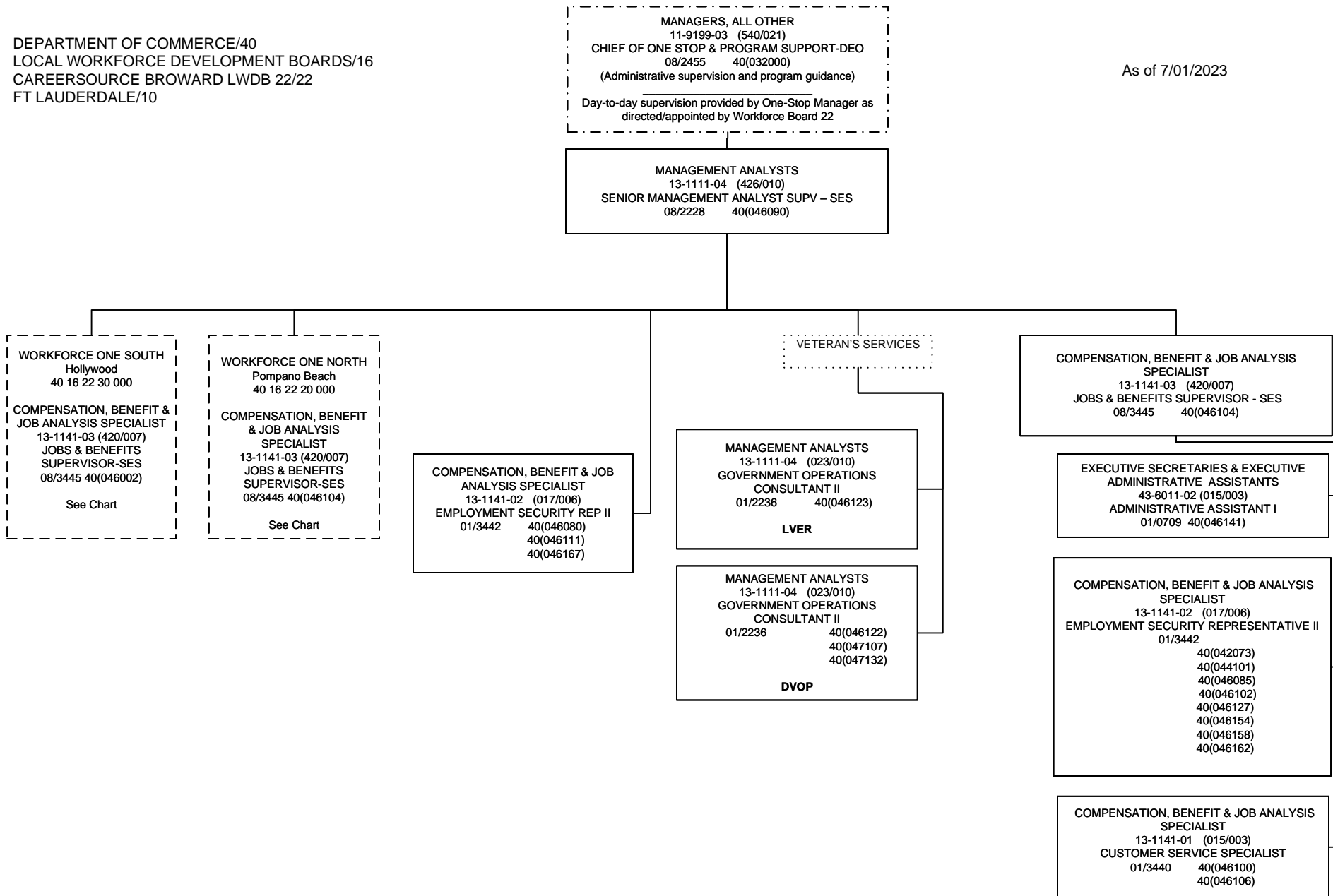
HUMAN RESOURCE MANAGER
 11-3121-02 (020/425)
 HUMAN RESOURCE MANAGER B-SES
 08/2281 40(044016)



MSFW-Migrant/Seasonal Farm Worker Program
 TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HR ORG: 40 16 21 10
 FLAIR: 40162110000

HUMAN RESOURCE MANAGEMENT

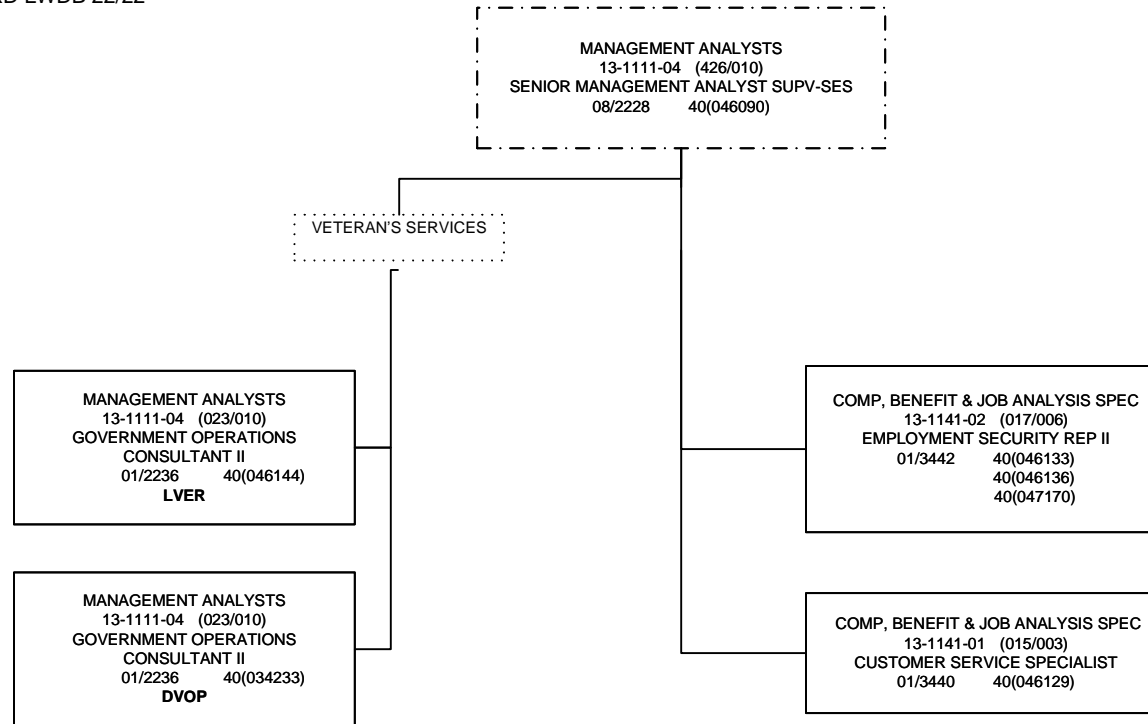


ORG: 40 16 22 10
 FLAIR: 40162210000

LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT

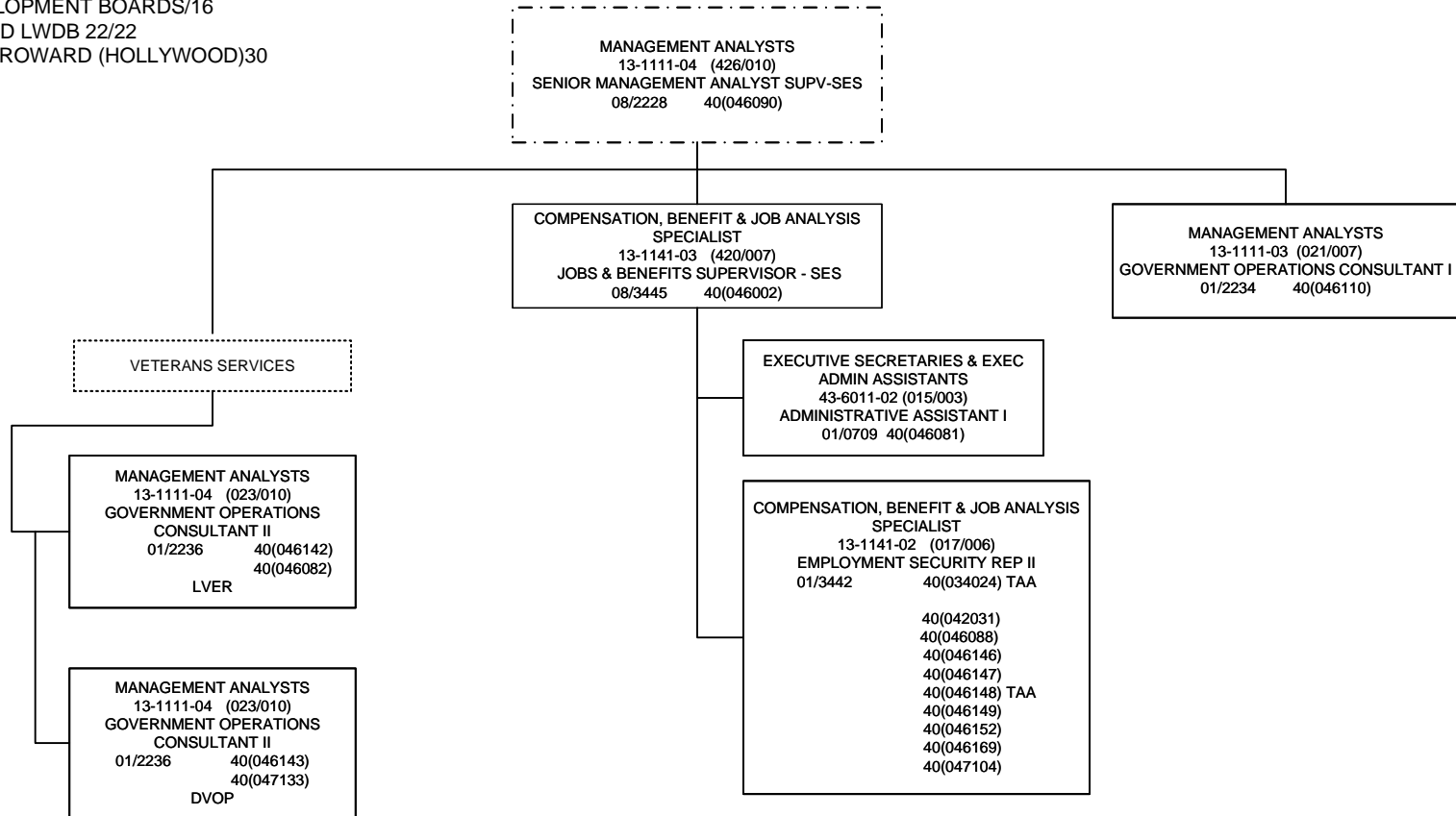
DEPARTMENT OF COMMERCE/40
LOCAL WORKFORCE DEVELOPMENT BOARDS/16
CAREERSOURCE BROWARD LWDB 22/22
NORTH BROWARD
POMPANO/20



HR ORG: 40 16 22 20
FLAIR: 40162220000

LVER-Local Veterans Employment Representative
DVOP-Disabled Veterans Outreach Program

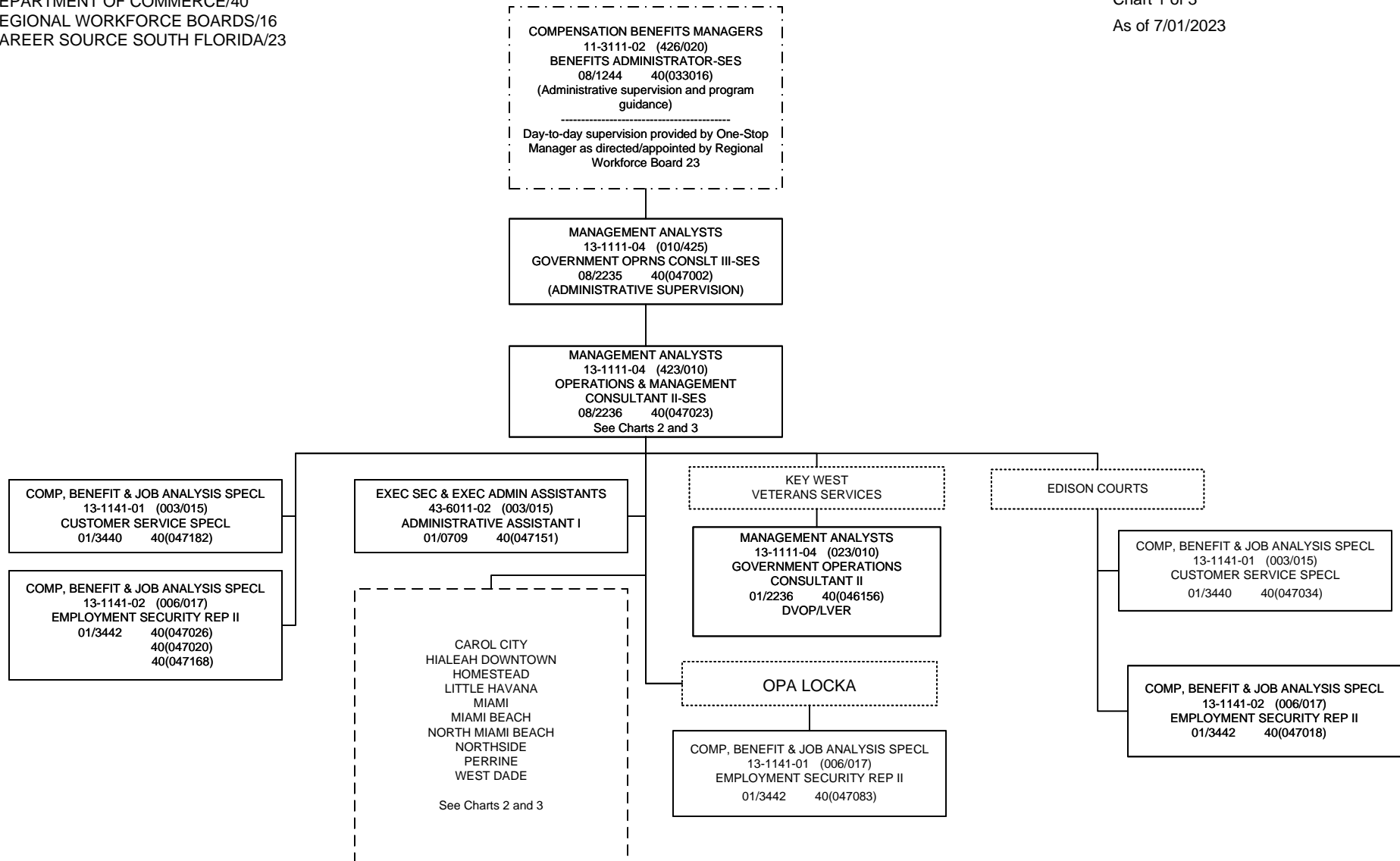
DEPARTMENT OF COMMERCE/40
 LOCAL WORKFORCE DEVELOPMENT BOARDS/16
 CAREER SOURCE BROWARD LWDB 22/22
 CAREER SOURCE SOUTH BROWARD (HOLLYWOOD)30

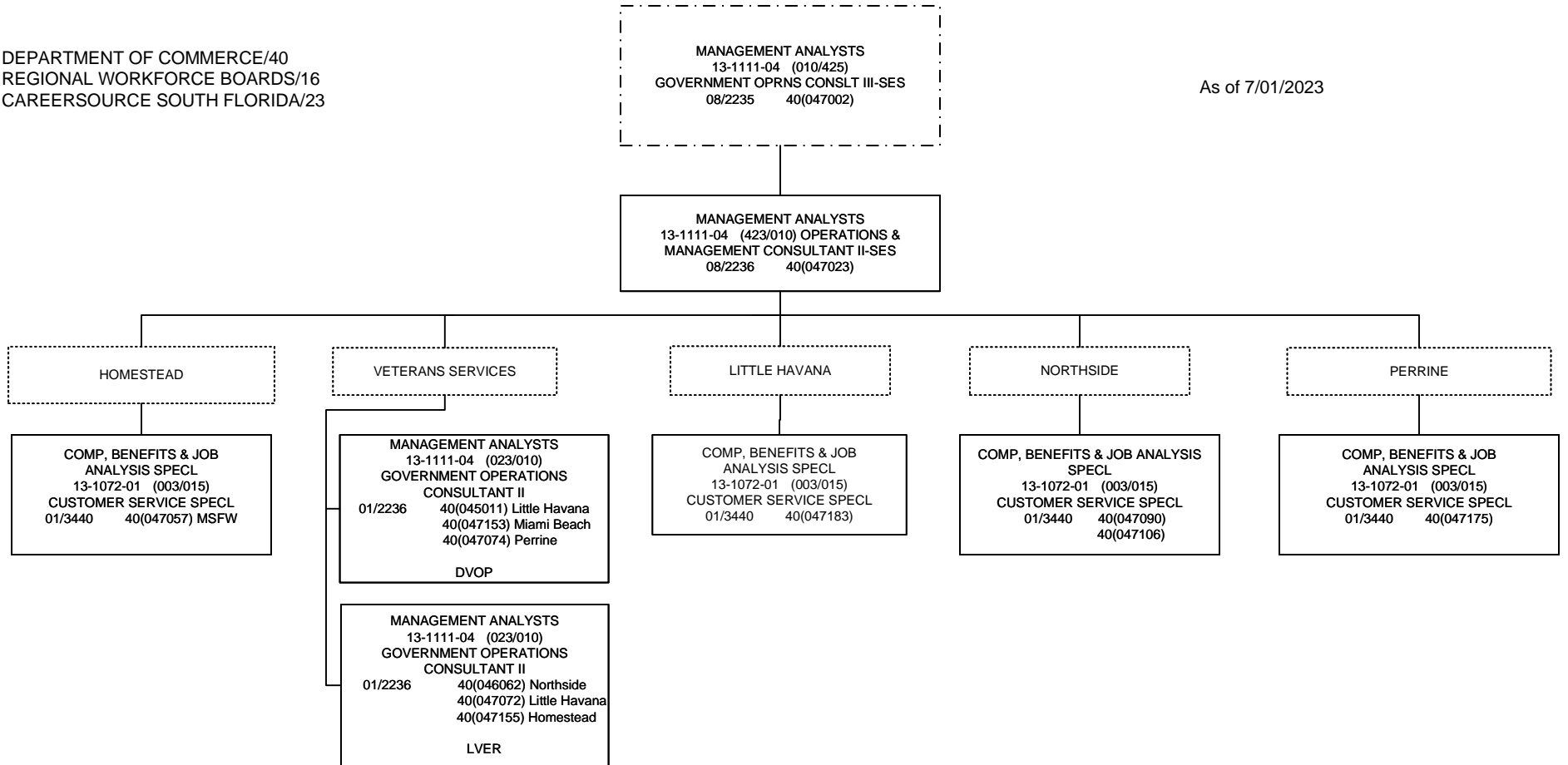


ORG: 40 16 22 30
 FLAIR: 40162230000

TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT

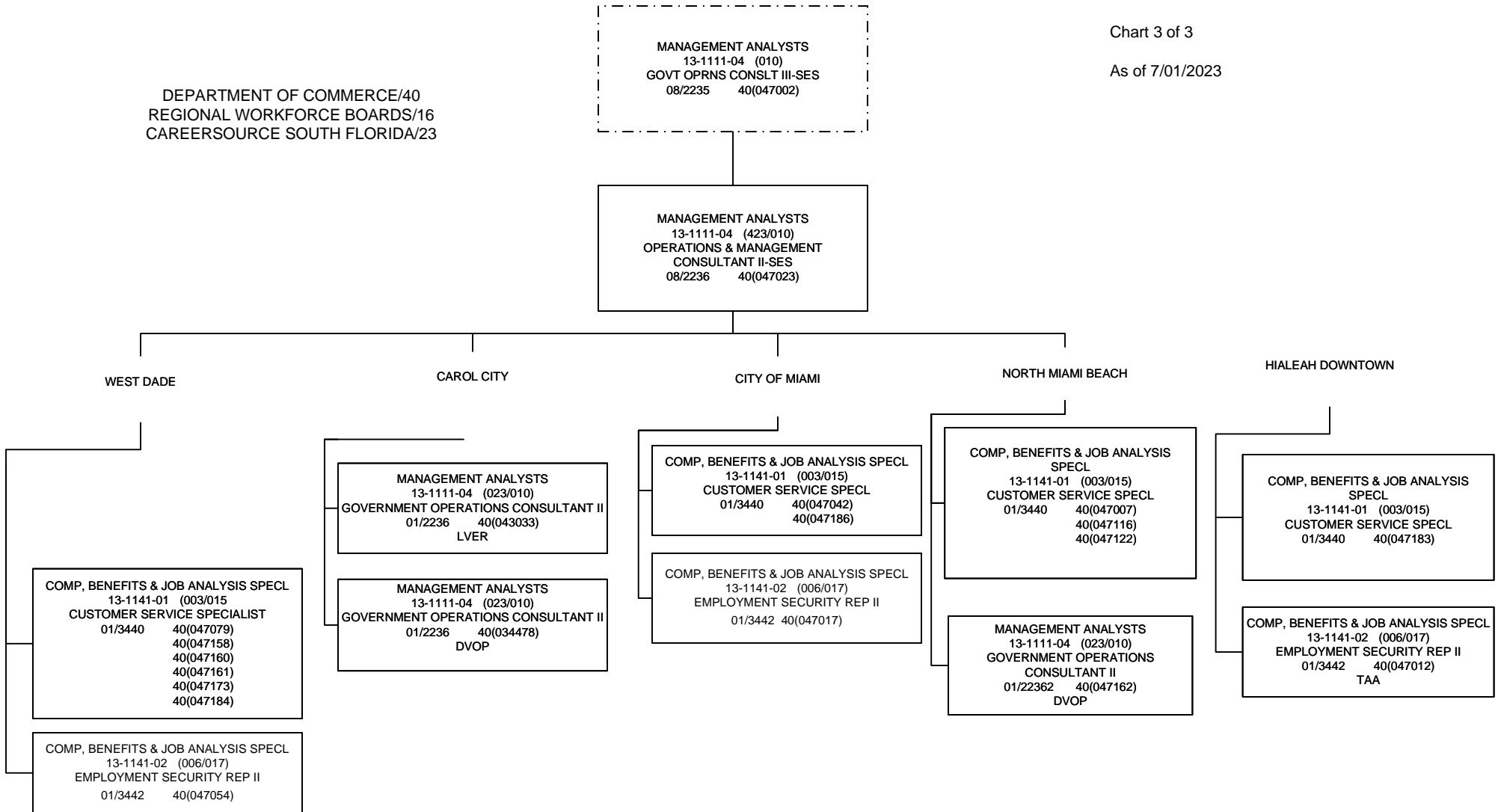




DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARDS/16
 CAREERSOURCE SOUTH FLORIDA/23

Chart 3 of 3

As of 7/01/2023



HR ORG: 40 16 23 10
 FLAIR: 40162310000

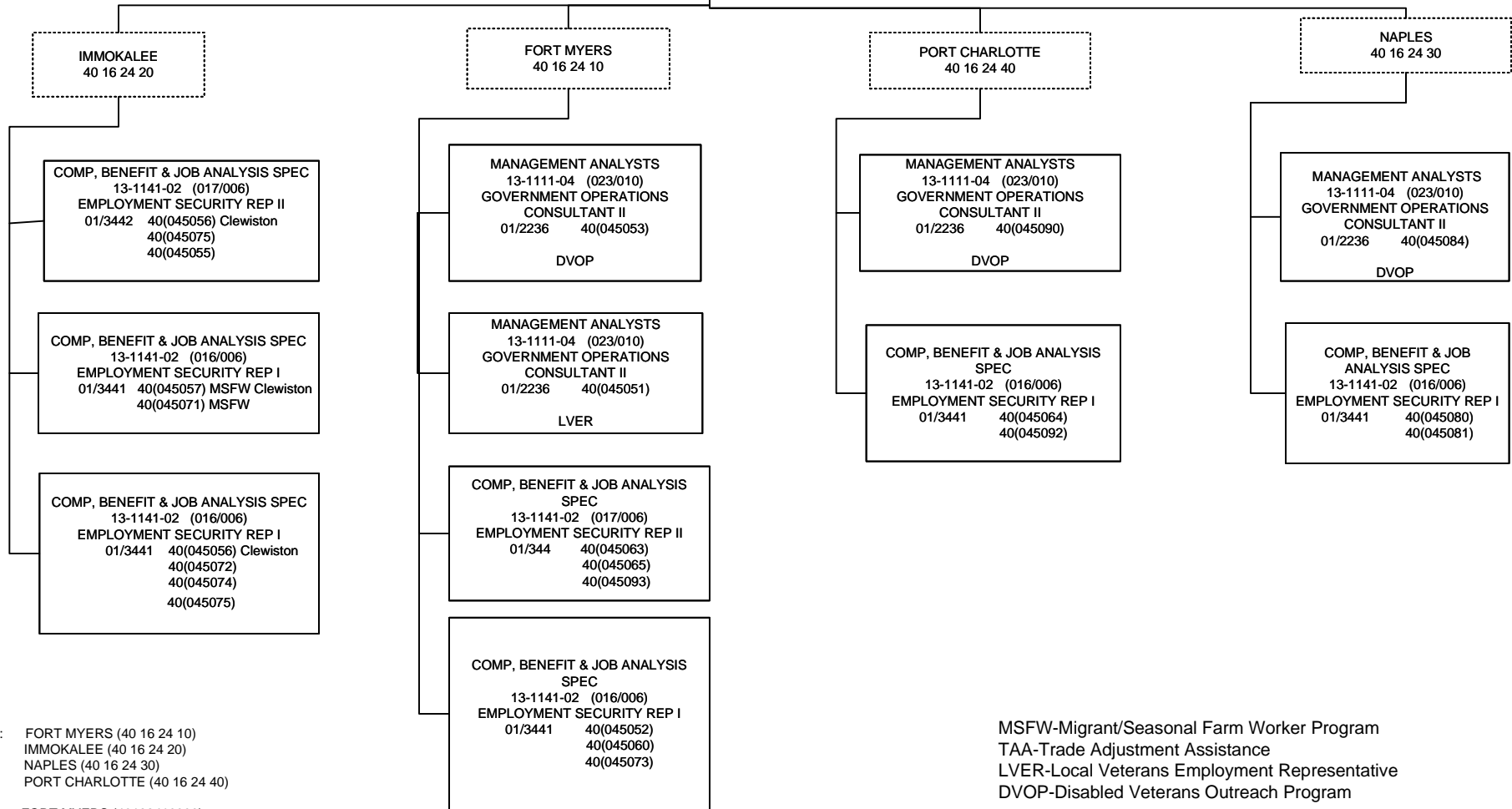
DEPARTMENT OF COMMERCE/40
 REGIONAL WORKFORCE BOARD/16
 CAREERSOURCE SOUTHWEST FLORIDA/24
 FORT MYERS/10
 IMMOKALEE/20
 NAPLES/30
 PORT CHARLOTTE/40

As of 7/01/2023

COMPENSATION AND BENEFITS MANAGERS
 11-3111-02 (426/020)
 BENEFITS ADMINISTRATOR -SES
 08/1244 40(033016)
 (Administrative supervision and program guidance)

 Day-to-day supervision provided by One-Stop Manager as directed/appointed by Workforce Board 24

40 16 24 30
 MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST SUPERVISOR-SES
 08/2228 40(046004)

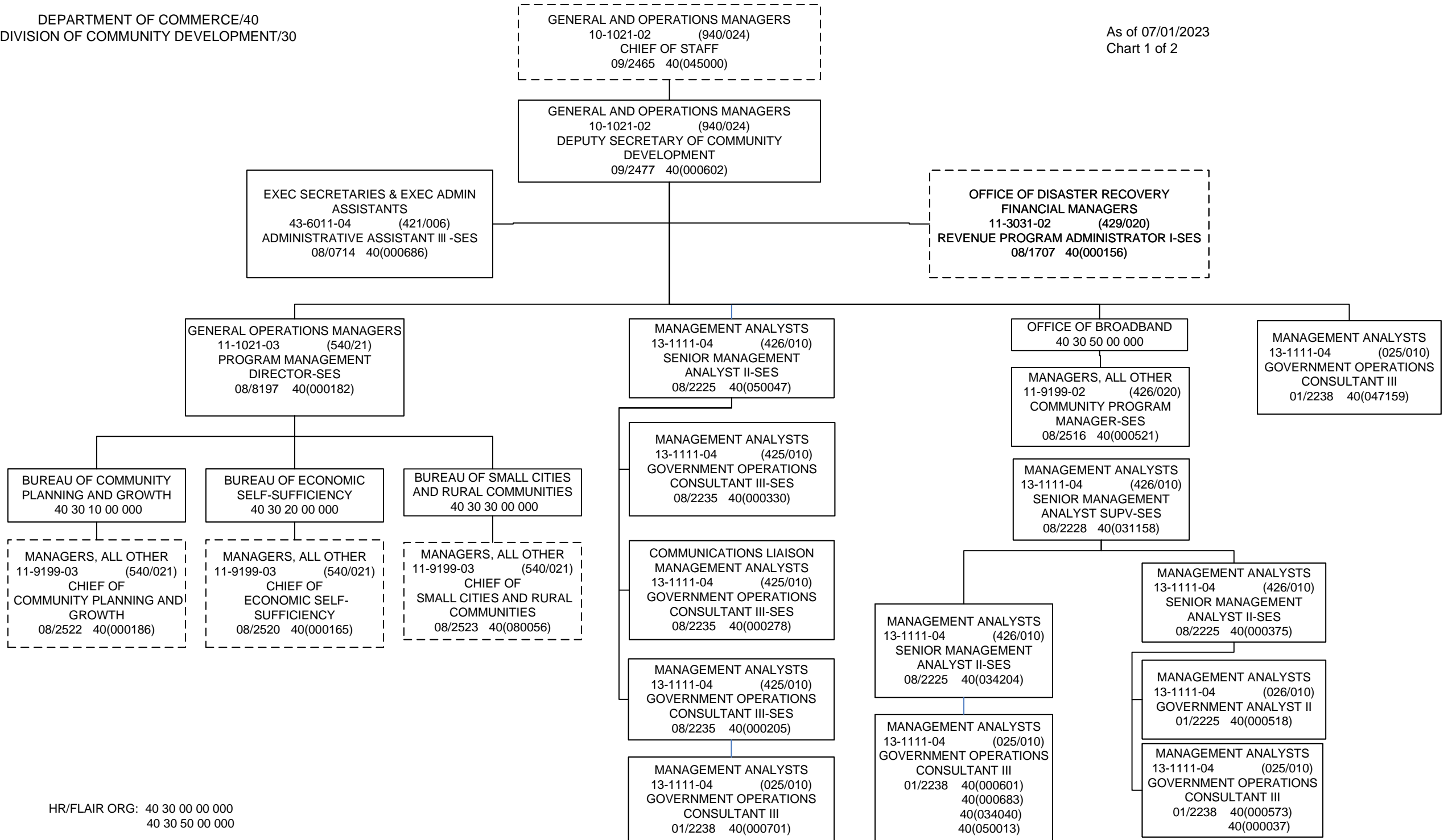


HR ORG: FORT MYERS (40 16 24 10)
 IMMOKALEE (40 16 24 20)
 NAPLES (40 16 24 30)
 PORT CHARLOTTE (40 16 24 40)

FLAIR: FORT MYERS (40162410000)
 IMMOKALEE (40162420000)
 NAPLES (40162430000)
 PORT CHARLOTTE (40162440000)

MSFW-Migrant/Seasonal Farm Worker Program
 TAA-Trade Adjustment Assistance
 LVER-Local Veterans Employment Representative
 DVOP-Disabled Veterans Outreach Program

HUMAN RESOURCE MANAGEMENT



HR/FLAIR ORG: 40 30 00 00 000
40 30 50 00 000

GENERAL & OPERATIONS MANAGER
 10-1021-02 (940/024)
 DEPUTY SECRETARY OF COMMUNITY
 DEVELOPMENT-DEO
 09/2477 40(000602)

GENERAL & OPERATIONS MANAGER
 11-1021-03 (540/021)
 PROGRAM MANAGEMENT DIRECTOR
 08/8197 40(000182)

MANAGERS, ALL OTHER
 11-9199-03 (540/021)
 CHIEF OF COMMUNITY
 PLANNING AND GROWTH
 08/2522 40(000186)

EXEC SECRETARIES &
 EXEC ADMIN ASSISTANTS
 43-6011-03 (018/005)
 ADMINISTRATIVE ASSISTANT II
 01/0712 40(000068)

MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2516 40(000347)

PLAN PROCESSING TEAM
 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2516 40(000029)

NORTH TEAM
 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2516 40(000162)

SOUTHEAST TEAM
 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2516 40(000193)

MANAGEMENT ANALYSTS
 13-1111-03 (024/007)
 PLANNING ANALYST
 01/2518 40(000173)
 40(000138)
 40(000516)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000039)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000192)

MANAGEMENT ANALYSTS
 13-1111-03 (024/007)
 PLANNING ANALYST
 01/2518 40(000206)
 40(000238)
 40(000684)

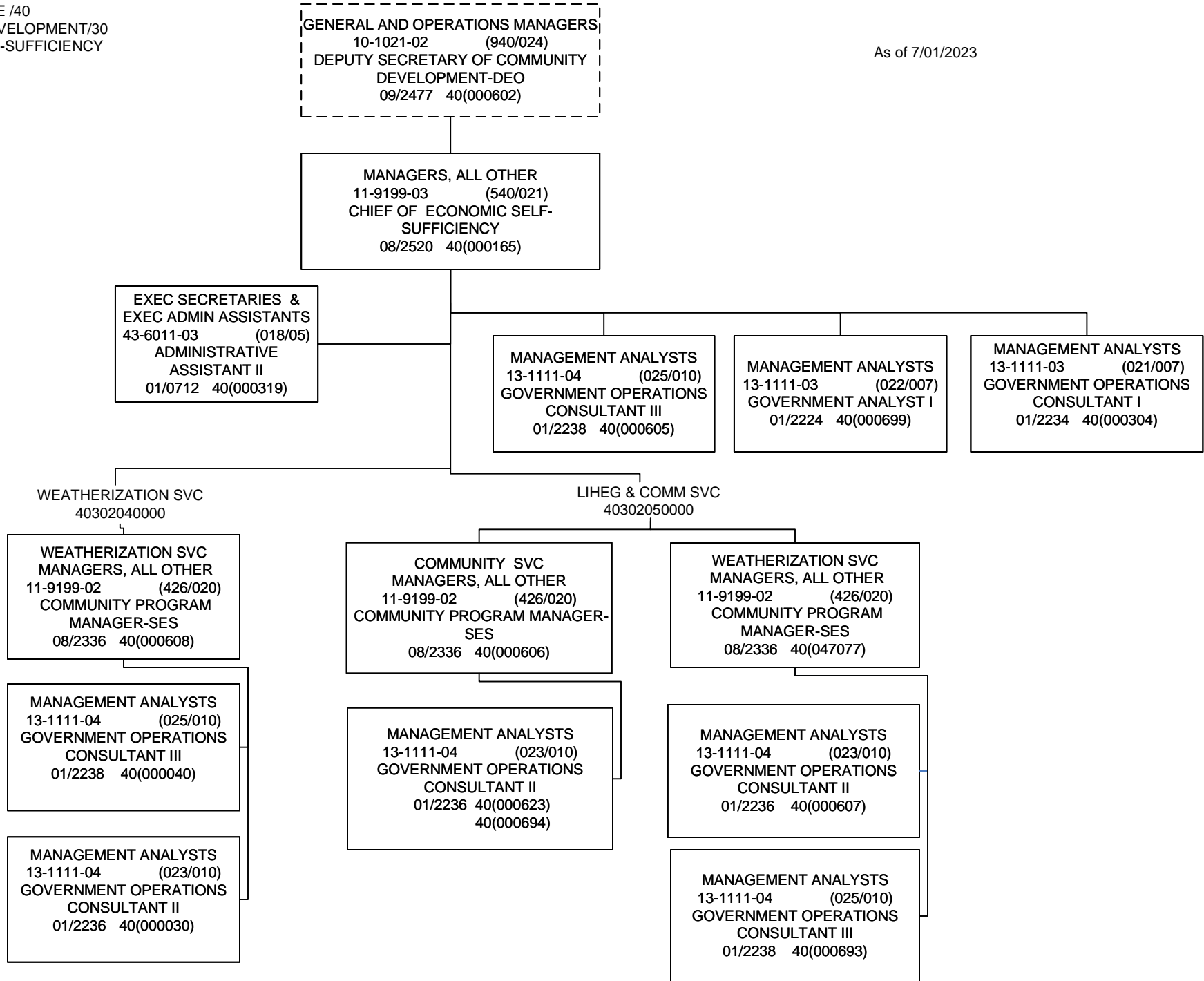
MANAGEMENT ANALYSTS
 13-1111-03 (024/007)
 PLANNING ANALYST
 01/2518 40(000146)
 40(000191)
 40(000527)
 40(000682)

MANAGEMENT ANALYSTS
 13-1111-04 (026/010)
 GOVERNMENT ANALYST II
 01/2225 40(000692)

MANAGEMENT ANALYSTS
 13-1111-03 (021/007)
 GOVERNMENT OPERATIONS
 CONSULTANT I
 01/2234 40(000262)
 40(000519)

MANAGEMENT ANALYSTS
 13-1111-04 (026/010)
 GOVERNMENT ANALYST II
 01/2225 40(000691)

MANAGEMENT ANALYSTS
 13-1111-04 (026/010)
 GOVERNMENT ANALYST II
 01/2225 40(000273)



HR ORG: 40 30 20
 FLAIR ORG: 40 30 20 00 000

HR ORG: 40302040000
 FLAIR ORG: 40302040000

HR ORG: 40302050000
 FLAIR ORG: 40302050000

GENERAL & OPERATIONS MANAGERS
 10-1021-02 (940/024)
 DEPUTY SECRETARY FOR COMMUNITY
 DEVELOPMENT
 09/2477 40(000602)

MANAGERS, ALL OTHER
 11-9199-03 (540/021)
 CHIEF, SMALL CITIES AND RURAL
 COMMUNITIES
 08/2523 40(080056)

EXEC SECRETARIES & EXEC
 ADMIN ASSISTANTS
 43-6011-03 (018/005)
 ADMINISTRATIVE ASSISTANT II
 010712 40(000016)

MANAGEMENT ANALYSTS
 13-1111-04 (026/010)
 GOVERNMENT ANALYST II
 01/2225 40(000012)

COMMUNITY ECONOMIC
 DEVELOPMENT
 40 30 30 10 000

RURAL
 DEVELOPMENT
 40 30 30 00 000

MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER – SES
 08/2516 40(000152)

MANAGEMENT ANALYSTS
 13-1111-03 (021/007)
 GOVERNMENT OPERATIONS
 CONSULTANT I
 01/2234 40(000011)

MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER – SES
 08/2516 40(000014)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST SUPERVISOR-SES
 08/2228 40(000522)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000372)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000175)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000181)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000200)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000017)

MANAGEMENT ANALYSTS
 13-1111-03 (022/007)
 GOVERNMENT ANALYST I
 01/2224 40(000690)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000018)
 40(000019)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000020)
 40(046121)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000015)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000461)

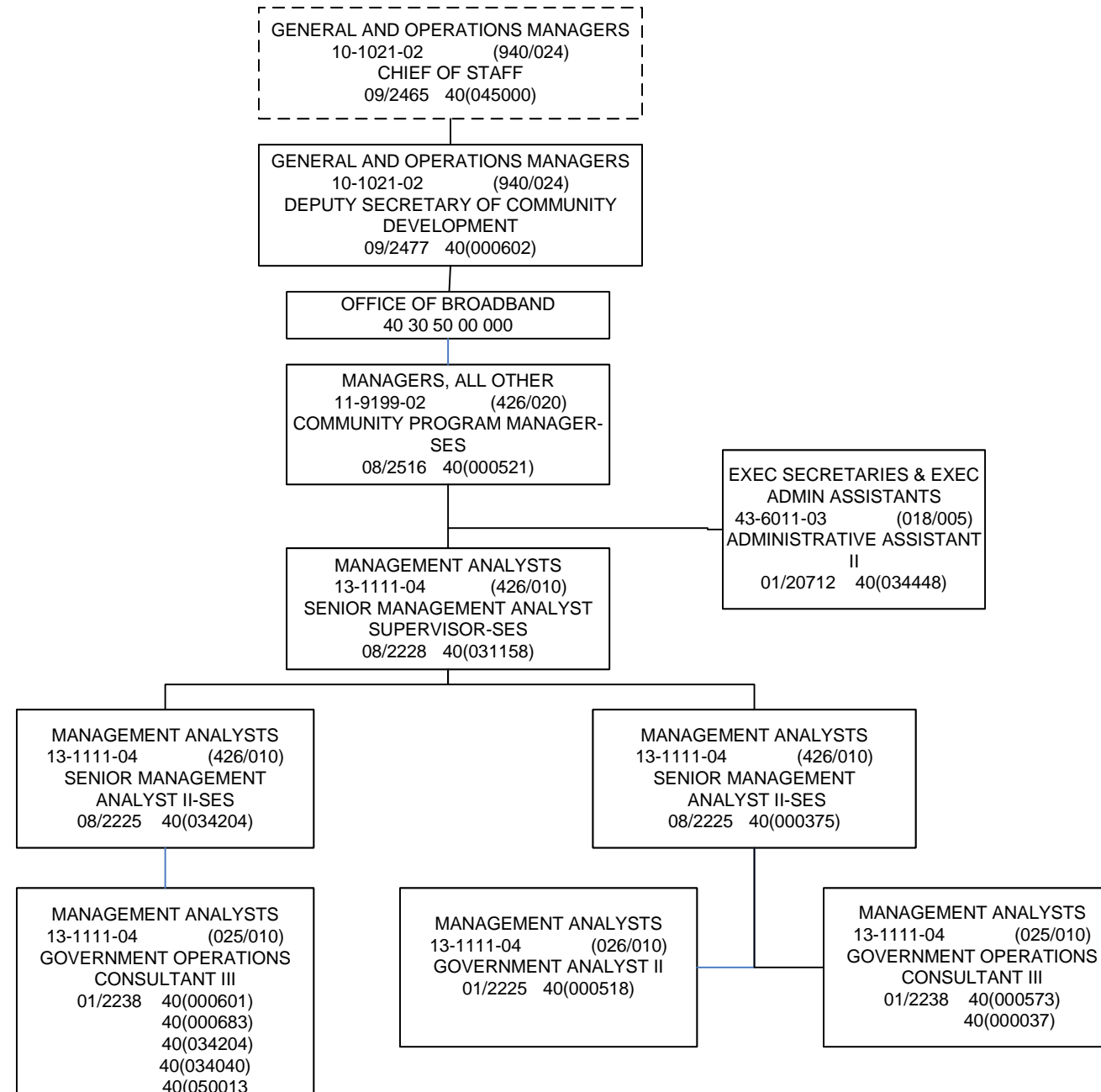
MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000176)
 40(000013)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000031)
 40(000166)
 40(046130)

MANAGEMENT ANALYSTS
 13-1111-03 (021/007)
 GOVERNMENT OPERATIONS CONSULTANT I
 01/2224 40(000688)

HR ORG: 40 30 30
 FLAIR ORG: 40 30 30 00 000
 40 30 30 10 000

HUMAN RESOURCE MANAGEMENT



GENERAL & OPERATIONS MANAGERS
 10-1021-02 (940/024)
 DEPUTY SECRETARY OF COMMUNITY
 DEVELOPMENT
 09/2477 40(000602)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM ADMINISTRATOR I- SES
 08/1707 40(000156)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(046207)

EXECUTIVE SECRETARIES &
 EXECUTIVE ASSISTANTS
 43-6011-04 (421/006)
 ADMINISTRATIVE ASSISTANT
 III-SES
 08/0714 40(031096)

COMMUNITY DEVELOPMENT
 BLOCK GRANT DISASTER
 40 32 00 00 000

 MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST SUPERVISOR-SES
 08/2228 40(050062)

DISASTER RECOVERY BUSINESS
 OPERATIONS
 40-32-20-00-000

 MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 SUPERVISOR-SES
 08/2228 40(000195)

 Chart 2 of 4

DISASTER RECOVERY FINANCE
 ADMINISTRATION
 40 32 10 00 000

 MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM
 MANAGER-SES
 08/2516 40(045017)

 Charts 3a & 3b of 4

DISASTER RECOVERY BUSINESS
 ECONOMIC RECOVERY
 40 32 30 00 000

 MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 SUPERVISOR-SES
 08/2228 40(034029)

 Chart 4 of 4

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 40(000666)
 01/2238 40(031177)- LW

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000354)

MANAGEMENT ANALYSTS
 13-1111-03 (421/007)
 OPERATIONS & MANAGEMENT
 CONSULTANT I-SES
 01/2234 40(000580)

HR/FLAIR ORG: 40 32 00 00 000
 40 32 10 00 000
 40 32 20 00 000
 40 32 30 00 000

GENERAL & OPERATIONS MANAGERS
 10-1021-02 (940/024)
 DEPUTY SECRETARY OF COMMUNITY
 DEVELOPMENT
 09/2477 40(000602)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM ADMINISTRATOR I- SES
 08/1707 40(000156)

DISASTER RECOVERY
 FINANCE ADMINISTRATION
 40 32 10 00 000

MANAGERS, ALL OTHER
 11-9199-02 (426/020)
 COMMUNITY PROGRAM MANAGER-SES
 08/2516 40(045017)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST II-
 SES
 08/2225 40(000703)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 II-SES
 08/2225 40(000177)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST II-
 SES
 08/2225 40(000194)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000180)

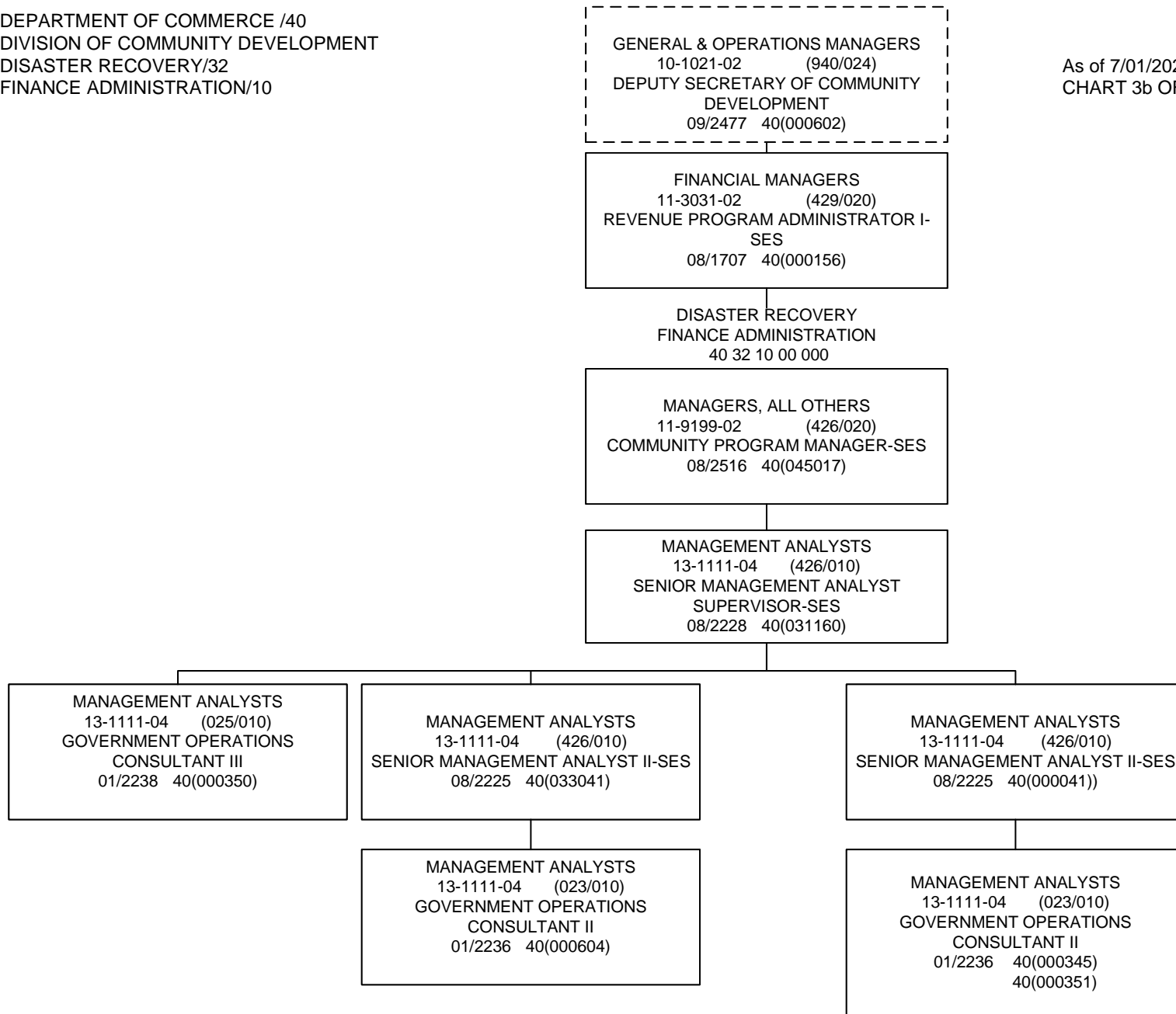
MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(045031)
 40(034137)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III-LW
 01/2238 40(000609)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000355)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT OPERATIONS
 CONSULTANT II
 01/2236 40(000352)
 40(000353)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT OPERATIONS
 CONSULTANT III
 01/2238 40(000610)



GENERAL & OPERATIONS MANAGERS
 10-1021-02 (940/024)
 DEPUTY SECRETARY OF COMMUNITY
 DEVELOPMENT
 09/2477 40(000602)

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM ADMINISTRATOR I- SES
 08/1707 40(000156)

DISASTER RECOVERY
 BUSINESS OPERATIONS
 40 32 20 00 000

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST
 SUPERVISOR-SES
 08/2228 40(000195)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST II - SES
 08/2225 40(046087)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST II - SES
 08/2225 40(034431)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000210)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(046182)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-SES
 08/2235 40(034128)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000209)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000207)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-SES
 08/2235 40(000685)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000216)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT II
 01/2236 40(042130)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT II
 01/2236 40(000203)
 40(000662)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-LW
 01/2238 40(000212)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000213)
 40(00665)

HR/FLAIR ORG: 40 32 00 00 000
 40 32 20 00 000

Human Resource Management

LW -Leadworker

DEPARTMENT OF COMMERCE /40
 DIVISION OF COMMUNITY DEVELOPMENT
 DISASTER RECOVERY/32
 BUSINESS ECONOMIC RECOVERY/30

GENERAL & OPERATIONS MANAGERS
 10-1021-02 (940/024)
 DEPUTY SECRETARY OF COMMUNITY
 DEVELOPMENT
 09/2477 40(000602)

As of 7/01/2023

CHART 4 OF 4

FINANCIAL MANAGERS
 11-3031-02 (429/020)
 REVENUE PROGRAM ADMINISTRATOR I- SES
 08/1707 40(000156)

DISASTER RECOVERY
 BUSINESS ECONOMIC RECOVERY
 40 32 30 00 000

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT ANALYST SUPERVISOR-
 SES
 08/2228 40(034029)

MANAGEMENT ANALYSTS
 13-1111-04 (426/010)
 SENIOR MANAGEMENT
 ANALYST II-SES
 08/2225 40(000689)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000009)
 40(031163)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-SES
 08/2235 40(047010)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-SES
 08/2235 40(034335)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-SES
 08/2235 40(034345)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT II-LW
 01/2236 40(000008)

MANAGEMENT ANALYSTS
 13-1111-04 (425/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-SES
 08/2235 40(034161)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III-LW
 01/2238 40(000211)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000687)

MANAGEMENT ANALYSTS
 13-1111-04 (025/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT III
 01/2238 40(000208)-LW
 40(000663)-LW
 40(031177)-LW

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT II
 01/2236 40(046203)

MANAGEMENT ANALYSTS
 13-1111-04 (023/010)
 GOVERNMENT
 OPERATIONS
 CONSULTANT II
 01/2236 40(000661)

HR/FLAIR ORG: 40 32 00 00 000
 40 32 30 00 000

LW -Leadworker

HUMAN RESOURCE MANAGEMENT

As of 7/01/2023

DEPARTMENT OF COMMERCE/40
DIVISION OF ECONOMIC DEVELOPMENT/40
OFFICE OF THE DIRECTOR/01

GENERAL AND OPERATIONS MANAGERS
10-1021-02 (940/024)
CHIEF OF STAFF
09/2465 40(045000)

GENERAL AND OPERATIONS MANAGERS
10-1021-02 (940/024)
DEPUTY SECRETARY OF ECONOMIC
DEVELOPMENT
09/2482 40(000365)

EXEC SECRETARIES & EXEC
ADMIN ASSISTANTS
43-6011-04 (421/006)
ADMINISTRATIVE ASSISTANT
III-SES
08/0714 40(000387)

SMALL BUSINESS UNIT
40 30 30 20 000

BUREAU OF BUSINESS &
ECONOMIC INCENTIVES

BUREAU OF COMPLIANCE &
ACCOUNTABILITY

MANAGERS, ALL OTHER
11-9199-03 (540/021)
FILM & ENTERTAINMENT
MANAGER
08/2485 40(000400)

MARKET RESEARCH ANALYSTS
13-1161-04 (426/011)
DEVELOPMENT
REPRESENTATIVE SUPERVISOR-
SES
08(3945) 40(000049)

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF BUSINESS &
ECONOMIC INCENTIVES
08(2490) 40(010001)

MANAGERS, ALL OTHER
11-9199-03 (540/021)
CHIEF OF COMPLIANCE &
ACCOUNTABILITY
08/2491 40(000373)

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT
ANALYST II-SES
08/2225 *40(080401)

MANAGEMENT ANALYSTS
13-1111-04 (026/010)
GOVERNMENT ANALYST II
01/2225 40(000052)
40(000148)
40(000697)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT
OPERATIONS
CONSULTANT II
01/2236 40(000050)
40(000051)

MANAGEMENT ANALYSTS
13-1111-04 (426/010)
SENIOR MANAGEMENT
ANALYST SUPERVISOR-
SES
08/2228 40(00368)

MANAGERS, ALL OTHER
11-9199-02 (426/020)
CONTRACTS & GRANTS
MANAGER-SES
08/2223 40(000374)

COMPUTER
OCCUPATIONS, ALL
OTHERS
15-1199-04 (026/009)
SENIOR INFO TECH
BUSINESS CONSULTANT
01/2114 40(080400)

MANAGEMENT ANALYSTS
13-1111-04 (026/010)
GOVERNMENT ANALYST II
01/2225 40(000401)
40(031122)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT OPERATIONS
CONSULTANT III
01/2238 40(034379)

MANAGEMENT ANALYSTS
13-1111-03 (022/007)
GOVERNMENT ANALYST I
01/2224 40(000378)

MANAGEMENT ANALYSTS
13-1111-04(426/010)
SENIOR MANAGEMENT
ANALYST II-SES
08/2225 40(000214)
40(000234)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT
OPERATIONS CONSULTANT
III
01/2238 40(000055)

MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT OPERATIONS
CONSULTANT II
01/2236 40(000402)

RESEARCH ANALYSTS &
MARKETING SPECIALISTS
13-1161-03 (025/010)
DEVELOPMENT
REPRESENTATIVE III
01/3942 40(00376)

EXEC SECRETARIES &
EXEC ADMIN ASSISTANTS
43-6011-03 (018/005)
ADMINISTRATIVE
ASSISTANT II
01/0712 40(000318)

MANAGEMENT ANALYSTS
13-1111-04 (025/010)
GOVERNMENT
OPERATIONS
CONSULTANT III
01/2238 40(000204)
40(000369)
40(000370)
40(000377)
40(000388)

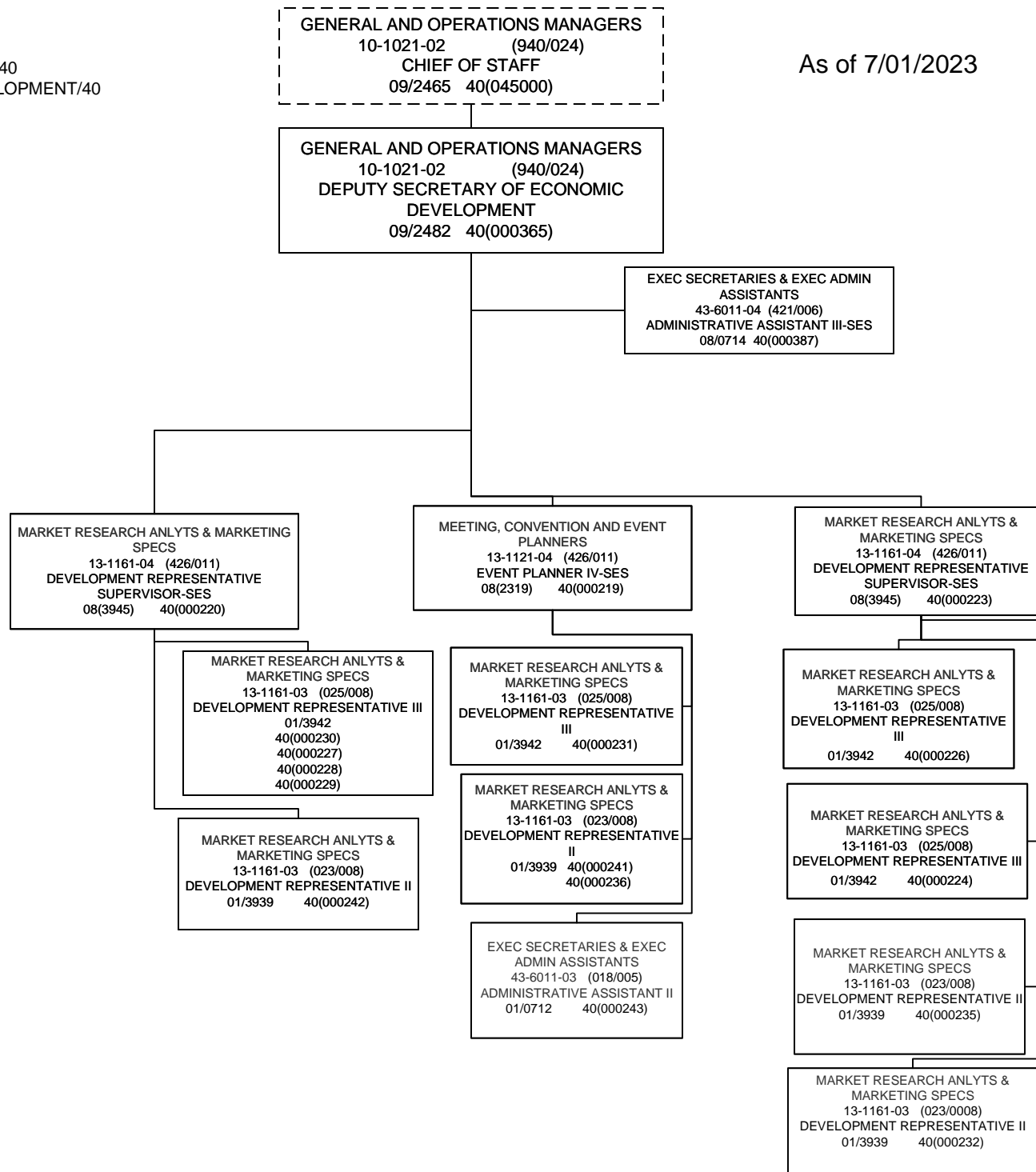
MANAGEMENT ANALYSTS
13-1111-04 (023/010)
GOVERNMENT
OPERATIONS CONSULTANT
II
01/2236 40(000367)
40(000385)

HR ORG: 40 40 01
FLAIR ORG: 40400100000

HUMAN RESOURCE MANAGEMENT

DEPARTMENT OF COMMERCE/40
DIVISION OF ECONOMIC DEVELOPMENT/40

As of 7/01/2023

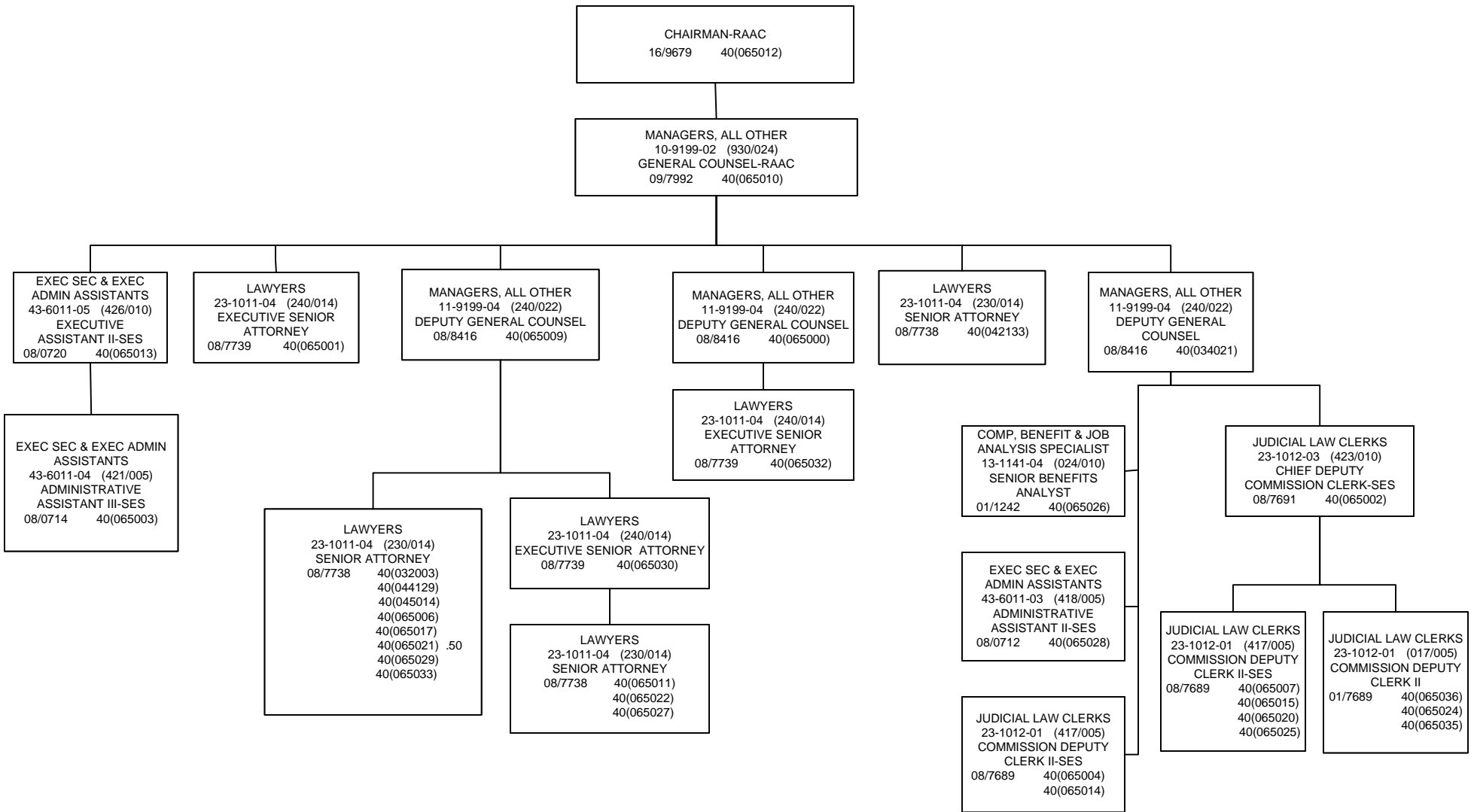


HR ORG: 40 40 01
FLAIR ORG: 40400100000

HUMAN RESOURCE MANAGEMENT

DEPARTMENT OF COMMERCE /40
 REEMPLOYMENT ASSISTANCE APPEALS COMMISSION/50
 CHAIRMAN/01

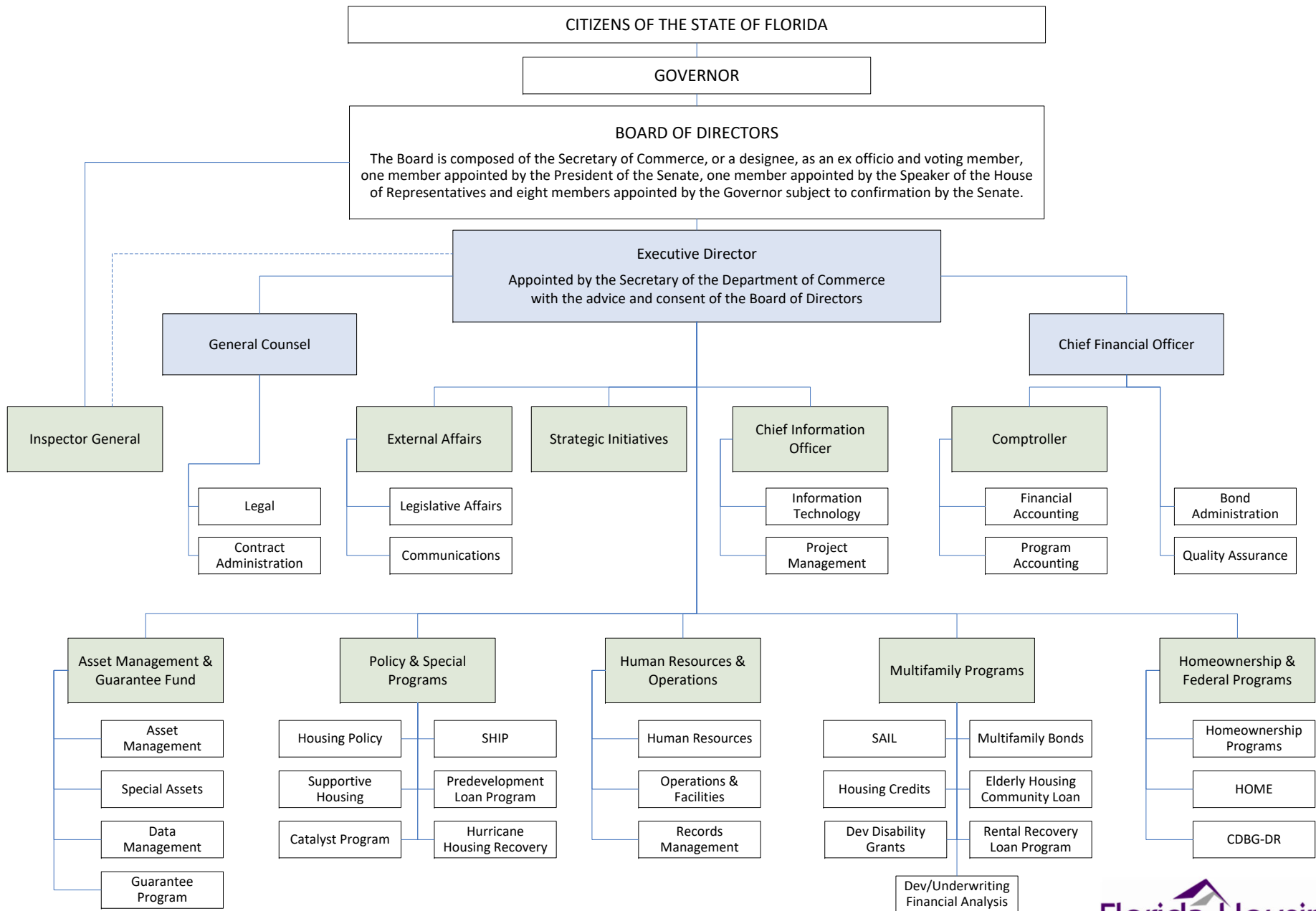
As of 7/01/2023



HR ORG: 40 50 01
 FLAIR: 40500100000

HUMAN RESOURCE MANAGEMENT

Florida Housing Finance Corporation Organization Chart



DEPARTMENT OF COMMERCE - FY 2024-25 SCHEDULE XI / EXHIBIT VI
AGENCY LEVEL UNIT COST SUMMARY

COMMERCE, DEPARTMENT OF	FISCAL YEAR 2022-23			
SECTION I: BUDGET	OPERATING			FIXED CAPITAL OUTLAY
TOTAL ALL FUNDS GENERAL APPROPRIATIONS ACT			1,219,417,611	110,408,900
ADJUSTMENTS TO GENERAL APPROPRIATIONS ACT (Supplementals, Vetoes, Budget Amendments, etc.)			2,403,494,509	351,847,600
FINAL BUDGET FOR AGENCY			3,622,912,120	462,256,500
SECTION II: ACTIVITIES * MEASURES	Number of Units	(1) Unit Cost	(2) Expenditures (Allocated)	(3) FCO
<i>Executive Direction, Administrative Support and Information Technology (2)</i>				57,256,500
Provide Workforce Services To Employers And Job Seekers * Number of employers, job seekers, training and welfare transition participants, & other workforce groups served; number of labor market statistics & information requests; number of strategic plan strategies implemented.	731,673	461.37	337,569,048	
Process Reemployment Assistance Claims * Number of initial claims filed and number of weeks paid by unemployed.	1,747,844	83.64	146,183,300	
Review Disputed Reemployment Assistance Appeals Referee Decisions And Defend Disputed Commission Orders In Court * Number of Reemployment Assistance appeals disposed of, appeals received, appeals filed with District Courts of Appeal by Reemployment Assistance Appeals Commission and District Courts of Appeal court decisions made.	4,163	1,044.99	4,350,278	
Community Assistance And Community Revitalization Initiatives * Number of grants/technical assist for infrastructure improve, economic develop, housing rehab, energy & weatherization assist, self-sufficiency training/community service programs. Number benefiting from CSBG services.	110,407	11,597.91	1,280,489,922	
Technical Planning Assistance To Local Governments - Funding And Assistance For Businesses - Small Business And Rural Initiative * Number of technical/planning assistance to local gov't's, small businesses/rural initiatives; Number of grants benefiting businesses, communities/economic development organizations; number of strategic plan strategies.	5,403	3,496.87	18,893,575	
Economic Development Incentive Programs Business Development And Support * Number of incentives applications received and reviewed; number of payment claims validated.	314	234,389.31	73,598,242	
Administer Incentive Programs To Develop Florida's Film And Entertainment Industry * Number of productions assisted by the Office of Film and Entertainment and sales tax exemptions approved.	3,349	295.39	989,258	
Economic Development Program Planning, Evaluation, And Partnership Coordination * Number of contracts and contract mgmt. deadlines completed; number of partner entities implementing one or more Strategic Plan strategies; number of economic development partners supported.	91	1,253,210.88	114,042,190	
Sadowski Programs * Number of loans funded	2,729	145,400.28	396,797,358	
TOTAL			2,372,913,171	57,256,500
SECTION III: RECONCILIATION TO BUDGET				
PASS THROUGHS				
TRANSFER - STATE AGENCIES				
AID TO LOCAL GOVERNMENTS				
PAYMENT OF PENSIONS, BENEFITS AND CLAIMS				
OTHER			397,995,154	405,000,000
REVERSIONS			434,087,738	
TOTAL BUDGET FOR AGENCY (Total Activities + Pass Throughs + Reversions) - Should equal Section I above. (4)			3,204,996,063	462,256,500

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.

SECTION III - PASS THROUGH ACTIVITY ISSUE CODES SELECTED:

TRANSFER-STATE AGENCIES ACTIVITY ISSUE CODES SELECTED:

1-8:

AID TO LOCAL GOVERNMENTS ACTIVITY ISSUE CODES SELECTED:

1-8:

AUDIT #1: THE FOLLOWING STATEWIDE ACTIVITIES (ACT0010 THROUGH ACT0490) HAVE AN OUTPUT STANDARD (RECORD TYPE 5) AND SHOULD NOT:

*** NO ACTIVITIES FOUND ***

AUDIT #2: 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 ***

AUDIT #3: THE ACTIVITIES LISTED IN AUDIT #3 DO NOT HAVE AN ASSOCIATED OUTPUT STANDARD. IN ADDITION, THE ACTIVITIES WERE NOT IDENTIFIED AS A TRANSFER-STATE AGENCIES, AS AID TO LOCAL GOVERNMENTS, OR A PAYMENT OF PENSIONS, BENEFITS AND CLAIMS (ACT0430). ACTIVITIES LISTED HERE SHOULD REPRESENT TRANSFERS/PASS THROUGH THAT ARE NOT REPRESENTED BY THOSE ABOVE OR ADMINISTRATIVE COSTS THAT ARE UNIQUE TO THE AGENCY AND ARE NOT APPROPRIATE TO BE ALLOCATED TO ALL OTHER ACTIVITIES.

BE	PC	CODE	TITLE	EXPENDITURES	FCO
40200600	1102000000	ACT0000	ACTIVITY	19,782,541	
40200100	1102000000	ACT0660	WORKFORCE FLORIDA, INC.	22,646,443	
40300600	1104000000	ACT0950	STATE HOUSING INITIATIVES	355,566,170	405,000,000

AUDIT #4: TOTALS FROM SECTION I AND SECTIONS II + III:

DEPARTMENT: 40	EXPENDITURES	FCO
FINAL BUDGET FOR AGENCY (SECTION I):	3,622,912,120	462,256,500
TOTAL BUDGET FOR AGENCY (SECTIONS II + III):	3,204,996,063	462,256,500
DIFFERENCE:	417,916,057	
(MAY NOT EQUAL DUE TO ROUNDING)	=====	=====

**Schedule XIV
Variance from Long Range Financial Outlook**

Agency: Department of Commerce

Contact: Caroline Womack

Article III, section 19(a)3 of the 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 2023 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 2024-2025 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 2024-2025 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	State Match for Federal FEMA Funding State Disaster Funding	B	160.0	0
b	Economic Development and Workforce Programs	B	36.9	138
c				
d				
e				
f				

- 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.

State Match for Federal FEMA Funding State Disaster Funding (Declared Disasters) - DEO administers the Emergency Bridge Loan Program, which provides short term loans to impacted businesses. The program only operates and receives funding following a declared disaster.

Economic Development and Workforce Programs - The long range financial outlook only includes projections for GR expenditures. The Department's LBR request includes funding of \$100 million for the Florida Job Growth Grant Fund, \$6 million for the Space Industry Financing Fund and \$25 million for Economic Development Tools, \$7 million for the Defense Infrastructure Grant.

* R/B = Revenue or Budget Driver

Schedule XIV
Variance from Long Range Financial Outlook

Agency: Florida Housing Finance Corporation Contact: Kirstin Helms 850/488-4197

Article III, section 19(a)3 of the 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 2023 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 2024-2025 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 2024-2025 Estimate/Request Amount	
			Long Range Financial Outlook	Legislative Budget Request
a	Affordable Housing Programs - State Housing Trust Fund (SHTF)	R	215,500,000	239,495,000
b	State Housing Initiatives partnership (SHIP) Program - Local Government Housing Trust Fund (LGHTF)	R	153,500,000	208,570,000
c				
d				
e				
f				

- 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 amount requested in the LBR for Affordable Housing Programs is \$24.0 million higher than the Revenue Estimating Conference estimates (as of August 2023) for the SHTF documentary stamp collections due to a projected ending balance in the SHTF at June 30, 2024, plus investment income expected to be earned during the fiscal year.

The amount requested in the LBR for the SHIP Program is \$55.1 million higher than the Revenue Estimating Conference estimates (as of August 2023) for the LGHTF documentary stamp tax collections due to a projected ending balance in the LGHTF at June 30, 2024, plus investment income expected to be earned during the fiscal year.

* R/B = Revenue or Budget Driver

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Executive Leadership

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

Executive Leadership
Budget Entity - 40100100
Schedule I Series

(Sorted by Trust Fund)

Fiscal Year
2024-2025

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	ADMINISTRATIVE TRUST FUND
LAS/PBS Fund Number:	40100100
	2021

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(4,335,724.91)	(A)		(4,335,724.91)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	4,542,913.56	(E)		4,542,913.56
Total Cash plus Accounts Receivable	207,188.65	(F)	-	207,188.65
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	189,238.85	(H)		189,238.85
Approved "B" Certified Forwards	12,917.19	(H)		12,917.19
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payable	2,134.61	(J)		2,134.61
Unreserved Fund Balance, 07/01/23	2,898.00	(K)	-	2,898.00 **

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

Budget Period: 2024 - 2025

Department Title:	Department of Commerce
Trust Fund Title:	FL INTER TRADE & PROM TF
Budget Entity:	40100100
LAS/PBS Fund Number:	2772

	Balance as of 6/30/2023	SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	(108.00) (A)		(108.00)	
ADD: Other Cash (See Instructions)	- (B)		-	
ADD: Investments	- (C)		-	
ADD: Outstanding Accounts Receivable	- (D)	0	-	
ADD: BE Transfers	108.00 (E)		108.00	
Total Cash plus Accounts Receivable	- (F)	-	-	
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: Non-Certified Payables	- (J)		-	
Unreserved Fund Balance, 07/01/23	- (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.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Finance and Administration

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

Finance and Administration
Budget Entity - 40100200
Schedule I Series

(Sorted by Trust Fund)

Fiscal Year
2024-2025

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	ADMINISTRATIVE TRUST FUND
LAS/PBS Fund Number:	40100200
	2021

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	12,093,204.78	(A)		12,093,204.78
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	5,785.00	5,785.00
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	12,093,204.78	(F)	5,785.00	12,098,989.78
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	48,490.44	(H)		48,490.44
Approved "B" Certified Forwards	274,707.38	(H)		274,707.38
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: BE Transfer	10,892,828.56	(J)		10,892,828.56
Unreserved Fund Balance, 07/01/23	877,178.40	(K)	5,785.00	882,963.40 **

Notes:

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** 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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	FL INTER TRADE & PROM TF
LAS/PBS Fund Number:	40100200
	2339

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,077,255.68	(A)		1,077,255.68
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	0	-
ADD: Anticipated Revenue	-	(E)		-
Total Cash plus Accounts Receivable	1,077,255.68	(F)	-	1,077,255.68
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: Non-Certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/23	1,077,255.68	(K)	-	1,077,255.68 **

Notes:

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** 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

Budget Period: 2024 - 2025

Department Title:	Department of Commerce
Trust Fund Title:	REVOLVING TRUST FUND
Budget Entity:	40100200
LAS/PBS Fund Number:	2600

	Balance as of 6/30/2023	SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	3,005,695.19 (A)		3,005,695.19
ADD: Other Cash (See Instructions)	-		-
ADD: Investments	-		-
ADD: Outstanding Accounts Receivable			-
ADD: Lease Receivable Non-Current	16,125,323.10 (E)		16,125,323.10
Total Cash plus Accounts Receivable	19,131,018.29 (F)	-	19,131,018.29
LESS: Deferred Inflows - Lease Receivable	16,125,323.10 (G)		16,125,323.10
LESS: Approved "A" Certified Forwards	37,306.59 (H)		37,306.59
Approved "B" Certified Forwards	32,622.37 (H)		32,622.37
Approved "FCO" Certified Forwards	2,112,878.83 (H)		2,112,878.83
LESS: Other Accounts Payable (Nonoperating)			-
LESS: Non-CF Operating Payable	-		-
Unreserved Fund Balance, 07/01/23	822,887.40 (K)	-	822,887.40 **

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.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Information Systems and
Support Services

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

**Information Systems and
Support Services
Budget Entity - 40100300
Schedule I Series**

(Sorted by Trust Fund)

**Fiscal Year
2024-2025**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	ADMINISTRATIVE TRUST FUND
LAS/PBS Fund Number:	40100300
	2021

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(5,988,150.07)	(A)		(5,988,150.07)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	6,338,560.38	(E)		6,338,560.38
Total Cash plus Accounts Receivable	350,410.31	(F)	-	350,410.31
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	66,520.22	(H)		66,520.22
Approved "B" Certified Forwards	15,197.74	(H)		15,197.74
Approved "FCO" Certified Forwards		(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payable	116,774.35	(J)		116,774.35
Unreserved Fund Balance, 07/01/23	151,918.00	(K)	-	151,918.00 **

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SPEC EMPLOYMNT SECU ADM TF
LAS/PBS Fund Number:	40100300
	2648

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	353.21	(A)		353.21
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	353.21	(F)	-	353.21
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)		-
Unreserved Fund Balance, 07/01/23	353.21	(K)	-	353.21 **

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.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Workforce Development

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

Workforce Development
Budget Entity - 40200100
Schedule I Series

(Sorted by Trust Fund)

Fiscal Year
2024-2025

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SEED TRUST FUND
LAS/PBS Fund Number:	40200100
	2041

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(6,414,013.61)	(A)		(6,414,013.61)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfers	6,414,013.61	(E)		6,414,013.61
Total Cash plus Accounts Receivable	-	(F)	-	-
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: A/P Non-Operating	-	(J)		-
Unreserved Fund Balance, 07/01/23	-	(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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	EMPLOYMENT SECURITY ADM TF
LAS/PBS Fund Number:	40200100
	2195

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	6,539,390.43	(A)		6,539,390.43
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	459,190.18	459,190.18
ADD: Anticipated Revenues	58,685,874.23	(E)	-	58,685,874.23
Total Cash plus Accounts Receivable	65,225,264.66	(F)	459,190.18	65,684,454.84
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	600,448.45	(H)		600,448.45
Approved "B" Certified Forwards	63,225,649.40	(H)		63,225,649.40
Approved "FCO" Certified Forwards	-	(H)		-
LESS: BE Transfers	1,350,064.90	(I)		1,350,064.90
LESS: Non-certified Payables	49,101.91	(J)		49,101.91
Unreserved Fund Balance, 07/01/23	0.00	(K)	459,190.18	459,190.18 **

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	WELFARE TRANSITION TF
LAS/PBS Fund Number:	40200100
	2401

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,587,222.77	(A)		4,587,222.77
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: BE Transfer	75,392.31	(D)		75,392.31
ADD: Accounts Receivable	-	(E)	9,330,048.58	9,330,048.58
Total Cash plus Accounts Receivable	4,662,615.08	(F)	9,330,048.58	13,992,663.66
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	11,657,794.75	(H)		11,657,794.75
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: 0	-	(J)		-
Unreserved Fund Balance, 07/01/23	(6,995,179.67)	(K)	9,330,048.58	2,334,868.91 **

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SPEC EMPLOYMNT SECU ADM TF
LAS/PBS Fund Number:	40200100
	2648

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	40,100,373.18	(A)		40,100,373.18
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	19,608,180.00	(C)		19,608,180.00
ADD: Outstanding Accounts Receivable	1,663,648.60	(D)		1,663,648.60
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	61,372,201.78	(F)	-	61,372,201.78
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	8,725.00	(H)		8,725.00
Approved "B" Certified Forwards	61,818.22	(H)		61,818.22
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	1,960.82	(I)		1,960.82
LESS: BE Transfer	32,941,600.97	(J)		32,941,600.97
Unreserved Fund Balance, 07/01/23	28,358,096.77	(K)	-	28,358,096.77 **

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.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Reemployment Assistance Program

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

**Reemployment Assistance
Program
Budget Entity - 40200200
Schedule I Series**

(Sorted by Trust Fund)

**Fiscal Year
2024-2025**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	EMPLOYMENT SECURITY ADM TF
LAS/PBS Fund Number:	40200200
	2195

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,537,654.44	(A)		4,537,654.44
ADD: Other Cash (See Instructions)	5,000.00	(B)		5,000.00
ADD: BE Transfers	1,350,059.82	(C)		1,350,059.82
ADD: Outstanding Accounts Receivable	9,658.97	(D)	185,806.40	195,465.37
ADD: Anticipated Revenues	1,030,331.92	(E)	-	1,030,331.92
Total Cash plus Accounts Receivable	6,932,705.15	(F)	185,806.40	7,118,511.55
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	1,711,115.16	(H)		1,711,115.16
Approved "B" Certified Forwards	5,221,589.99	(H)		5,221,589.99
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/23	0.00	(K)	185,806.40	185,806.40 **

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SPEC EMPLOYMNT SECU ADM TF
LAS/PBS Fund Number:	40200200
	2648

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(65,512.10)	(A)		(65,512.10)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	65,512.10	(E)		65,512.10
Total Cash plus Accounts Receivable	(0.00)	(F)	-	(0.00)
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: BE Transfer	-	(J)		-
Unreserved Fund Balance, 07/01/23	(0.00)	(K)	-	(0.00)**

Notes:

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** 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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	UNEMPLOYMENT COMP BENE TF
LAS/PBS Fund Number:	40200200
	2765

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	2,998,776,891.95	(A)		2,998,776,891.95
ADD: Other Cash (See Instructions)	2,500.00	(B)		2,500.00
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	2,998,779,391.95	(F)	-	2,998,779,391.95
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)		-
Unreserved Fund Balance, 07/01/23	2,998,779,391.95	(K)	-	2,998,779,391.95 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	UNEMPLOY COMP CLEARING TF
LAS/PBS Fund Number:	40200200
	2767

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	6,450,450.69	(A)		6,450,450.69
ADD: Other Cash (See Instructions)	82,206.23	(B)		82,206.23
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	1,635,476.28	(D)	711,776.00	2,347,252.28
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	8,168,133.20	(F)	711,776.00	8,879,909.20
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)	1,635,476.28	(I)		1,635,476.28
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/23	6,532,656.92	(K)	711,776.00	7,244,432.92 **

Notes:

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** 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.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



CareerSource Florida

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

CareerSource Florida
Budget Entity - 40200600
Schedule I Series

(Sorted by Trust Fund)

Fiscal Year
2024-2025

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025 Department of Commerce
Trust Fund Title:	ADMINISTRATIVE TRUST FUND
Budget Entity:	40200600
LAS/PBS Fund Number:	2021

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(11,354.62)	(A)		(11,354.62)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	11,354.62	(E)		11,354.62
Total Cash plus Accounts Receivable	(0.00)	(F)	-	(0.00)
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: Non-Certified Payable	-	(J)		-
Unreserved Fund Balance, 07/01/23	(0.00)	(K)	-	(0.00)**

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SEED TRUST FUND
LAS/PBS Fund Number:	40200600
	2041

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(46,630,498.40)	(A)		(46,630,498.40)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfers	46,630,498.40	(E)		46,630,498.40
Total Cash plus Accounts Receivable	-	(F)	-	-
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: <u>Non-Certified Payables</u>	-	(J)		-
Unreserved Fund Balance, 07/01/23	-	(K)	-	-

Notes:

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

Office of Policy and Budget - June 2023

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	EMPLOYMENT SECURITY ADM TF
LAS/PBS Fund Number:	40200600
	2195

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(4,088,139.43)	(A)		(4,088,139.43)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: Anticipated Revenues	8,349,257.42	(E)	-	8,349,257.42
Total Cash plus Accounts Receivable	4,261,117.99	(F)	-	4,261,117.99
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	4,261,116.69	(H)		4,261,116.69
Approved "FCO" Certified Forwards	-	(H)		-
LESS: BE Transfers	1.30	(I)		1.30
LESS: Non-certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/23	(0.00)	(K)	-	(0.00)**

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	WELFARE TRANSITION TF
LAS/PBS Fund Number:	40200600
	2401

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(312,321.83)	(A)		(312,321.83)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: Anticipated Revenue	-	(E)	582,420.55	582,420.55
Total Cash plus Accounts Receivable	(312,321.83)	(F)	582,420.55	270,098.72
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	194,706.41	(H)		194,706.41
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: BE Transfer	75,392.31	(J)		75,392.31
Unreserved Fund Balance, 07/01/23	(582,420.55)	(K)	582,420.55	(0.00)**

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

Budget Period: 2024 - 2025

Department Title:

Department of Commerce

Trust Fund Title:

SPEC EMPLOYMNT SECU ADM TF

Budget Entity:

40200600

LAS/PBS Fund Number:

2648

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(9,729,704.03)	(A)		(9,729,704.03)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	10,164,608.50	(E)		10,164,608.50
Total Cash plus Accounts Receivable	434,904.47	(F)	-	434,904.47
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	-	(H)		-
Approved "B" Certified Forwards	434,904.47	(H)		434,904.47
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	-	(I)		-
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/23	(0.00)	(K)	-	(0.00)**

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.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Reemployment Assistance
Appeals Commission

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

**Reemployment Assistance
Appeals Commission
Budget Entity - 40200700
Schedule I Series**

(Sorted by Trust Fund)

**Fiscal Year
2024-2025**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025 Department of Commerce
Trust Fund Title:	EMPLOYMENT SECURITY ADM TF
Budget Entity:	40200700
LAS/PBS Fund Number:	2195

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	30,428.51	(A)		30,428.51
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: BE Transfers	6.66	(C)		6.66
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: Anticipated Revenues	22,205.40	(E)	-	22,205.40
Total Cash plus Accounts Receivable	52,640.57	(F)	-	52,640.57
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	14,683.27	(H)		14,683.27
Approved "B" Certified Forwards	37,957.30	(H)		37,957.30
Approved "FCO" Certified Forwards	-	(H)		-
LESS:	-	(I)		-
LESS: Non-certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/23	-	(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.

STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Housing and Community
Development

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

**Housing and Community
Development
Budget Entity - 40300200
Schedule I Series**

(Sorted by Trust Fund)

**Fiscal Year
2024-2025**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SEED TRUST FUND
LAS/PBS Fund Number:	40300200
	2041

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(48,440,685.54)	(A)		(48,440,685.54)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	6,353,308.73	(C)		6,353,308.73
ADD: Outstanding Accounts Receivable	12,374.72	(D)		12,374.72
ADD: BE Transfers	57,855,652.90	(E)		57,855,652.90
Total Cash plus Accounts Receivable	15,780,650.81	(F)	-	15,780,650.81
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	15,354.58	(H)		15,354.58
Approved "B" Certified Forwards	310,911.30	(H)		310,911.30
Approved "FCO" Certified Forwards	15,441,553.23	(H)		15,441,553.23
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS:		(J)		-
Unreserved Fund Balance, 07/01/23	12,831.70	(K)	-	12,831.70 **

Notes:

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

Office of Policy and Budget - June 2023

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	ECONOMIC DEVELOPMENT TF
LAS/PBS Fund Number:	40300200
	2177

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,355,614.91	(A)		4,355,614.91
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	4,355,614.91	(F)	-	4,355,614.91
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)		-
Unreserved Fund Balance, 07/01/23	4,355,614.91	(K)	-	4,355,614.91 **

Notes:

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Office of Policy and Budget - June 2023

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	FEDERAL GRANTS TRUST FUND
LAS/PBS Fund Number:	40300200
	2261

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	164,668,912.67	(A)		164,668,912.67
ADD: Other Cash (See Instructions)	171,835.71	(B)		171,835.71
ADD: Investments	105,790,522.04	(C)		105,790,522.04
ADD: Outstanding Accounts Receivable	213,753.38	(D)		213,753.38
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	270,845,023.80	(F)	-	270,845,023.80
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	306,493.90	(H)		306,493.90
Approved "B" Certified Forwards	76,986,390.33	(H)		76,986,390.33
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Other Accounts Payable (Nonoperating)	11,078.96	(J)		11,078.96
Unreserved Fund Balance, 07/01/23	193,541,060.61	(K)	-	193,541,060.61 **

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

Budget Period: 2024 - 2025

Department Title:	Department of Commerce
Trust Fund Title:	FL INTER TRADE & PROM TF
Budget Entity:	40300200
LAS/PBS Fund Number:	2338

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,116,911.00	(A)		1,116,911.00
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)	0	-
ADD: Anticipated Revenue	-	(E)		-
Total Cash plus Accounts Receivable	1,116,911.00	(F)	-	1,116,911.00
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: Non-Certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/23	1,116,911.00	(K)	-	1,116,911.00 **

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	GRANTS AND DONATIONS TF
LAS/PBS Fund Number:	40300200
	2339

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,096,563.86	(A)		4,096,563.86
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	5,002,596.88	(C)		5,002,596.88
ADD: Outstanding Accounts Receivable	9,651.82	(D)	149,424.00	159,075.82
ADD:	-	(E)		-
Total Cash plus Accounts Receivable	9,108,812.56	(F)	149,424.00	9,258,236.56
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	210.73	(H)		210.73
Approved "B" Certified Forwards	1,296,361.83	(H)		1,296,361.83
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payables	808.85	(J)		808.85
Unreserved Fund Balance, 07/01/23	7,811,431.15	(K)	149,424.00	7,960,855.15 **

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

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SPEC EMPLOYMNT SECU ADM TF
LAS/PBS Fund Number:	40300200
	2648

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(14,268,040.34)	(A)		(14,268,040.34)
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: BE Transfer	14,268,040.34	(E)		14,268,040.34
Total Cash plus Accounts Receivable	-	(F)	-	-
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)		-
Unreserved Fund Balance, 07/01/23	-	(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

Budget Period: 2024 - 2025

Department Title:	Department of Commerce
Trust Fund Title:	FL INTER TRADE & PROM TF
Budget Entity:	40300200
LAS/PBS Fund Number:	2772

	Balance as of 6/30/2023	SWFS* Adjustments	Adjusted Balance	
Chief Financial Officer's (CFO) Cash Balance	(611,332.20) (A)		(611,332.20)	
ADD: Other Cash (See Instructions)	- (B)		-	
ADD: Investments	- (C)		-	
ADD: Outstanding Accounts Receivable	- (D)	0	-	
ADD: BE Transfers	611,332.20 (E)		611,332.20	
Total Cash plus Accounts Receivable	- (F)	-	-	
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: Non-Certified Payables	- (J)		-	
Unreserved Fund Balance, 07/01/23	- (K)	-	-	**

Notes:

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STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Florida Housing Finance Corporation

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

**Florida Housing Finance
Corporation
Budget Entity - 40300600
Schedule I Series**

(Sorted by Trust Fund)

**Fiscal Year
2024-2025**

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	Local Government Housing Trust Fund
LAS/PBS Fund Number:	40300600
	2250

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	[]	(A)	[]	-
ADD: Other Cash (See Instructions)	[]	(B)	[]	-
ADD: Investments	78,588,788	(C)	[]	78,588,788
ADD: Outstanding Accounts Receivable	5,782,603	(D)	[]	5,782,603
ADD: June 2022 investment interest	126,246.46	(E)	[]	126,246
Total Cash plus Accounts Receivable	84,497,637	(F)	-	84,497,637
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)	17,757.12	(I)	[]	17,757
LESS: _____	[]	(J)	[]	-
Unreserved Fund Balance, 07/01/23	84,479,880	(K)	-	84,479,880 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

	Budget Period: 2024 - 2025
Department Title:	Department of Commerce
Trust Fund Title:	State Housing Trust Fund
Budget Entity:	40300600
LAS/PBS Fund Number:	2255

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	[]	(A)	[]	-
ADD: Other Cash (See Instructions)	[]	(B)	[]	-
ADD: Investments	35,438,714	(C)	[]	35,438,714
ADD: Outstanding Accounts Receivable	2,465,574	(D)	[]	2,465,574
ADD: June 2022 investment interest	57,360	(E)	[]	57,360
Total Cash plus Accounts Receivable	37,961,648	(F)	-	37,961,648
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)	8,468	(I)	[]	8,468
LESS: _____	[]	(J)	[]	-
Unreserved Fund Balance, 07/01/23	37,953,180	(K)	-	37,953,180 **

Notes:

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STATE OF FLORIDA
DEPARTMENT OF COMMERCE



Economic Development

Budget Entity Level
Exhibits or Schedules

Fiscal Year
2024-2025

STATE OF FLORIDA
DEPARTMENT OF COMMERCE

Economic Development
Budget Entity - 40400100
Schedule I Series

(Sorted by Trust Fund)

Fiscal Year
2024-2025

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SEED TRUST FUND
LAS/PBS Fund Number:	40400100
	2041

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	104,276,021.28	(A)		104,276,021.28
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	26,471,927.51	(C)		26,471,927.51
ADD: Outstanding Accounts Receivable	55,009.85	(D)		55,009.85
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	130,802,958.64	(F)	-	130,802,958.64
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	120,725.29	(H)		120,725.29
Approved "B" Certified Forwards	4,002,922.46	(H)		4,002,922.46
Approved "FCO" Certified Forwards	6,315,438.62	(H)		6,315,438.62
LESS: BE Transfers	112,273,297.66	(I)		112,273,297.66
LESS: A/P Non-Operating	2,851.19	(J)		2,851.19
Unreserved Fund Balance, 07/01/23	8,087,723.42	(K)	-	8,087,723.42 **

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	Triumph Gulf Coast Trust Fund
LAS/PBS Fund Number:	40400100
	2043

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	32,034,057.16	(A)		32,034,057.16
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	32,034,057.16	(F)	-	32,034,057.16
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)		-
Unreserved Fund Balance, 07/01/23	32,034,057.16	(K)	-	32,034,057.16 **

Notes:

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Office of Policy and Budget - June 2023

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	ECONOMIC DEVELOPMENT TF
LAS/PBS Fund Number:	40400100
	2177

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	2,699,978.50	(A)		2,699,978.50
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: _____	-	(E)		-
Total Cash plus Accounts Receivable	2,699,978.50	(F)	-	2,699,978.50
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	110,844.20	(H)		110,844.20
Approved "B" Certified Forwards	1,433,874.73	(H)		1,433,874.73
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	4,000.00	(I)		4,000.00
LESS:	-	(J)		-
Unreserved Fund Balance, 07/01/23	1,151,259.57	(K)	-	1,151,259.57 **

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Office of Policy and Budget - June 2023

SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025 Department of Commerce
Trust Fund Title:	FL INTER TRADE & PROM TF
Budget Entity:	40400100
LAS/PBS Fund Number:	2338

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	1,261,543.42	(A)		1,261,543.42
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	3,751,328.03	(C)		3,751,328.03
ADD: Outstanding Accounts Receivable	7,237.67	(D)	587,660.00	594,897.67
ADD:		(E)		-
Total Cash plus Accounts Receivable	5,020,109.12	(F)	587,660.00	5,607,769.12
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	232.00	(H)		232.00
Approved "B" Certified Forwards	1,279,994.00	(H)		1,279,994.00
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payables	375.13	(J)		375.13
Unreserved Fund Balance, 07/01/23	3,739,507.99	(K)	587,660.00	4,327,167.99 **

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	GRANTS AND DONATIONS TF
LAS/PBS Fund Number:	40400100
	2339

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	2,879,666.37	(A)		2,879,666.37
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	1,953,488.47	(C)		1,953,488.47
ADD: Outstanding Accounts Receivable	4,592.18	(D)	0	4,592.18
ADD: Anticipated Revenue	-	(E)		-
Total Cash plus Accounts Receivable	4,837,747.02	(F)	-	4,837,747.02
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	238.02	(H)		238.02
Approved "B" Certified Forwards	-	(H)		-
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)		(I)		-
LESS: Non-Certified Payables	-	(J)		-
Unreserved Fund Balance, 07/01/23	4,837,509.00	(K)	-	4,837,509.00 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025 Department of Commerce
Trust Fund Title:	PROFESSIONAL SPORTS DEV TF
Budget Entity:	40400100
LAS/PBS Fund Number:	2551

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,824,631.31	(A)		4,824,631.31
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	-	(C)		-
ADD: Outstanding Accounts Receivable	-	(D)		-
ADD: SWFS Adjustment	-	(E)	193,475.00	193,475.00
Total Cash plus Accounts Receivable	4,824,631.31	(F)	193,475.00	5,018,106.31
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)		-
Unreserved Fund Balance, 07/01/23	4,824,631.31	(K)	193,475.00	5,018,106.31 **

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025
Trust Fund Title:	Department of Commerce
Budget Entity:	SPEC EMPLOYMNT SECU ADM TF
LAS/PBS Fund Number:	40400100
	2648

	Balance as of 6/30/2023		SWFS* Adjustments		Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	(8,443,440.03)	(A)			(8,443,440.03)
ADD: Other Cash (See Instructions)	-	(B)			-
ADD: Investments	-	(C)			-
ADD: Outstanding Accounts Receivable	-	(D)			-
ADD: BE Transfer	8,443,440.03	(E)			8,443,440.03
Total Cash plus Accounts Receivable	-	(F)	-		-
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)			-
Unreserved Fund Balance, 07/01/23	-	(K)	-		-

**

Notes:

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SCHEDULE IC: RECONCILIATION OF UNRESERVED FUND BALANCE

Department Title:	Budget Period: 2024 - 2025 Department of Commerce
Trust Fund Title:	FL INTER TRADE & PROM TF
Budget Entity:	40400100
LAS/PBS Fund Number:	2772

	Balance as of 6/30/2023		SWFS* Adjustments	Adjusted Balance
Chief Financial Officer's (CFO) Cash Balance	4,650,251.10	(A)		4,650,251.10
ADD: Other Cash (See Instructions)	-	(B)		-
ADD: Investments	4,610,666.31	(C)		4,610,666.31
ADD: Outstanding Accounts Receivable	8,895.65	(D)	2177798	2,186,693.87
ADD: Anticipated Revenue	-	(E)		-
Total Cash plus Accounts Receivable	9,269,813.06	(F)	2,177,798.22	11,447,611.28
LESS: Allowances for Uncollectibles	-	(G)		-
LESS: Approved "A" Certified Forwards	1,408.83	(H)		1,408.83
Approved "B" Certified Forwards	5,250,656.85	(H)		5,250,656.85
Approved "FCO" Certified Forwards	-	(H)		-
LESS: Other Accounts Payable (Nonoperating)	461.07	(I)	1,979.35	2,440.42
LESS: BE Transfers	611,440.20	(J)		611,440.20
Unreserved Fund Balance, 07/01/23	3,405,846.11	(K)	2,175,818.87	5,581,664.98 **

Notes:

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SCHEDULE IV-B FOR CYBERSECURITY

For Fiscal Year 2024-25



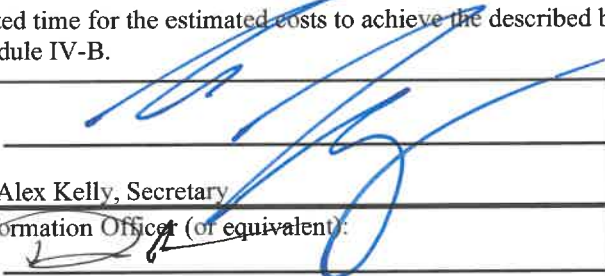


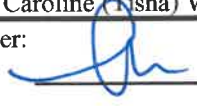
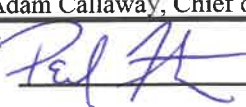
July 1, 2024

FLORIDA DEPARTMENT OF COMMERCE

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Florida Department of Commerce	Schedule IV-B Submission Date: September 15, 2023
Project Name: Cybersecurity	Is this project included in the Agency's LRPP? _____ Yes <u> X </u> No
FY 2024-25 LBR Issue Code: 36240C0	FY 2024-25 LBR Issue Title: Cybersecurity
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Caroline (Tisha) Womack, 850-245-7126, Caroline.Womack@commerce.fl.gov	
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: 9/15/23
Printed Name: J. Alex Kelly, Secretary	
Agency Chief Information Officer (or equivalent): 	Date: 7/12/23
Printed Name: Domenic DiLullo, Chief Technology Officer	
Budget Officer: 	Date: 9/12/23
Printed Name: Caroline (Tisha) Womack, Chief Financial Officer	
Planning Officer: 	Date: 7/14/23
Printed Name: Adam Callaway, Chief of Staff	
Project Sponsor: 	Date: 9.12.23
Printed Name: Paul Forrester, Chief Information Officer	
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Adam Callaway, 850-717-8965 Adam.Callaway@commerce.fl.gov
Cost Benefit Analysis:	Caroline (Tisha) Womack, 850-245-7126 Caroline.Womack@commerce.fl.gov
Risk Analysis:	Ryan Tolia, 850-921-3361 Ryan.Tolia@commerce.fl.gov
Technology Planning:	Ryan Tolia, 850-921-3361 Ryan.Tolia@commerce.fl.gov
Project Planning:	Ryan Tolia, 850-921-3361 Ryan.Tolia@commerce.fl.gov

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

A. Background and Strategic Needs Assessment

1. Business Need

The Department provides multiple services to the citizens of Florida that assist in the economic, workforce, and community development. These services require access to be consistent and available to citizens when the need arises. Our goal is to provide access to the services to make Florida the best state to work and do business. The Division of Information Systems and Support Services must provide the capability for the Department to establish those services in secure and stable infrastructure.

The Department has a need to prioritize improved cybersecurity methods. As the cybersecurity landscape evolves, the Department must stay ahead of the risks and attacks that threaten the Department. Ransomware, Identity Theft, Phishing, and now Machine Learning are all threats growing in the cybersecurity landscape. With the threat landscapes changing rapidly every day, we must be able to better meet those challenges with the procurement of subject matter expertise and programs. FloridaCommerce is currently in need of more security personnel to help with current cyber needs and future endeavors. This requires that we have appropriate levels of staff subject matter expertise (SME) and defense capabilities to be able to manage the systems we use and oversee. The Department will be looking at using contracted staff services to help bolster our commitment to the state and its citizens for cybersecurity.

The main tools that help in this cybersecurity project are our Security Information and Event Management (SIEM) tool where we store the logs for all our systems, Vulnerability Management Tool that scans, reports, and combines all the vulnerabilities into a single program, and our Phishing Management tool that helps us track and respond to Phishing events and allows users to report anything they find concerning to Cybersecurity personnel.

Identity and Access Management (IAM) has become the security foundation for a remotely connected world in which the traditional corporate network perimeter became obsolete. Identity is the ultimate control surface, combining context, continuousness, and consistency to provide a complete understanding of the identity of the user and the device. While establishing a formal IAM program, IAM within the Department is still happening; but in a decentralized manner with many different teams or individuals carrying out the various steps that are required to deliver. Often our teams or individuals work in an ad hoc way with differing urgency, following section processes and likely with an inconsistent application of security best practices.

The Department's processes for IAM are not consistently and uniformly applied to all systems, applications, and users, posing confidentiality, integrity, and availability risk to FloridaCommerce. Many of the Department's processes are still manual in nature and spread amongst multiple personnel. As part of an Ernst & Young report named "FL DEO RA Mod Roadmap" dated September 2022, Slide 5 (see Appendix A), they call out specifically one of the top 10 Cyber Risks for the Reemployment Assistance program is the lack of an enterprise-wide identity and access management program.

The Department of Commerce is overseen by multiple federal and state agencies, such as the US Department of Labor, US Department of Housing and Urban Development, US Social Security Administration, IRS, and Florida Digital Services. Each of these agencies requires that we have certain security controls and policies in place for how we manage and use their data. This puts a large burden on the Department to keep track of all these assessments and the findings of each, and the new items that are put into place each year. By implementing a Governance, Risk, and Compliance (GRC) program, the Department can make better decisions in a risk-aware environment. An effective GRC program helps key stakeholders set policies from a shared perspective and comply with regulatory requirements. This will help the Department reduce wastage, increase efficiency, reduce noncompliance risk, and share information more effectively.

This request represents the funding needed for cybersecurity efforts during the 2024-25 fiscal year.

2. Business Objectives

The business objectives of this project include:

- Protect the State Department assets by providing a more comprehensive cybersecurity program.
- Help protect the privacy and confidentiality of customer data for the citizens of Florida.
- Minimize disruptions to ongoing enterprise operations for the Florida Department of Commerce.
- Improve the time and effort it takes to onboard and offboard personnel by automating the creation and removal of identities, and by only having access granted by the system of record.
- Help streamline the processes and verify the entities within our system are who they should be.
- Reduce the number of hours that staff must take to complete tasks associated with onboarding and offboarding personnel.
- Have a central location for the Department to store and respond to federal and local compliance and regulations.
- Better influence and drive secure behaviors and mature the cybersecurity culture within the Department.

B. Baseline Analysis

1. Current Business Process(es)

New Hire:

- Electronic Access Request (EAR) form is submitted through ServiceNow, requesting if the user needs VPN, Laptop, Desk Phone, and/or PC Workstation is required.
- When the request is approved, it is sent to the corresponding teams that are required to grant the items that were asked for on the EAR form.
- The EAR form allows the originator to request that user accounts be setup closely in access to other members of the staff that are on the same team.
- Any access that is not there after the user is created must have a service desk ticket opened by the supervisor and the related team that is assigned for that area will grant access as necessary.
- If the user needs access to the Re-employment Assistance program area, they are required to also go through the Internal Security Unit, which has more training and access requirements.

Transfer:

- A ticket is opened through ServiceNow to transfer the user to another department by the new supervisor.
- The ticket will be routed to a member of the appropriate team to grant the new levels of access and remove the old levels of access.

Termination:

- EAR form is submitted through ServiceNow, requesting that the user be terminated.
- Specific tasks are assigned to each team that needs to remove access to the infrastructure.
- Once the access has been removed, the teams mark the tasks as completed.
- Email sent to requester to notify them that the requested EAR form has been completed.

2. Assumptions and Constraints

Assumptions:

- The implementation of this project will include business process analysis which could result in changes in how the department handles identity and access management.
- Implementation of a new Identity and Access Management/Identity Governance (IAM/IG) product will significantly improve the security maturity of the department.
- Implementation of a new IAM tool will reduce the amount of hours security personnel are needed due to automation.
- The new IAM tool will become the department's system of record for identities and accesses.

- The implementation of contracted subject matter expertise will help the department handle and respond to new security threats and vulnerabilities.
- Having contracted subject matter expertise on staff will allow other members on staff to be able to train under them to increase their knowledge base.
- Having a SIEM tool to centralize all system and application logs will help the department to correlate threats in real time against assets.
- Implementation of a new GRC tool will reduce the amount of time it takes to respond to federal and state audits.
- Implementation of a new GRC tool will give the department better tracking of corrective actions required by the federal and state audits.
- Implementation of a phishing management system will reduce the time and increase the ability of the cybersecurity operations team to respond to email / phishing threats.
- Implementation of a vulnerability management system will centralize threat management for the agency and reduce the number of staff hours needed to identify threats, and vulnerabilities and prioritize patching of the department's systems.
- Creating user accounts based off another user's access set can give unintended access to locations or privileges.

Constraints:

- Preliminary research indicates that vendors may not be able to provide the full spectrum of IG and IAM tools in a software as a service offering. More robust features are often found only in the on-premises part of the solution. Hybrid solutions allow for a blending of offerings.
- Some legacy systems may not be able to benefit from automated provisioning available in IAM systems. Some legacy systems may benefit with specialized coding, which will increase the cost of the project.
- Limited personnel to work on department-wide projects could impact the timeline of implementation of the IAM tool.
- Some legacy systems may not be able to integrate as easily with the SIEM solution and may take more time or customization to get implemented.

C. Proposed Business Process Requirements

1. Proposed Business Process Requirements

The proposed business processes include increased automation, reduced manual intervention, and integration of key systems to request, control and monitor access. Employees will be provided access to Active Directory and Azure Active Directory account. The new IAM system will serve as the system of record for departmental access. Events in state/departmental systems (such as new position numbers, position number changes, consultant company changes) trigger events in the IAM. These events start required reviews and approvals to ensure security is maintained.

- Establish Access for New Employees:
 - Updated information from PeopleFirst system initiates a request to provide access for a new employee.
 - Staff will be given an identity in the IAM system.
 - User ID created based on agreed upon naming convention, which will be granted to the employee throughout their entire time at FloridaCommerce.
 - IAM system generates starting request based on role of position.
 - Manager notified of pending request, reviews and makes changes for any specialized/additional requests not covered in the role-based access template.
 - IAM system creates agreed upon base level of access for new user based on rules established in IAM. User can access the system quickly on their first day. Example of a base level of access include Intranet and Email. Access to applications and Internet is not allowed until security training is complete.
 - Extended access is not granted – pending completion of security training.
- Establish Access for New Consultant:

- Updated information from appropriate departmental system initiates a request to provide access for a new consultant.
- The consultant will be given an identity in the IAM system.
- User ID created based on agreed upon naming convention, which will be granted to the consultant throughout their entire time at FloridaCommerce.
- IAM system generates starting request based on role of position.
- Manager notified of pending request, reviews and makes changes for any specialized/additional requests not covered in the role-based access template.
- IAM system creates agreed upon base level of access for new user based on rules established in IAM. User can access the system quickly on their first day. Example of a base level of access include Intranet and Email. Access to applications and Internet is not allowed until security training is complete.
- Extended access is not granted – pending completion of security training.
- Complete Employee/Consultant Training/Paperwork
 - Employee notified via email to complete required Security Training within established timeframe (Ex: 5 business days).
 - Employee reviews Security and Use Standard online and acknowledges their review, understanding and acceptance of security and use standards. Their acknowledgement is digitally captured.
 - Employee notified as timeframe for completing training approaches. Notification escalates through management as due date approaches.
 - If Security Training not completed, employee access is disabled.
 - Once Security Training completed, provisioning of additional accesses (Internet, FloridaCommerce specific applications) will continue.
- Modify Access for Existing Employee/Consultant – Requests to remove or add additional access can be processed once the initial userid is created.
 - Requestor submits request for additional or modified access.
 - Supervisor and Cost Center Manager approve request.
 - Application System Administrator approves request.
 - Request completed through automated provisioning where available, otherwise Application System Administrator implement changes manually.
- Terminate Access for Existing Employee/Consultant
 - Departmental system/PeopleFirst generates notification of terminated employee.
 - Supervisor confirms termination.
 - Accesses removed with automated provisioning where applicable.
 - Accesses removed manually when automated provisioning not available.
- Terminate Access for Existing Employee/Consultant (Emergency)
 - Requestor submits request in IAM to terminate part/or all access immediately.
 - Supervisor and Cost Center Manager approve termination request.
 - Request routed to System Administrator(s) of all affected systems to remove access.
 - Access removed.
- Annual Recertification – On a yearly basis the access record of each employee/consultant must be reviewed and confirmed. Unneeded and missing access should be updated.
 - Recertification is initiated by IAM System Administrators.
 - All users asked to review their access and suggest needed changes.
 - Managers review and confirm the access records for all employees/consultants.
 - Managers review records and necessary changes.
 - Supervisor and Cost Center Manager approve request.
 - Request for additional/removed access routed to Application System Administrator to confirm. Automated provisioning completes change where applicable. Application System Administrators complete non-automated changes.

2. Business Solution Alternatives

There are several viable Access Management solutions in the current market. Research shows 38 vendors in Gartner’s Market Guide for Identity Management (Published July 14, 2023). Preliminary research shows

several vendors that have functionality in line with the Department’s business needs. These Access Management vendors often provide, or lay the groundwork, for a variety of vendors in the Privileged Account Management and Multi-Factor Authentication arena.

3. Rationale for Selection

The implementation of an IAM solution will enhance security and productivity, and reduce administrative functions through:

- Automated and streamlined user access requests and approvals.
- Automated birthright provisioning for Active Directory (AD), internet, and internal network access.
- Automation of access certification to validate user access rights and privileges.
- Identity governance reporting capabilities
- Lifecycle Management

4. Recommended Business Solution

- Year 1 (FY 24-25) included professional services and analysis to begin the implementation of an Identity Governance Administration solution.
- Year 2 (FY 25-26) continued that effort with an initial implementation of the chosen Identity Governance tool to support our staff and internal consultants. Identity Governance gives a full workflow to support the automation of user access provisioning, improved audibility, risk analysis of overall permissions, and audit/reporting features to assist in further risk analysis.

D. Functional and Technical Requirements

The functional and technical requirements from IAM would be an agreement between FloridaCommerce and a vendor. The GRC tool does not have any functional or technical requirements.

III. Success Criteria

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Date (MM/YY)
1	(IAM) Implementation of an Identity Access Management infrastructure that serves as a single, centrally managed process for provisioning of access to IT assets.	Percentage of systems that can be systematically provisioned using the IAM solution.	FloridaCommerce	06/2025 or 1 month after full implementation
2	(IAM) Ability to fulfill audit requirements to track, report and validate individual access.	Ability to answer audit-related questions using functionality within the IAM system.	FloridaCommerce	06/2025 or 1 month after full implementation
3	(IAM) Ability to systematically re-validate (recertify) accesses on annual/periodic basis.	Reduction in time to implement and report on annual recertification.	FloridaCommerce	06/2025 or 1 month after full implementation
4	(IAM) Enforcement of access management policy through the IAM.	Number of access management policies that can be implemented systematically.	FloridaCommerce	06/2025 or 1 month after full implementation
5	(IAM) Ability to implement a provisioning process that addresses personnel status changes (position changes, leave of absence, termination)	Number of personnel changes that can be systematically identified and addressed through the system.	FloridaCommerce	06/2025 or 1 month after full implementation

SCHEDULE IV-B FOR CYBERSECURITY

SUCCESS CRITERIA TABLE				
6	(IAM) Ability to enforce enterprise and organization-specific access management policy through use of provisioning process to track, report, and validate individual user access requirements and assignments.	Number of enterprise and organization specific access management policies that can be implemented systematically.	FloridaCommerce	06/2025 or 1 month after full implementation
7	(GRC) Implementation of a Governance, Risk, and Compliance tool that serves as a single, centrally managed location for all audits and risk assessments and associated documentation.	Percentage of audits / risk assessments that are stored centrally using the GRC tool.	FloridaCommerce, FL Citizens	06/2025 or 1 month after full implementation
8	(GRC) Ability to fulfill requirements to track, report and validate audit / risk assessment outcomes.	Ability to answer audit-related questions using functionality within the GRC tool.	FloridaCommerce, FL Citizens	06/2025 or 1 month after full implementation
9	(GRC) Ability to create and update plan of action and mitigation(s) (POA&M) in a central location.	Percentage of the POA&Ms migrated to and tracked using the GRC tool.	FloridaCommerce, FL Citizens	06/2025 or 1 month after full implementation
10	(GRC) Ability to create and update correction action plan(s) (CAP) in a central location.	Percentage of the CAPs migrated and tracked using the GRC tool.	FloridaCommerce, FL Citizens	06/2025 or 1 month after full implementation
11	(SIEM) Implementation of a Security Information and Event Management (SIEM) tool that serves as a single, centrally managed location for all system and application logs.	Percentage of systems and applications that can be systematically provisioned into the SIEM solution.	FloridaCommerce	06/2025 or 1 month after full implementation
12	(SIEM) Ability to monitor and correlate threats in real time.	Percentage of all systems and applications that are being logged into the SIEM tool.	FloridaCommerce	06/2025 or 1 month after full implementation
13	(SIEM) Ability to create reports for Indicator(s) of Compromise (IoC) from known security feeds.	Ability to create dashboards for monitoring threats from known security feeds and internal findings.	FloridaCommerce	06/2025 or 1 month after full implementation
14	(Vulnerability Management) Implementation of a Vulnerability Management tool that serves as a single, centrally managed location to proactively look for weaknesses by scanning and identifying assets and vulnerabilities in the network and providing remediation suggestions to mitigate the potential for future security breaches.	Percentage of systems and applications that are setup to be scanned by the Vulnerability Management tool.	FloridaCommerce	06/2025 or 1 month after full implementation
15	(Vulnerability Management) Ability to monitor and report on vulnerabilities across the enterprise.	Percentage of all systems and applications that are being scanned by the vulnerability management tool.	FloridaCommerce	06/2025 or 1 month after full implementation

SCHEDULE IV-B FOR CYBERSECURITY

SUCCESS CRITERIA TABLE				
16	(Phishing) Implementation of a Phishing Management tool that serves to help staff submit suspicious emails for review.	Ability to integrate with the department’s email program.	FloridaCommerce	06/2025 or 1 month after full implementation
17	(Phishing) Ability to integrate tool with known scanning programs that review and assess links and attachments.	Ability to get reports from scanning programs with the outcome of automated scanning.	FloridaCommerce	06/2025 or 1 month after full implementation
18	(Contract Services) Ability for Contractor / Managed Service / Staff Augmentation to monitor for risks within the department and help respond to cybersecurity incidents.	Review of services / work to occur on a quarterly basis to verify the ability to monitor for risks within the department and help respond to cybersecurity incidents.	FloridaCommerce,	1 month after full procurement of contractor / managed service / Staff Augmentation
19	(Contract Services) Ability for Contractor / Managed Service / Staff Augmentation to create, update, and manage governance, risk and compliance issues and policies.	Review of services / work to occur on a quarterly basis to verify the ability create, update, and manage governance, risk and compliance issues and policies.	FloridaCommerce	1 month after full procurement of contractor / managed service / Staff Augmentation
20	(Contract Services) Ability for Contractor / Managed Service / Staff Augmentation to do internal penetration testing, code analysis and create reports for application scanning.	Review of services / work to occur on a quarterly basis to verify the ability to do internal penetration testing, code analysis and create reports for application scanning.	FloridaCommerce	1 month after full procurement of contractor / managed service / Staff Augmentation

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

A. Benefits Realization Table

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	(IAM) Reduce time to provision and deprovision user accounts.	New Employees	New Employees have access to FloridaCommerce IT resources more quickly.	Ability to provide new users with basic access on their 1 st day at work.	06/2025 or 1 month after full implementation
		FloridaCommerce Security Access Staff	Automated provisioning provides new users with common accesses (such as Intranet and Email).	Ability to provide new users with basic access on their 1 st day at work.	06/2025 or 1 month after full implementation

SCHEDULE IV-B FOR CYBERSECURITY

BENEFITS REALIZATION TABLE					
		FloridaCommerce Security Access Staff, Information Security	Quicker and cleaner removal of accesses.	Ability to see in a single system that all accesses have been removed.	06/2025 or 1 month after full implementation
2	(IAM) Employees transitioning to different positions have a seamless transition while maintaining/removing appropriate levels of access security.	Current Employees and Consultants	Current Employees and Consultants will have the correct privileges added and removed.	Reduction in time for FloridaCommerce Security for transitioning employees. Improved security for transitioning employees.	06/2025 or 1 month after full implementation
3	(IAM) Centralized view of access privileges for technology assets.	FloridaCommerce Security Compliance Officers, Managers	Quicker validation during recertification process	Ability to see access assigned to User ID	06/2025 or 1 month after full implementation
4	(IAM) Shared Accountability of Office Management through the creation of role-based access.	FloridaCommerce	Planning for IAM requires review of standard accesses and roles for each office.	Ability to identify standard roles and accesses. Reduction in isolated privileges that may not be appropriate based on role.	06/2025 or 1 month after full implementation
5	(IAM) Increased Compliance with Florida Administrative Code 60GG-2, Florida Cybersecurity Standards.	FloridaCommerce	Implementation of standardized identity access management processes	Improved Security Maturity level.	06/2025 or 1 month after full implementation
6	(IAM) Increased Compliance with Florida Administrative Code 60GG-5, Enterprise Architecture.	FloridaCommerce	Standardized credentials and authorization methods. Better interoperability with outside entities.	Ability to accept and interact with external users as a trusted party.	06/2025 or 1 month after full implementation
7	(SIEM) Data Aggregation and Visibility	FloridaCommerce	Visibility into the entire IT environment.	Ability to correlate logs between multiple systems for visibility.	06/2025 or 1 month after full implementation
8	(SIEM) Increased Compliance with Florida Administrative Code 60GG-2, Florida Cybersecurity Standards.	FloridaCommerce	Implementation of standardized log management solution.	Improved Security Maturity level.	06/2025 or 1 month after full implementation
9	(Vulnerability Management) Quickly respond to threats against the enterprise.	FloridaCommerce	Ability to quickly see and get alerts for decisive action.	Increase Cybersecurity level.	06/2025 or 1 month after full implementation

BENEFITS REALIZATION TABLE					
10	(Vulnerability Management) Increased patching of department owned resources.	FloridaCommerce	Ability to quickly patch systems to stop external threat actors.	Improved Security Maturity level.	06/2025 or 1 month after full implementation
11	(Phishing) Increased awareness of Phishing activities.	FloridaCommerce	Ability to have less work loss due to FloridaCommerce workers clicking on malicious links.	Improved Security Maturity level.	06/2025 or 1 month after full implementation

B. Cost Benefit Analysis (CBA)

See Appendix B for Cost Benefit Analysis.

V. Schedule IV-B Major Project Risk Assessment

See Appendix C for Project Risk Assessment.

VI. Schedule IV-B Technology Planning

A. Current Information Technology Environment

1. Current System

IAM

- Identity Management within the current environment is used to control IT and information resources. Electronic Access Request (EAR) form is identified as the system of record. EAR form is initiated through ServiceNow. Active Directory (AD) is a Microsoft operating system used to store network and user information and allows administrators to setup security to control access to connected devices, files, accounts, and systems.
- Access Management, which includes the approvals to grant access to users to the various systems, is managed through the EAR form. This system depends on manual intervention, rather than triggers from enterprise systems, to request new, changed or terminated accesses. Approvals are requested and documented in the system; however approved access requests must then be manually implemented.
- Provisioning is done manually, using the tools available within Active Directory. Common provisioning groups (i.e. role-based provisioning) have not been developed therefore, there are no repeatable steps that can be automated by staff.
- Governance is managed through reporting available in ServiceNow, along with reporting tools from Active Directory and SharePoint. There is no single reporting/governance source that can report on all accesses for a user.
- ServiceNow is the main system we use for all requests for creation of user accounts.

SIEM

- Our current SIEM tool is Splunk.

Vulnerability Management

- Our current Vulnerability management tool is Qualys.

Phishing Management

- Our current Phishing management tool is PhishER by KnowBe4.

a. Description of Current System

IAM

- ServiceNow is a cloud-based workflow automation platform that enables enterprise organizations to improve operational efficiencies by streamlining and automating routine work tasks.

SIEM

- Splunk is a software platform to search, analyze and visualize the machine-generated data gathered from the websites, applications, sensors, devices etc. which make up your IT infrastructure and business.

Vulnerability Management

- Qualys is a commercial vulnerability and web application scanner. It can be used to proactively locate, identify, and assess vulnerabilities so that they can be prioritized and corrected before they are targeted and exploited by attackers. We have the base scanner, patch management solution, and are purchasing the container security module this year.

Phishing Management

- PhishER is a simple and easy-to-use web-based platform with critical workstream functionality that serves as your phishing emergency room to identify and respond to user-reported messages. PhishER helps you prioritize and analyze what messages are legitimate and what messages are not - quickly.

b. Current System Resource Requirements

All three solutions that we use are Software-as-a-Service (SAAS) solutions and as such FloridaCommerce does not maintain any of the systems on premises, so we do not have any resource requirements for the main systems. Some of these services do have an agent that sits on the local computer systems in which does the scanning or the systems or reports back what is installed on the system but does not take up much resources to do so.

c. Current System Performance

IAM

- The current system performance is difficult to gauge because most functions are manual which require more administration. It can take up to seven days to create a unique User ID with approved access to multiple systems or applications. The administrators are dependent upon the business unit to submit requests for access. If this process is delayed, it prolongs the onboarding process. Paperwork should be filed with signature acknowledgement for technology usage. System auditing requires manual work gathering the requested information from several access locations. Administrators are not familiar with all security access points and usage patterns are difficult to pinpoint for subsequent action or deter adverse behavior on the system.

2. Information Technology Standards

The information technology standards comply with Rules 60GG-2, F.A.C., known as the Florida Cybersecurity Standards (FCS) to establish security governance over IT resources to manage and secure access to the computing environment. The IAM services will incorporate the Identity Management rule 60GG-5, F.A.C., to ensure that Identity Management Services provide secure, reliable, and interoperable mechanisms for authenticating the identity of devices, application services, and Users that consume state information and application resources.

B. Current Hardware and/or Software Inventory

Current Software and Hardware Inventory is found in Appendix D.

C. Proposed Technical Solution

1. Technical Solution Alternatives

IAM

- Technical solutions in the current marketplace include on-premises hosted commercial-off-the-shelf software, vendor-hosted software as a service, or a hybrid implementation. The department is seeking a Cloud-based solution in support of the State’s Cloud First Initiative.

2. Rationale for Selection

FloridaCommerce will utilize a COTS/SaaS where feasible, to modernize and enhance the current System. A cloud-based solution that enables timely enhancements and customizations provides the best alignment of business needs with technology optimization, and flexibility moving forward.

3. Recommended Technical Solution

IAM

- A recommended technical solution would be a hosted commercial-off-the-shelf software, vendor-hosted software as a service, or a hybrid implementation. The solution could be achieved through a single or suite of products. Year 1 (FY 24-25) an initial implementation of the IG tool will be deployed as a Cloud-based commercial-off-the-shelf solution.

D. Proposed Solution Description

1. Summary Description of Proposed System

The system is expected to be a commercial-off-the-shelf solution, provided by an enterprise level vendor. The solution may include a hybrid of on-premises software to address legacy systems, and software-as-a-service to address more current offerings. The Department puts a priority on finding a Cloud solution to support the Governor’s Cloud First Initiative.

2. Resource and Summary Level Funding Requirements for Proposed Solution (if known)

It is anticipated that we would maintain the same types of resources as currently established, however they would spend less time in day-to-day support.

E. Capacity Planning

(historical and current trends versus projected requirements)

It is expected that capacity needs will increase as additional systems can be addressed by this enterprise level IAM solution.

VII. Schedule IV-B Project Management Planning

As part of the project scope, a vendor will be contracted to create the project management plan for this project.

VIII. Appendices

Appendix A – FL DEO RA Mod Roadmap

Appendix B – Cost Benefit Analysis

Appendix C – Project Risk Assessment

Appendix D – Current Software and Hardware Inventory

RA Mod Project Roadmap

Florida Department of Economic Opportunity

September 14, 2022



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Project Summary



Background - FL DEO Security Control Assessment Summary

- EY performed a Security Control Assessment to document the applicable NIST and regulatory security controls for the existing and proposed Connect System infrastructure and associated applications.
- The report assesses the security of the existing and proposed Connect system environment and provides recommended and actionable security control remediation plans.
- With the “Partially Implemented” and “Not Implemented” controls defined and documented, EY created a future state roadmap to help guide FL DEO as they work to implement the recommended programs, projects and remediate control gaps.
- EY identified 615 controls applicable to FL DEO as part of the development of this roadmap. Within the 326 controls that are “Partially Implemented” and “Not Implemented,” EY has developed suggested actions to take to remediate the control gaps, based on the NIST 800-53 r5 framework.

Example:

IAM & Access Control Project:

- 58 Total Controls
 - 29 Partially Implemented
 - 29 Not Implemented
 - 13 High risk
 - 10 Medium risk
 - 6 Low risk

Total Number of Controls Identified	Count
Organizational	389
System	138
Organizational/System	88

Control Implementation Status	Count
Implemented	263
Partially Implemented	195
Not Implemented	131
Withdrawn	26
Total	615

*NOTE: See Appendix for breakout of security controls “by program”

“Top 10” Cyber Risks

EY performed a review of all security controls applicable to the Connect System and worked with FL DEO stakeholders to understand how the control is implemented. A total of 615 controls were reviewed and through the review EY was able to uncover risks and gaps currently affecting FL DEO. Reviewing the controls in totality, EY was able to determine a list of “Top 10” key cyber risks affecting FL DEO and the Connect System.

Top 10 Cyber Risks

➤ Lack of control of privilege access

➤ Lack of guidance and information, due to limited documentation

➤ Lack of third-party governance

➤ Lack of foundational security controls (e.g., Multi-Factor Authentication)

➤ Lack of privacy-related guidance and control

➤ Lack of an enterprise Identity and Access Management (IAM) program

➤ Lack of consistent monitoring through logs or other mechanisms (e.g., IPS/IDS)

➤ Lack of an asset management program

➤ Regular testing of programs/teams/processes is not performed

➤ Lack of consistent encryption controls

Cybersecurity Program Recommendations – “Benefit vs Complexity”



FL DEO Cybersecurity Initiatives		
Program Number	Program Name	Program Description
1	Asset Management Improvements	Centralize management and oversight of all assets
2	Cloud Security Controls	Action items to help securely deploy and manage cloud environments
3	PSPG, with focus on procedure updates	Create and/or update Policies, Standards, Procedures and Guidelines throughout FL DEO
4	Third-Party Management	Centralized management and oversight of all third-parties, including risk
5	BC/DR Improvements	Review and improve the Business Continuity and Disaster Recovery program
6	Cyber Threat Intelligence Improvements	Update the program to gather and correlate information to defend FL DEO from attack
7	Privacy Program	Development of a privacy and compliance program
8	IR Program Improvements	Review and improve the Incident Response program
9	Security Awareness Enhancements	Enhance the cybersecurity awareness training program

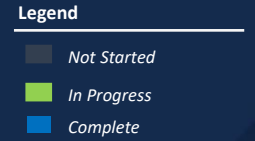
Initiative	Description
	Quick wins; quickly improve security posture
	Improvement of an existing function or capability within FL DEO’s environment today
	Significant improvement to or creation of new functions or capabilities that do not exist within FL DEO’s environment today

Initiative Consideration Criteria

The above initiatives were recommended taking into consideration:

- Dependency of the controls and control gaps
- Regulatory framework impacts
- Current and/or future planned FL DEO projects
- Current FL DEO landscape/environment

RA Mod Roadmap Timeline



Prioritized initiatives	Status	2019		2022				2023				2024				2025				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Asset Management Improvements	Not Started																			
Cloud Security Controls	In Progress																			
PSPG, focusing on procedural updates	Not Started																			
Third-Party Management	In Progress																			
BC/DR Improvements	Not Started																			
Cyber Threat Intelligence Improvements	In Progress																			
Privacy Program	Not Started																			
IR Program Improvements	Not Started																			
Security Awareness Enhancements	Not Started																			
IAM & Access Control Project	In Progress																			
Master Data Management (MDM) Project	In Progress																			
Software Development Lifecycle Enhancements	In Progress																			

“30-day” Action Items

- Develop foundational Policies
- Access review for all users, at a minimum, with access to the Connect system
- Disable general user accounts and password/user account sharing

“60-day” Action Items

- Document all third-parties engaged with FL DEO into a single repository
- Create a supply chain risk management strategy considering security and privacy risks

“90-day” Action Items

- Data Loss Prevention (DLP) solution and engage within O365
- Create Standards, Procedures and Guidelines based on new policies
- Review, collect and document all data item owners, stewards and custodians in a centralized database

***These are proposed start/end dates based on EY’s understanding of current FL DEO resources available and projects currently in flight. FL DEO should adjust the start/end dates based on needs and resources available.

30-60-90 Day - Action Items

How can FL DEO get started right away to close current gaps?

Below is a listing of specific “30, 60, 90 day” action items related to each of the recommended projects.

30 Day Actions

- Develop foundational Policies
- Access review for all users with access to the Connect system
- Disable general user accounts and password/user account sharing
- Develop a process to remove PII data from audit records
- Define and document the records FL DEO must keep and for how long each document type must be kept
- Conduct penetration testing
- Collect, centralize, document, review, harden and update asset baseline configurations
- Create an incident reporting process for internal/external users to be implemented through automated mechanisms

60 Day Actions

- Privilege Access Management (PAM) for Connect system elevated access
- Centralized asset management database
- Require Multi-factor Authentication (MFA) for all external connections to the Connect system
- Implement non-repudiation across the entire system
- Document all third-parties engaged with FL DEO into a single repository
- Create a supply chain risk management strategy considering security and privacy risks
- Conduct a Privacy Impact Analysis (PIA)
- Perform an Incident Response (IR) test
- Perform a BC/DR test

90 Day Actions

- Create Standards, Procedures and Guidelines based on new policies and program development
- Intrusion Prevention System / Intrusion Detection System (IPS/IDS)
- Data Loss Prevention (DLP) solution and engage within O365
- Conduct a Business Impact Analysis (BIA) for BC/DR Program
- Implement an automated unauthorized component detection solution on the Connect system at a minimum
- Review, collect and document all data item owners, stewards and custodians in a centralized database
- Require and enable identity proofing, prior to accessing the Connect system

EY Recommended Programs

Detailed Breakdown



Asset Management Improvements

Roadmap #	1	Initiative description	Establish a centralized, organization-wide view of information assets to ensure effective management, control and protection of all FL DEO assets.		
Est. Build effort	6 – 9 Months	Est. Cost	\$550k - \$650k	Est. Resource	1 – 2 FTEs
Benefit	High	Complexity	High		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

High-level project activities

- **Asset Governance**
 - Establish a single, centralized, comprehensive, up-to-date inventory of digital, software and hardware assets inclusive of metadata, such as asset ownership, criticality/sensitivity, location, compliance requirements, decommission dates, upstream/downstream dependencies, etc. throughout the entire asset lifecycle
 - Ensure proper security controls are in place to protect the asset inventory (e.g., encryption, logging, authentication, backup)
 - Formalize and socialize processes for managing assets throughout their lifecycle (deployment, renewal, decommissioned)
 - Establish a process for periodic review and update of inventory records by asset owners
 - Establish a process to reconcile orphaned assets
 - Formalize asset tagging processes and begin tagging assets
 - Formalize and consistently enforce an asset return program to ensure assets are retrieved from third-parties and employees upon departure from the organization
 - Establish a process for reporting stolen/lost assets. Build capabilities to mitigate loss impact (e.g., hard disk encryption, remote wipe, etc.).
 - Establish mechanisms to monitor asset configuration and patch compliance and a process for dealing with exceptions
 - Align asset management to future data classification Policy, Standards, Procedures and Guidelines
 - Establish a process for managing licenses for software and services
- **Asset Management**
 - Define and document a risk-based strategy for the management and protection of devices aligned to business objectives
 - Refine functional requirements to support an organization-wide endpoint security program, inclusive of asset coverage, composition, categorization/classification, deployment strategy, and compliance requirements
 - Establish baseline and minimum configuration standards in concert with business functions, accounting for:
 - Hardening (e.g., locked BIOS, full disk encryption, OS hardening, content controls in virtualized environments)
 - Physical and wireless (Bluetooth, NFC, wireless, etc.) connection policies (e.g., connecting to open wireless networks)
 - Policies for removable media (e.g., restrict the ability to write to removable media)
 - Relevant auditing requirements
 - Develop a process to periodically test effectiveness of implemented controls and outdated, poor performing and noncompliant configurations and standards
 - Define, document, and consistently followed testing and risk and vulnerability mitigation strategies for hosts as part of the patch management process

Technology considerations

- Asset Management database
- Baseline Configuration software
- Data Loss Prevention software

Assumptions and dependencies

- Appropriate technology is in place to allow for the management of an asset inventory
- Cross business unit collaboration is needed

Deliverables/Outcomes of activities

- Documented asset management processes
- Operational asset inventory
- Asset governance and configuration baselines

Cloud Security Controls

Roadmap #	2	Initiative description	Establish cloud security controls and actions, which enables secure cloud architecture deployments and extends security capabilities.		
Est. Build effort	9 – 12 Months	Est. Cost	\$1.0m – \$1.5m	Est. Resource	3 – 4 FTEs
Benefit	High	Complexity	High		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

<p>High-level project activities</p> <ul style="list-style-type: none"> Define security reference architectures and secure configuration requirements for all cloud solutions (e.g., MS Azure and AWS) accounts, resources and systems. Select and implement a Cloud Workload Protection Platform (CWPP) solution. <ul style="list-style-type: none"> Integrate CWPP onboarding into all cloud account deployment workflows. Prioritize remediation of noncompliant security logging, public resources and high-risk IAM access keys. Develop CWPP remediation operating model and reporting framework. Integrate CWPP solution with associated systems (vulnerability management, source code repositories, container platforms). Onboard a cloud-based security program within all cloud environments (e.g., AWS GuardDuty), to provide security alerts to enterprise security monitoring program. Collaborate with security operations function to develop incident response playbooks for expected security events. Establish inventory of cloud environments (e.g., Azure and AWS accounts) which includes description, owner, lifecycle (dev/prod), reference architecture, application, network accessibility, known vulnerabilities, etc. Standardize and integrate cloud privileged identity management provisioning and authentication patterns (console users, CLI, application access, vendor access) with FL DEO's IAM solution(s). 	<p>Assumptions and dependencies</p> <ul style="list-style-type: none"> Agreed upon roles and responsibilities across the organization Cloud Workload Protection Platform (CWPP) solution
<p>Technology considerations</p> <ul style="list-style-type: none"> Cloud Access Security Broker (CASB): Microsoft MCAS Cloud workload protection platforms: Prisma, Wiz, MCAS, Symantec, Dome9 	<p>Deliverables/Outcomes of activities</p> <ul style="list-style-type: none"> Documented scope of the cloud security program Documented roles and responsibilities Documented cloud security requirements and reference architectures CWPP finding identification and assignment CWPP finding remediation tracking and reporting process Cloud-based security program (e.g., AWS GuardDuty) detection and response capabilities Inventory of cloud environments and procedures to maintain accuracy Standard process for provisioning and securing privileged access in cloud environments

Policy, Standards, Procedures, Guidelines (PSPG)

Focused on procedural updates

Roadmap #	3	Initiative description	Review and update the cybersecurity policies, standards, procedures and guidelines to ensure security requirements are widely understood and adhered to across the organization.		
Est. Build effort	3 – 6 months	Est. Cost	\$350k – \$450k	Est. Resource	1 – 2 FTEs
Benefit	High	Complexity	Low		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

High-level project activities	Assumptions and dependencies
<ul style="list-style-type: none"> Review and update the policy management framework that defines requirements for managing and communicating security policies, including: <ul style="list-style-type: none"> Ownership Roles and responsibilities Scope of coverage and applicability Review frequency/last reviewed date Approval process Communication requirements Compliance requirements Update and align cybersecurity policies, standards, procedures and guidelines in line with leading practices and frameworks (e.g., NIST, COSO, COBIT, ISO, etc.) to formalize cybersecurity requirements and expectations across the organization (requirements — “what to do and not to do”). Obtain formal executive approval for all enterprise-level policies prior to publication or after periodic updates. Publish all updated documentation in a prominent location to ensure accessibility and ensure changes to policies are promptly and formally communicated. Documentation that is no longer active should be marked as obsolete, made unavailable and removed from the formal document repository. Properly reference related policies, standards, procedures and guidelines within documents to ensure completeness and consistency in requirements and guidance. Establish a program to manage compliance findings and risk acceptances: <ul style="list-style-type: none"> Evaluate non-compliance risk, assign ownership and obtain leadership approval for all risk acceptances. Ensure all exceptions are tracked to their expiration due date (do not grant perpetual risk acceptance approvals). Determine if a set of technical and non-technical standards to support policy compliance (guidance — “how”) is required and implement if required. 	<ul style="list-style-type: none"> Enterprise ownership for policies, standards, procedures and guidelines are understood PSPG publishing site
	Deliverables/Outcomes of activities
	<ul style="list-style-type: none"> Updated cybersecurity policy and standards framework Updated Exception process documentation Updated Cybersecurity policies Updated Cybersecurity standards Updated Cybersecurity guidelines Updated Cybersecurity procedures
Technology considerations	
<ul style="list-style-type: none"> GRC platform: e.g., RSA Archer, ServiceNow GRC 	

Third-Party Management

Roadmap #	4	Initiative description	Establish a Third-Party Management Program to manage the third-parties FL DEO are engaged with.		
Est. Build effort	8 – 10 Months	Est. Cost	\$500k – \$700k	Est. Resource	1 – 2 FTEs
Benefit	High	Complexity	Medium		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

High-level project activities

- ▶ **Program**
 - ▶ Develop and formalize a governance and operating model for all FL DEO third-party service providers to establish clear roles and responsibilities for managing third-parties and their associated risk
 - ▶ Create and/or update the appropriate policy, standards, and procedures to develop a consistent methodology which evaluates cybersecurity risk based on access to FL DEO's information assets by third-parties and contractors.
 - ▶ Formalize a Third-Party Risk Management (TPRM) lifecycle to govern intake, risk categorization, continued due diligence, and termination of third-parties
 - ▶ Validate third-party methodology for inherent and residual risk assessments to ensure appropriate alignment between assessment types and third-parties inherent risk profile (i.e., balance of test of control design vs. test of control effectiveness)
 - ▶ Engage third-party relationship owners across the organization through a well-structured communications plan
 - ▶ Establish and define a process to provide ongoing security awareness training (i.e., annually) to third-parties who have access to FL DEO's sensitive assets.
- ▶ **Operations**
 - ▶ Establish annual assessment targets and execute in scope, the inherent and residual risk assessments on all third-parties based on risk
 - ▶ Socialize risk reports with third-party relationship owners and communicate trends and analysis to executive leadership
 - ▶ Share assessment results with the appropriate business units in support of contract negotiations, renewal decisions, new vendor selections, etc.
 - ▶ Monitor assessment findings and track remediation
- ▶ **Legal Requirements**
 - ▶ Develop security specific legal language for consistent inclusion in contracts with cloud service providers and third-party direct and indirect vendors
 - ▶ Consider "right to audit" legal clauses are included in legal agreements with all third-parties

Technology considerations

- Third-party database with risk information
- Third-party scoring/rating service
- Risk assessment results and findings database

Assumptions and dependencies

- Involvement from procurement, enterprise risk management, and Legal teams to define processes and requirements to integrate cybersecurity into FL DEO's overall procurement process.

Deliverables/Outcomes of activities

- ▶ Third-party governance and operating model
- ▶ TPRM lifecycle
- ▶ Third-party methodology
- ▶ Updated third-party documentation
- ▶ Third-party program communications plan
- ▶ Inherent Risk Assessment Questionnaire
- ▶ Annual Assessment Targets
- ▶ Third-Party Risk Assessment Reports (residual risk)
- ▶ Findings and remediation tracking and reporting
- ▶ Relevant contractual clauses for cloud vendors and third-party service providers

BC/DR Improvements

Roadmap #	5	Initiative description	Improve the Business Continuity (BC) and Disaster Recovery (DR) program and align to operational business imperatives.		
Est. Build effort	6 – 9 Months	Est. Cost	\$550k – \$650k	Est. Resource	1 – 2 FTEs
Benefit	High	Complexity	Medium		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

High-level project activities	Assumptions and dependencies
<ul style="list-style-type: none"> • Understand ownership over the BC/DR plans and crisis management functions for all hazards. • Formally define cybersecurity's role in the BC and DR development process. • Define cybersecurity requirements inclusive of objectives, clear ownership, and roles and responsibilities for the BC and DR program to protect critical sites, assets and processes. • Participate in relevant Business Impact Analysis (BIA) across the enterprise and understand recovery targets (RTOs/RPOs) aligned to business risk threshold and recovery needs. • Contribute to the Business Continuity Plan. • Contribute to the Crisis Management Plan (CMP) and team with clearly defined roles and responsibilities for managing large-scale cyber incidents. <ul style="list-style-type: none"> • Breach notifications to third-parties • Involvement of law enforcement • Stakeholder communications • Regulatory reporting • Cyber insurance claims processing • Participate in both the BC planning and DR planning on a regular basis (i.e., at least annually) and update as needed. • Build integration points between cybersecurity Incident Response (IR) plan and BC/DR functions. 	<ul style="list-style-type: none"> • BC and DR function exist in some capacity • The BC and DR functions are not a cybersecurity responsibility • Resources with the appropriate expertise are in place to create and manage the program • All business functions are required to participate and help manage their part of the BC and DR program • A defined crisis management plan
<p>Technology considerations</p> <ul style="list-style-type: none"> • Incident crisis management platforms: e.g., Noggin, RSA Archer, Incident Management System • Isolated recovery capabilities as part of a long-term strategy 	<p>Deliverables/Outcomes of activities</p> <ul style="list-style-type: none"> • Integration points with cybersecurity, Incident Response and BC/DR program stakeholders • Cybersecurity requirements in the Business Continuity Plan and Disaster Recovery Plan

Cyber Threat Intelligence Improvements

Roadmap #	6	Initiative description	Inform the organization through intelligence gathering, so that it may better defend itself.		
Est. Build effort	3 months	Est. Cost	\$150k - \$200k	Est. Resource	1-2 FTEs
Benefit	Medium	Complexity	Low		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

<p>High-level project activities</p> <ul style="list-style-type: none"> • Refine and gather relevant stakeholders and consumers, establishing roles and responsibilities to support the development of an intelligence program in alignment with desired capabilities. • Review and improve the formal threat intelligence program to provide contextual and actionable advice on threats to FL DEO's stakeholders' information assets. • Subscribe to, join or establish industry-information exchanges (sharing group to exchange intelligence and relevant Indicators Of Compromise (IOCs)). • Subscribe to and continually evaluate the accuracy and validity of threat intelligence sources and adjust accordingly. • Establish social media and brand monitoring to proactively detect attacks to brand and reputation. • Establish an intelligence function to identify instances of domain mimicking and potential harmful/abusive domains. • Define metrics to measure the performance of the intelligence program and develop a process for proactively informing key business stakeholders of potential impacts from trending cyber threats. • Deploy or utilize platforms within the environment to consume and correlate threat intelligence. • Utilize the intelligence information to fine-tune the cyber strategy, awareness programs and executive messaging. • Establish operating model dependencies and integration points into other business functions (e.g., security monitoring, vulnerability management, risk management, etc.). • Define and inform threat-modeling operating guidelines and process. 	<p>Assumptions and dependencies</p> <ul style="list-style-type: none"> • Resources with the appropriate expertise are in place to create and manage the program • Intelligence will be gathered from industry-specific sources as well as general sources
<p>Technology considerations</p> <ul style="list-style-type: none"> • Threat intelligence feeds: e.g., MS-ISAC, InfraGuard, FireMon • Threat search engines: e.g., Shodan, Censys 	<p>Deliverables/Outcomes of activities</p> <ul style="list-style-type: none"> • Threat intelligence program and metrics • Updated documentation for the threat intelligence program and processes • Inventory of threat intelligence

Privacy Program

Roadmap #	7	Initiative description	Create, document and manage a global compliance program exceeding regulatory requirements.		
Est. Build effort	6 – 9 Months	Est. Cost	\$750k – \$950k	Est. Resource	2 – 3 FTEs
Benefit	High	Complexity	High		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

High-level project activities

Program

- Formalize the operating model between the privacy and cybersecurity function within the organization
- Define extent of data collection, Record of Processing Activities (RoPA), and the processes that support the “legal basis” for holding personal data (e.g., consent, providing notice, establishing how data is processed and with who it is shared).
- Create a privacy steering committee with the FL DEO subject matter resources from all areas of the business (e.g., legal, HR, IT, etc.) to provide strategic support and knowledge to the development, integration, deployment and management of a new privacy program.
 - Leverage this committee to also provide strategic support and knowledge to the development, integration, deployment and management of a new regulations program.
- Establish and support an ongoing process to provide Privacy Impact Assessments (PIAs) to co-develop strategy and roadmap items that accounts for cyber-applicable elements. Build PIAs into the system development and procurement processes, establishing triggers to assess, support and address privacy risks (e.g., changes to technology, addition of systems, collection of new data, etc.)
- Align business, product, and distribution to the privacy program.
 - Map the current FL DEO operating model to program areas (e.g., product portfolio, distribution channels and regulatory requirements)
 - Highlight business functions and their components most impacted by regulatory changes and develop a regulatory response plan that aligns with the developed strategic privacy roadmap.
 - Develop a regulatory change plan through that allows for integration of new regulations through strategic steps.
- Implement an operational program with formal process and technology to manage evolving compliance requirements
- Develop and implement an annual training program for all employees who are part of the new privacy program
 - Establish roles-specific privacy training for those responsible for those who use or process sensitive data.
- Work with legal to ensure timely notification of regulatory changes; develop appropriate processes to remain informed of subscription-based alerts (in privacy management tooling, if available) that affect cybersecurity elements of the organization.
- Develop policies and procedures for employees who gather, handle and disseminate sensitive data (e.g., Personally Identifiable Information (PII), Payment Card Industry (PCI), etc.)
- Develop strict procedures for the verification of individuals or third-parties before physically, electronically, or verbally disclosing sensitive information
- Establish a monitoring program to capture organizational drift as it relates to processing personal data.

Technology considerations

- OneTrust, ServiceNow, BigID, Secure Privacy

Assumptions and dependencies

- All applicable regulatory requirements are known
- A team is in place or will be in place to manage the program
- Multiple appropriate business functions are involved regularly with the program

Deliverables/Outcomes of activities

- Formally documented procedures for integrating new regulations
- Regulatory change plan
- Policies and procedures for employees who gather, handle and disseminate sensitive data
- Procedures for the verification of individuals or third-parties
- An annual training program

IR Program Improvements

Roadmap #	8	Initiative description	Improve the Incident Response (IR) program to enhance the organization's preparedness to respond to and mitigate the impact of cybersecurity incidents.		
Est. Build effort	6 – 9 Months	Est. Cost	\$750k – \$950k	Est. Resource	2 – 3 FTEs
Benefit	High	Complexity	Medium		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

High-level project activities

- Understand organizational response needs, functional requirements, and operating model dependencies
- Evaluate and update requirements to adequately support IR and other investigation efforts (e.g., composition and completeness of logged data to support e-discovery related requirements - data ownership and retention criteria, litigation hold policies and processes, etc.)
- Update and socialize the incident response plan that outlines incident classification, incident type definitions, consistent severity/risk-ranking methodology, roles and responsibilities, incident response process lifecycle, communication and escalation protocols, notification consideration, key internal/external contacts, preapproved crisis response actions, related decision authority, reporting requirements, etc.
- Update the incident response policy and incident reporting/intake requirements.
- Establish cross-functional IR team with understanding of overlaps and gaps in skills, roles and responsibilities, and decision authority.
- Review and update the process for continuous program improvements – tabletops, post-incident reviews and remediation.
- Develop run-books/playbooks for common types of in-scope security incidents (e.g., lost/stolen device, malware infection, unauthorized access, disclosure of sensitive data, ransomware, etc.).
- Update the testing strategy (e.g., process walkthroughs, technical tabletops, cross-functional tabletops, executive response simulations, purple team exercises, etc.).
- Conduct a minimum of one cross-functional tabletop exercise annually.
- Define law enforcement engagement criteria and proactively build relationships with federal authorities and local law enforcement.
- Outline specific, clear and meaningful response metrics and SLAs in line with business expectations and risk tolerance.
- ▶ Periodically review third-party retainer agreements and update vendor knowledge of changes in the environment in support of effectiveness and rapid response in case of engagement.
- ▶ Establish procedures for proper evidence handling and chain of custody and offer training role-based training
- ▶ Formalize a training plan for incident responders to advance in-house expertise.

Technology considerations

- ▶ IR/Forensics tools: Fireye HX, GRR, Virustotal, Demisto, Shodan, GeolP tools, Maltego, FTK Imager, Encase, Volatility, Hybrid Analysis, Cuckoo Sandbox
- ▶ EDR technology: Defender, Carbon Black
- ▶ SIEM: Splunk (implemented)

Assumptions and dependencies

- Experienced incident responders
- Incident response retainer with a reputable and capable partner for IR and forensics services
- Access to reliable forensics capabilities
- Availability of relevant log data from key information assets

Deliverables/Outcomes of activities

- Updated IR policy
- Incident reporting mechanisms and protocols
- Updated IR plan
- Functional run-books/playbooks for key scenarios
- Updated IR plan testing strategy
- IR enablers – communication templates and report templates
- Training program for responsible individuals
- A third-party on retainer
- IR metrics and relevant SLAs
- Chain of evidence form

Security Awareness Enhancements

Roadmap #	9	Initiative description	Update and enhance the cybersecurity training and awareness program to consistently educate users about cybersecurity threats, set expectations and help instill a risk-aware culture across the organization.		
Est. Build effort	3 months	Est. Cost	N/A - Internal	Est. Resource	2 FTEs
Benefit	High	Complexity	Low		

** "These estimates reflect the potential development of full programs. Since several of these programs are partially or mostly in-place, actual resources and effort may vary."

High-level project activities	Assumptions and dependencies
<p>Training, awareness and communications</p> <ul style="list-style-type: none"> Review and update the cybersecurity training/awareness/communications program to the entire FL DEO workforce including contractors and third-parties. <ul style="list-style-type: none"> Ensure security awareness training strategy, policies, standards, procedures and guidelines are documented, up-to-date and available to all users (including 3rd parties) in a centralized location. Tailor role-based training curriculum to high-risk users (i.e., executive assistants, solution developers, system administrators, treasury, payroll, human resources, accounts payable, etc.). Review and update compliance and effectiveness measures to ensure effective monitoring and understand trending analysis. In addition to continual awareness assessments aligned to the organization's Learning Management System (LMS) continue with regular execution of social engineering campaigns with gradually increasing complexity and diversity of scenarios in line with relevant and evolving threats and roles/functions within the organization. <ul style="list-style-type: none"> Develop role-based social engineering (e.g., spear phishing) campaigns tailored to functions within the organization (i.e., executive assistants, procurement, human resources, accounting, payroll, etc.) Formalize training budget for security professionals and establish certification requirements to support career development and upward mobility. <ul style="list-style-type: none"> Leverage the EY provided Skills and Capabilities Assessment and Gap Analysis Report along with the Training and Capabilities Improvement Plan Establish budget for enterprise-wide cybersecurity training and awareness initiatives. Maintain an ongoing 12-18-month awareness campaign plan covering townhalls, departmental roadshows, expos, email communications, etc. <p>Culture and organizational change management</p> <ul style="list-style-type: none"> Elevate cybersecurity through consistent executive messaging. Engage business stakeholders by clearly tying cybersecurity contributions to business objectives. Regularly update and publish cybersecurity policies and standards leveraging formal communication strategies and coordinated campaigns. <p>Technology considerations</p> <ul style="list-style-type: none"> Role-based training platform: e.g., Mimecast, Proofpoint, KnowB4 (currently in use), Wombat, Cofense Awareness campaign calendar management 	<p>Assumptions and dependencies</p> <ul style="list-style-type: none"> A Learning Management System (LMS) capable of providing necessary training Informed business functions and involved participants in the development of the training Role-based training as an overall organizational requirement <p>Deliverables/Outcomes of activities</p> <ul style="list-style-type: none"> Updated Training and awareness requirements Centralize approach to documentation Updated Training curriculum and ongoing refresh strategy Updated 12-18-month campaign plan Identified high-risk users Training effectiveness and compliance metrics Security Awareness budget

Appendix



Proposed Programs Mapped to Control Assessment Results

Cloud Security Project

2 Total Controls

- | | |
|--------------------------------|--------------------------|
| 2 Partially Implemented | 0 Not Implemented |
| - 1 High risk | - 0 High risk |
| - 0 Medium risk | - 0 Medium risk |
| - 1 Low risk | - 0 Low risk |

Privacy Program

14 Total Controls

- | | |
|--------------------------------|--------------------------|
| 7 Partially Implemented | 7 Not Implemented |
| - 5 High risk | - 5 High risk |
| - 2 Medium risk | - 1 Medium risk |
| - 0 Low risk | - 1 Low risk |

Cyber Threat Intelligence Program

6 Total Controls

- | | |
|--------------------------------|--------------------------|
| 4 Partially Implemented | 2 Not Implemented |
| - 0 High risk | - 0 High risk |
| - 2 Medium risk | - 1 Medium risk |
| - 2 Low risk | - 1 Low risk |

Third-Party Management Program

35 Total Controls

- | | |
|---------------------------------|---------------------------|
| 21 Partially Implemented | 14 Not Implemented |
| - 4 High risk | - 1 High risk |
| - 17 Medium risk | - 8 Medium risk |
| - 0 Low risk | - 5 Low risk |

BC/DR Program

13 Total Controls

- | | |
|--------------------------------|--------------------------|
| 9 Partially Implemented | 4 Not Implemented |
| - 0 High risk | - 0 High risk |
| - 7 Medium risk | - 2 Medium risk |
| - 2 Low risk | - 2 Low risk |

PSPG Project

72 Total Controls

- | | |
|---------------------------------|---------------------------|
| 43 Partially Implemented | 29 Not Implemented |
| - 4 High risk | - 2 High risk |
| - 25 Medium risk | - 11 Medium risk |
| - 14 Low risk | - 16 Low risk |

Security Awareness Program

12 Total Controls

- | | |
|---------------------------------|--------------------------|
| 10 Partially Implemented | 2 Not Implemented |
| - 1 High risk | - 0 High risk |
| - 6 Medium risk | - 1 Medium risk |
| - 3 Low risk | - 1 Low risk |

IR Program

26 Total Controls

- | | |
|---------------------------------|--------------------------|
| 17 Partially Implemented | 9 Not Implemented |
| - 4 High risk | - 2 High risk |
| - 10 Medium risk | - 6 Medium risk |
| - 3 Low risk | - 1 Low risk |

Asset Management Program

10 Total Controls

- | | |
|--------------------------------|--------------------------|
| 9 Partially Implemented | 1 Not Implemented |
| - 1 High risk | - 0 High risk |
| - 6 Medium risk | - 0 Medium risk |
| - 2 Low risk | - 1 Low risk |

CBAForm 1 - Net Tangible Benefits

Agency <u>FL Dept of Commerce</u>	Project <u>Cybersecurity</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 <i>(Recurring Costs Only -- No Project Costs)</i>	FY 2024-25			FY 2025-26			FY 2026-27			FY 2027-28			FY 2028-29		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	\$557,295	\$956,800	\$1,514,095	\$1,514,095	\$0	\$1,514,095	\$1,514,095	\$0	\$1,514,095	\$1,514,095	\$0	\$1,514,095	\$1,514,095	\$0	\$1,514,095
A.b Total Staff	5.00	4.00	9.00	9.00	0.00	9.00	9.00	0.00	9.00	9.00	0.00	9.00	9.00	0.00	9.00
A-1.a. State FTEs (Salaries & Benefits)	\$557,295	\$0	\$557,295	\$557,295	\$0	\$557,295	\$557,295	\$0	\$557,295	\$557,295	\$0	\$557,295	\$557,295	\$0	\$557,295
A-1.b. State FTEs (#)	5.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00	5.00	0.00	5.00
A-2.a. OPS Staff (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS (#)	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	\$956,800	\$956,800	\$956,800	\$0	\$956,800	\$956,800	\$0	\$956,800	\$956,800	\$0	\$956,800	\$956,800	\$0	\$956,800
A-3.b. Staff Augmentation (# of Contractors)	0.00	4.00	4.00	4.00	0.00	4.00	4.00	0.00	4.00	4.00	0.00	4.00	4.00	0.00	4.00
B. Application Maintenance Costs	\$0	\$2,920,000	\$2,920,000	\$2,310,000	\$0	\$2,310,000	\$2,310,000	\$0	\$2,310,000	\$2,310,000	\$0	\$2,310,000	\$2,310,000	\$0	\$2,310,000
B-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Software Commerical Lisc.	\$0	\$2,310,000	\$2,310,000	\$2,310,000	\$0	\$2,310,000	\$2,310,000	\$0	\$2,310,000	\$2,310,000	\$0	\$2,310,000	\$2,310,000	\$0	\$2,310,000
B-4. Other IAM system implemetation	\$0	\$610,000	\$610,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. Data Center Provider Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Disaster Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other Specify	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Other Costs	\$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 Specify	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total of Recurring Operational Costs	\$557,295	\$3,876,800	\$4,434,095	\$3,824,095	\$0	\$3,824,095	\$3,824,095	\$0	\$3,824,095	\$3,824,095	\$0	\$3,824,095	\$3,824,095	\$0	\$3,824,095
F. Additional Tangible Benefits:		\$36,400			\$36,400			\$36,400			\$36,400			\$36,400	
F-1. Hours Recovered from Manual		\$36,400			\$36,400			\$36,400			\$36,400			\$36,400	
F-2. Specify		\$0			\$0			\$0			\$0			\$0	
F-3. Specify		\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		(\$3,840,400)			\$36,400			\$36,400			\$36,400			\$36,400	

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 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 FL. Dept of Commerce		Cybersecurity																																					
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.								FY2024-25		FY2025-26		FY2026-27		FY2027-28		FY2028-29		TOTAL																					
3 Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.								\$ 557,295		\$ 4,434,095		\$ 3,824,095		\$ 3,824,095		\$ 3,824,095		\$ 3,824,095		\$ 20,287,770																			
4 Item Description (remove guidelines and annotate entries here)		Project Cost Element		Appropriation Category		Current & Previous Years Project-Related Cost		YR 1 Base Budget		YR 2 Base Budget		YR 3 Base Budget		YR 4 Base Budget		YR 5 Base Budget		TOTAL																					
5 Costs for all state employees working on the project.		FTE		S&B		\$ 557,295		0.00 \$ - \$ 557,295		0.00 \$ - \$ 557,295		0.00 \$ - \$ 557,295		0.00 \$ - \$ 557,295		0.00 \$ - \$ 557,295		\$ 3,343,770																					
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		Contracted Services		\$ -		0.00 \$ - \$ 956,800		0.00 \$ - \$ 956,800		0.00 \$ - \$ 956,800		0.00 \$ - \$ 956,800		0.00 \$ - \$ 956,800		\$ 4,784,000																					
8 Project management personnel and related deliverables.		Project Management		Contracted Services		\$ -		0.00 \$ -		0.00 \$ -		0.00 \$ -		0.00 \$ -		0.00 \$ -		\$ -																					
9 Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.		Project Oversight		Contracted Services		\$ -		0.00 \$ -		0.00 \$ -		0.00 \$ -		0.00 \$ -		0.00 \$ -		\$ -																					
10 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 \$ -		\$ -																					
11 Separate requirements analysis and feasibility study procurements.		Project Planning/Analysis		Contracted Services		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
12 Hardware purchases not included in data center services.		Hardware		OCO		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
13 Commercial software purchases and licensing costs.		Commercial Software		Expense		\$ -		\$ - \$ 2,310,000		\$ - \$ 2,310,000		\$ - \$ 2,310,000		\$ - \$ 2,310,000		\$ - \$ 2,310,000		\$ 11,550,000																					
14 Professional services with fixed-price costs (i.e. software development, installation, project documentation)		Project Deliverables		Contracted Services		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
15 All first-time training costs associated with the project.		Training		Contracted Services		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
16 Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.		Data Center Services - One Time Costs		Data Center Category		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
17 Other contracted services not included in other categories.		Other Services		Contracted Services		\$ -		\$ 610,000		\$ -		\$ -		\$ -		\$ -		\$ -		\$ 610,000																			
18 Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)		Equipment		Expense		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
19 Include costs associated with leasing space for project personnel.		Leased Space		Expense		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
20 Other project expenses not included in other categories.		Other Expenses		Expense		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																					
21		Total				\$ 557,295		0.00 \$ 610,000 \$ 3,824,095		0.00 \$ - \$ 3,824,095		0.00 \$ - \$ 3,824,095		0.00 \$ - \$ 3,824,095		0.00 \$ - \$ 3,824,095		\$ 20,287,770																					

CBAForm 2 - Project Cost Analysis

Agency	<u>FL. Dept of Commerce</u>	Project		<u>Cybersecurity</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	
TOTAL PROJECT COSTS (*)	\$4,434,095	\$3,824,095	\$3,824,095	\$3,824,095	\$3,824,095	\$20,287,770
CUMULATIVE PROJECT COSTS <small>(includes Current & Previous Years' Project-Related Costs)</small>	\$4,991,390	\$8,815,485	\$12,639,580	\$16,463,675	\$20,287,770	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	
General Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Trust Fund	\$9,685,042	\$9,685,042	\$9,685,042	\$9,685,042	\$9,685,042	\$48,425,210
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	\$9,685,042	\$9,685,042	\$9,685,042	\$9,685,042	\$9,685,042	\$48,425,210
CUMULATIVE INVESTMENT	\$9,685,042	\$19,370,084	\$29,055,126	\$38,740,168	\$48,425,210	

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

CBAForm 3 - Project Investment Summary

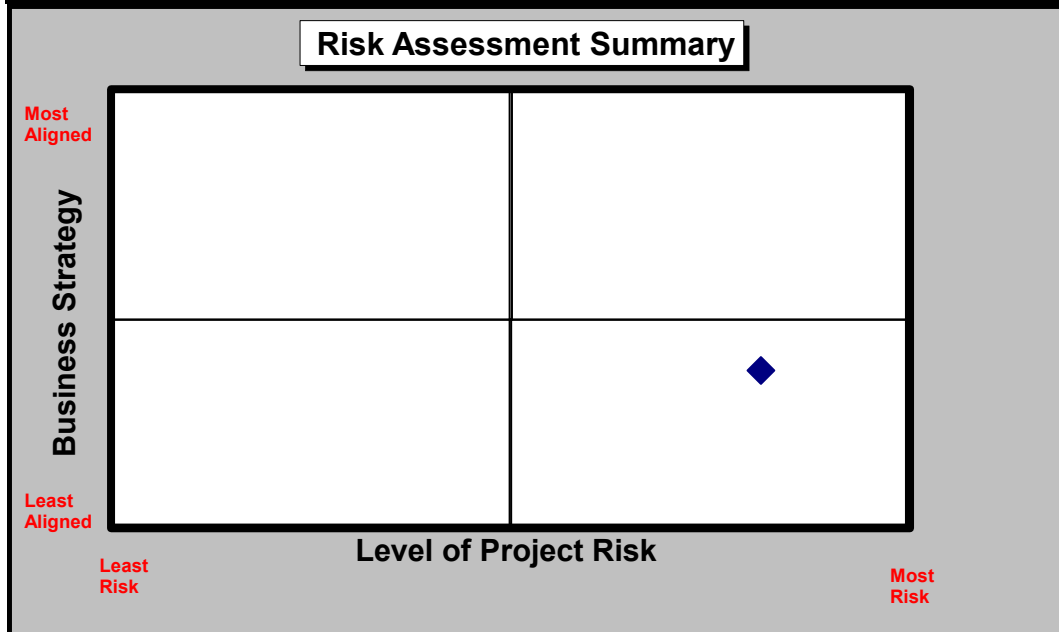
Agency	<u>FL. Dept of Commerce</u>	Project	<u>Cybersecurity</u>
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COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	TOTAL FOR ALL YEARS
Project Cost	\$4,434,095	\$3,824,095	\$3,824,095	\$3,824,095	\$3,824,095	\$20,287,770
Net Tangible Benefits	(\$3,840,400)	\$36,400	\$36,400	\$36,400	\$36,400	(\$3,694,800)
Return on Investment	(\$8,831,790)	(\$3,787,695)	(\$3,787,695)	(\$3,787,695)	(\$3,787,695)	(\$23,982,570)
Year to Year Change in Program Staffing	4	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)	(\$22,085,077)	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 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29
Cost of Capital	2.90%	3.10%	3.30%	3.40%	3.50%

Project	Cybersecurity	
Agency	FL Dept of Commerce	
FY 2024-25 LBR Issue Code:	FY 2024-25 LBR Issue Title:	
36240C0	Cybersecurity	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
Ryan Tolia ----- 850-921-3361 ----- Ryan.Tolia@commerce.fl.gov		
Executive Sponsor	Paul Forrester	
Project Manager	Ryan Tolia	
Prepared By	Ryan Tolia	9/6/2023



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

Agency: FL Dept of Commerce

Project: Cybersecurity

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	0% to 40% -- Few or no 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	0% to 40% -- Few or none 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	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	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	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 1 and 3 years
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: FL Dept of Commerce

Project: Cybersecurity

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Read about only or attended conference and/or vendor presentation
		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 technical solution 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 technical 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 technical solution comply with all relevant agency, statewide, or industry technology standards?	No relevant standards have been identified or incorporated into proposed technology	Some relevant standards have been incorporated into the 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 technical solution 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 not understood or defined
		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: FL Dept of Commerce

Project: Cybersecurity

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	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 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	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	No
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	No
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Plan does not include key messages
		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	No
		No	

Agency: FL Dept of Commerce

Project: Cybersecurity

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	0% to 40% -- None or few 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	
		Less than \$500 K	
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	Some 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)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	

Agency: FL Dept of Commerce

Project: Cybersecurity

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
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	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	
		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	No
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	Some selection criteria and 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	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: FL Dept of Commerce

Project: Cybersecurity

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	Some 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	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	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	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	Half of 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	No, all stakeholders are not represented on the board
		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: FL Dept of Commerce

Project: Cybersecurity

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	Some
		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	0% to 40% -- None or few 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	0% to 40% -- None or few 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	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	
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 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	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	Yes
		No	
7.17	Are issue reporting and management processes documented and in place for this project?	Yes	Yes
		No	

Agency: FL Dept of Commerce

Project: Cybersecurity

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	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	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	None
		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	Implementation requiring software development or purchasing commercial off the shelf (COTS) software
		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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Name	Vendor
7-zip	7-zip
Abattis-cantarell-fonts For Linux	Red Hat
Able2extract	Investintech
Access 2016	Microsoft
Accountsservice For Linux	Ubuntu
Acl For Linux	Red Hat
Acrobat	Adobe
Acrobat Dc	Adobe
Acrobat Reader Dc	Adobe
Adaptive Security Device Manager Idm Launcher	Cisco
Adcli For Linux	Red Hat
Adobe-mappings-cmap For Linux	Red Hat
Adobe-mappings-pdf For Linux	Red Hat
After Effects	Adobe
Agent Ransack	Mythicsoft
Aide For Linux	Red Hat
Aide-common For Linux	Ubuntu
Air	Adobe
Alm-platform Loader	Hp
Anaconda3	Python
Animate	Adobe
Annobin For Linux	Red Hat
Apparmor For Linux	Ubuntu
Apparmor-utils For Linux	Ubuntu
Apple Application Support	Apple
Apple Mobile Device Support	Apple
Application Lifecycle Management	Micro Focus
Appport For Linux	Ubuntu
Apr For Linux	Red Hat
Apr-util For Linux	Red Hat
Apr-util-bdb For Linux	Red Hat
Apr-util-openssl For Linux	Red Hat
Apt For Linux	Ubuntu
Apt-transport-https For Linux	Ubuntu
Apt-utils For Linux	Ubuntu
Arcgis Desktop	Esri
Arcgis Earth	Esri
Arcgis For Desktop	Esri
Arcgis Pro	Esri
At For Linux	Red Hat
Atk For Linux	Red Hat
Atom	Github
Attr For Linux	Red Hat
Audacity	Audacity

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Name	Vendor
Audit For Linux	Red Hat
Audition	Adobe
Audit-libs For Linux	Red Hat
Auditor	Netwrix
Authselect For Linux	Red Hat
Authselect-compat For Linux	Red Hat
Authselect-libs For Linux	Red Hat
Autoconf For Linux	Red Hat
Autohotkey	Autohotkey
Automake For Linux	Red Hat
Avahi-libs For Linux	Red Hat
Base-files For Linux	Ubuntu
Basesystem For Linux	Red Hat
Bash For Linux	Red Hat
Bash-completion For Linux	Red Hat
Bc For Linux	Red Hat
Bind9-dnswtills For Linux	Ubuntu
Bind9-host For Linux	Ubuntu
Bind9-libs For Linux	Ubuntu
Bind-export-libs For Linux	Red Hat
Bind-libs For Linux	Red Hat
Bind-libs-lite For Linux	Red Hat
Bind-license For Linux	Red Hat
Bind-utills For Linux	Red Hat
Binutills For Linux	Red Hat
Binutills-common For Linux	Ubuntu
Binutills-x86-64-linux-gnu For Linux	Ubuntu
Blktrace For Linux	Red Hat
Bonjour	Apple
Boost-filesystem For Linux	Red Hat
Boost-system For Linux	Red Hat
Boost-thread For Linux	Red Hat
Bpftool For Linux	Red Hat
Bridge	Adobe
Brotli For Linux	Red Hat
Bsd-mailx For Linux	Ubuntu
Bsdutills For Linux	Ubuntu
Bubblewrap For Linux	Red Hat
Burp Suite	Portswigger
Busybox-initramfs For Linux	Ubuntu
Busybox-static For Linux	Ubuntu
Bzip2 For Linux	Red Hat
Ca-certificates For Linux	Red Hat
Cairo For Linux	Red Hat

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Name	Vendor
Cairo-gobject For Linux	Red Hat
Captivate	Adobe
Captivate Quiz Results Analyzer	Adobe
Captivate Reviewer	Adobe
C-ares For Linux	Red Hat
Catalyst Control Center	Amd
Character Animator	Adobe
Checkpolicy For Linux	Red Hat
Chipset Device Software	Intel
Chkconfig For Linux	Red Hat
Chrome	Google
Chrome For Linux	Google
Chromium-browser For Linux	Ubuntu
Chrony For Linux	Red Hat
Cifs-utils For Linux	Ubuntu
Clang For Linux	Red Hat
Clang-devel For Linux	Red Hat
Clang-libs For Linux	Red Hat
Clang-tools-extra For Linux	Red Hat
Clevis For Linux	Red Hat
Clevis-luks For Linux	Red Hat
Client Proxy	Mcafee
Cloud-init For Linux	Ubuntu
Cloud-init For Linux	Red Hat
Cloud-utils-growpart For Linux	Red Hat
Cmake For Linux	Red Hat
Cmake-data For Linux	Red Hat
Cmake-filesystem For Linux	Red Hat
Cmake-rpm-macros For Linux	Red Hat
Cockpit For Linux	Red Hat
Cockpit-bridge For Linux	Red Hat
Cockpit-packagekit For Linux	Red Hat
Cockpit-storaged For Linux	Red Hat
Cockpit-system For Linux	Red Hat
Cockpit-ws For Linux	Red Hat
Coldfusion	Adobe
Coldfusion Builder	Adobe
Command Update	Dell
Commons Text	Apache
Commons Text For Linux	Apache
Compat-libcap1 For Linux	Centos
Compat-libstdc++-33 For Linux	Centos
Compiler-rt For Linux	Red Hat
Computing Improvement Program	Intel

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Name	Vendor
Connect Addin	Adobe
Content Navigator	Ibm
Controlvault Host Components Installer	Broadcom
Coreutils For Linux	Red Hat
Coreutils-common For Linux	Red Hat
Cpio For Linux	Red Hat
Cpp For Linux	Red Hat
Cracklib For Linux	Red Hat
Cracklib-dicts For Linux	Red Hat
Creative Cloud	Adobe
Creator	Roxio
Cron For Linux	Ubuntu
Cronie For Linux	Red Hat
Cronie-anacron For Linux	Red Hat
Crontabs For Linux	Red Hat
Crypto-policies For Linux	Red Hat
Crypto-policies-scripts For Linux	Red Hat
Cryptsetup For Linux	Red Hat
Cryptsetup-bin For Linux	Ubuntu
Cryptsetup-initramfs For Linux	Ubuntu
Cryptsetup-libs For Linux	Red Hat
Cryptsetup-reencrypt For Linux	Red Hat
Cryptsetup-run For Linux	Ubuntu
Crystal Reports	Sap
Cups-libs For Linux	Red Hat
Curl For Linux	Red Hat
Cutepdf Writer	Acrosoftware
Cyrus-sasl-gssapi For Linux	Red Hat
Cyrus-sasl-lib For Linux	Red Hat
Cyrus-sasl-plain For Linux	Red Hat
Datacap	Ibm
Db2	Ibm
Dbeaver	Dbeaver
Dbus For Linux	Red Hat
Dbus For Linux	Ubuntu
Dbus-common For Linux	Red Hat
Dbus-daemon For Linux	Red Hat
Dbus-glib For Linux	Red Hat
Dbus-libs For Linux	Red Hat
Dbus-tools For Linux	Red Hat
Dbus-user-session For Linux	Ubuntu
Dbutil 2 3.sys	Dell
Defender For Endpoint	Microsoft
Defender For Linux	Microsoft

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Name	Vendor
Defender Security Intelligence Updates	Microsoft
Dejavu-fonts-common For Linux	Red Hat
Dejavu-sans-mono-fonts For Linux	Red Hat
Desktop	Docker
Desktop-file-utils For Linux	Red Hat
Device-mapper For Linux	Red Hat
Dhcp-client For Linux	Red Hat
Dhcp-common For Linux	Red Hat
Dhcp-libs For Linux	Red Hat
Diagnostic Anyconnect Reporting Tool	Cisco
Diffmerge	Sourcegear
Diffutils For Linux	Red Hat
Digital Editions	Adobe
Dirmngr For Linux	Ubuntu
Displaylink Core Software	Displaylink
Displaylink Graphics	Displaylink
Dmidecode For Linux	Red Hat
Dnf For Linux	Red Hat
Dnf-data For Linux	Red Hat
Dnf-plugins-core For Linux	Red Hat
Dnf-plugin-subscription-manager For Linux	Red Hat
Dnsmasq-base For Linux	Ubuntu
Dnsutils For Linux	Ubuntu
Docker For Linux	Docker
Dos2unix For Linux	Red Hat
Dosfstools For Linux	Red Hat
Dpkg For Linux	Ubuntu
Dpkg-dev For Linux	Ubuntu
Dracut For Linux	Red Hat
Dracut-network For Linux	Red Hat
Dracut-squash For Linux	Red Hat
Dragon NaturallySpeaking	Nuance
Dreamweaver	Adobe
Driver&support Assistant	Intel
Dwz For Linux	Red Hat
Dymo Label	Dymo
Dynamic Platform And Thermal Framework	Intel
E2fsprogs For Linux	Red Hat
E2fsprogs-libs For Linux	Red Hat
Earth	Google
Ed For Linux	Red Hat
Edge	Microsoft
Edge Chromium-based	Microsoft
Edge Webview2 Runtime	Microsoft

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Name	Vendor
Efbootmgr For Linux	Red Hat
Efi-filessystem For Linux	Red Hat
Efi-srpm-macros For Linux	Red Hat
Efivar-libs For Linux	Red Hat
Eft Server	Globalscape
Eject For Linux	Ubuntu
Elfutils-debuginfod-client For Linux	Red Hat
Elfutils-default-yama-scope For Linux	Red Hat
Elfutils-libelf For Linux	Red Hat
Elfutils-libelf-devel For Linux	Red Hat
Elfutils-libs For Linux	Red Hat
Emacs-filessystem For Linux	Red Hat
Encryption Desktop	Symantec
Endpoint Security	Mcafee
Environment-modules For Linux	Red Hat
Ethtool For Linux	Red Hat
Event Manager	Epson
Excel 2016	Microsoft
Exchange Server 2016 Management Tools	Microsoft
Exchange Server 2019	Microsoft
Expat For Linux	Red Hat
Expat-devel For Linux	Red Hat
Expression Web	Microsoft
Faststone Image Viewer	Faststone
Fdisk For Linux	Ubuntu
Figma	Figma
File For Linux	Red Hat
File-libs For Linux	Red Hat
Filesystem For Linux	Red Hat
Filezilla	Filezilla
Filezilla Server	Filezilla
Findutils For Linux	Red Hat
Finereader	Abbyy
Firefox	Mozilla
Firefox Esr	Mozilla
Fontconfig For Linux	Red Hat
Fontconfig-config For Linux	Ubuntu
Fontconfig-devel For Linux	Red Hat
Fontpackages-filessystem For Linux	Red Hat
Fprintd For Linux	Red Hat
Fprintd-pam For Linux	Red Hat
Freetype For Linux	Red Hat
Freetype-devel For Linux	Red Hat
Fribidi For Linux	Red Hat

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Fsreader	Freedomsscientific
Fuse For Linux	Red Hat
Fuse For Linux	Ubuntu
Fuse-common For Linux	Red Hat
Fuse-libs For Linux	Red Hat
Fwupd For Linux	Red Hat
Gawk For Linux	Red Hat
Gc For Linux	Red Hat
Gcc For Linux	Red Hat
Gcc-10-base For Linux	Ubuntu
Gcc-c++ For Linux	Red Hat
Gcc-plugin-annobin For Linux	Red Hat
Gcc-toolset-12-binutils For Linux	Red Hat
Gcc-toolset-12-binutils-gold For Linux	Red Hat
Gd For Linux	Red Hat
Gdbm For Linux	Red Hat
Gdbm-libs For Linux	Red Hat
Gd-devel For Linux	Red Hat
Gdisk For Linux	Red Hat
Gdk-pixbuf2 For Linux	Red Hat
Gdk-pixbuf2-modules For Linux	Red Hat
Geforce Experience	Nvidia
Genuine Service	Adobe
Geolite2-city For Linux	Red Hat
Geolite2-country For Linux	Red Hat
Gettext For Linux	Red Hat
Gettext-base For Linux	Ubuntu
Gettext-libs For Linux	Red Hat
Ghc-srpm-macros For Linux	Red Hat
Gimp	Gimp
Gir1.2-packagekitglib-1.0 For Linux	Ubuntu
Git	Git-scm
Git For Linux	Red Hat
Git-core For Linux	Red Hat
Git-core-doc For Linux	Red Hat
Github Desktop	Github
Git-man For Linux	Ubuntu
Glib2 For Linux	Red Hat
Glibc For Linux	Red Hat
Glibc-common For Linux	Red Hat
Glibc-devel For Linux	Red Hat
Glibc-headers For Linux	Red Hat
Glibc-langpack-en For Linux	Red Hat
Glib-networking For Linux	Ubuntu

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Name	Vendor
Glib-networking For Linux	Red Hat
Glib-networking-common For Linux	Ubuntu
Glib-networking-services For Linux	Ubuntu
Globalprotect	Palo Alto Networks
Gmp For Linux	Red Hat
Gns3	Gns3
Gnupg	Gnupg
Gnupg For Linux	Ubuntu
Gnupg2 For Linux	Red Hat
Gnupg2-smime For Linux	Red Hat
Gnupg-l10n For Linux	Ubuntu
Gnupg-utils For Linux	Ubuntu
Gnutls For Linux	Red Hat
Gobject-introspection For Linux	Red Hat
Google-droid-sans-fonts For Linux	Red Hat
Go-srpm-macros For Linux	Red Hat
Gpg For Linux	Ubuntu
Gpg4win	Gpg4win
Gpg-agent For Linux	Ubuntu
Gpgconf For Linux	Ubuntu
Gpgme For Linux	Red Hat
Gpgsm For Linux	Ubuntu
Gpgv For Linux	Ubuntu
Gpg-wks-client For Linux	Ubuntu
Gpg-wks-server For Linux	Ubuntu
Gpl Ghostscript	Artifex
Gpm-libs For Linux	Red Hat
Grammarly	Grammarly
Graphite2 For Linux	Red Hat
Graphviz For Linux	Red Hat
Grep For Linux	Red Hat
Groff-base For Linux	Red Hat
Grub2-common For Linux	Red Hat
Grub2-common For Linux	Ubuntu
Grub2-efi-x64 For Linux	Red Hat
Grub2-pc For Linux	Red Hat
Grub2-pc-modules For Linux	Red Hat
Grub2-tools For Linux	Red Hat
Grub2-tools-efi For Linux	Red Hat
Grub2-tools-extra For Linux	Red Hat
Grub2-tools-minimal For Linux	Red Hat
Grubby For Linux	Red Hat
Grub-common For Linux	Ubuntu
Grub-efi-amd64-bin For Linux	Ubuntu

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Name	Vendor
Grub-efi-amd64-signed For Linux	Ubuntu
Grub-pc For Linux	Ubuntu
Grub-pc-bin For Linux	Ubuntu
Gsettings-desktop-schemas For Linux	Red Hat
Gssproxy For Linux	Red Hat
Gtk2 For Linux	Red Hat
Gtk-update-icon-cache For Linux	Red Hat
Gzip For Linux	Red Hat
Gzip For Linux	Ubuntu
Hardlink For Linux	Red Hat
Hardware Accelerated Execution Manager	Intel
Harfbuzz For Linux	Red Hat
Hd Audio Codec Drivers	Realtek
Hdparm For Linux	Red Hat
Hicolor-icon-theme For Linux	Red Hat
Hostname For Linux	Red Hat
Httpd For Linux	Red Hat
Httpd-filesystem For Linux	Red Hat
Httpd-tools For Linux	Red Hat
Hwdata For Linux	Red Hat
Hyperv-daemons For Linux	Red Hat
Hyperv-daemons-license For Linux	Red Hat
Hypervfcopyd For Linux	Red Hat
Hypervkvpd For Linux	Red Hat
Hypervvssd For Linux	Red Hat
I Access For Windows	Ibm
Iis	Microsoft
Iis Express	Microsoft
Illustrator	Adobe
Ima-evm-utils For Linux	Red Hat
Indesign	Adobe
Infiniband-diags For Linux	Red Hat
Info For Linux	Red Hat
Infopath 2013	Microsoft
Initscripts For Linux	Red Hat
Internet Explorer	Microsoft
Ip Communicator	Cisco
Ipcalc For Linux	Red Hat
Iproute For Linux	Red Hat
Iproute2 For Linux	Ubuntu
Iptables For Linux	Red Hat
Iptables-libs For Linux	Red Hat
Iptables-services For Linux	Red Hat
Iptstate For Linux	Red Hat

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Name	Vendor
Iputils For Linux	Red Hat
Iputils-ping For Linux	Ubuntu
Iputils-tracepath For Linux	Ubuntu
Irfanview	Irfanview
Irqbalance For Linux	Red Hat
Isc-dhcp-client For Linux	Ubuntu
Isc-dhcp-common For Linux	Ubuntu
Iscsi-initiator-utils For Linux	Red Hat
Iscsi-initiator-utils-iscsiuio For Linux	Red Hat
Isl For Linux	Red Hat
Isns-utils-libs For Linux	Red Hat
Itunes	Apple
Jabber	Cisco
Jansson For Linux	Red Hat
Jasper-libs For Linux	Red Hat
Jaws	Freedomsscientific
Jbig2dec-libs For Linux	Red Hat
Jbigkit-libs For Linux	Red Hat
Jdk	Oracle
Jose For Linux	Red Hat
Jq For Linux	Red Hat
Jq For Linux	Ubuntu
Jre	Oracle
Jre/bundled	Oracle
Json-c For Linux	Red Hat
Json-glib For Linux	Red Hat
Kbd For Linux	Red Hat
Kbd-legacy For Linux	Red Hat
Kbd-misc For Linux	Red Hat
Keepass	Keepass
Kernel	Red Hat
Kernel-core For Linux	Red Hat
Kernel-headers For Linux	Red Hat
Kernel-modules For Linux	Red Hat
Kernel-tools For Linux	Red Hat
Kernel-tools-libs For Linux	Red Hat
Kexec-tools For Linux	Red Hat
Keyutils For Linux	Red Hat
Keyutils-libs For Linux	Red Hat
Keyutils-libs-devel For Linux	Red Hat
Klibc-utils For Linux	Ubuntu
Kmod For Linux	Red Hat
Kmod-kvdo For Linux	Red Hat
Kmod-libs For Linux	Red Hat

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Name	Vendor
Kpartx For Linux	Red Hat
Kpartx For Linux	Ubuntu
Kpatch For Linux	Red Hat
Krb5-devel For Linux	Red Hat
Krb5-libs For Linux	Red Hat
Krb5-locales For Linux	Ubuntu
Ksh For Linux	Red Hat
Langpacks-en For Linux	Red Hat
Lastpass	Logmein
Lcms2 For Linux	Red Hat
Ldap-utils For Linux	Ubuntu
Ledmon For Linux	Red Hat
Less For Linux	Ubuntu
Less For Linux	Red Hat
Lib32gcc-s1 For Linux	Ubuntu
Lib32stdc++6 For Linux	Ubuntu
Libaccountsservice0 For Linux	Ubuntu
Libacl For Linux	Red Hat
Libaio For Linux	Red Hat
Libaio-devel For Linux	Red Hat
Libapparmor1 For Linux	Ubuntu
Libappstream-glib For Linux	Red Hat
Libapt-inst2.0 For Linux	Ubuntu
Libapt-pkg5.0 For Linux	Ubuntu
Libapt-pkg6.0 For Linux	Ubuntu
Libarchive For Linux	Red Hat
Libarchive13 For Linux	Ubuntu
Libasn1-8-heimdal For Linux	Ubuntu
Libassuan For Linux	Red Hat
Libatasmart For Linux	Red Hat
Libatomic Ops For Linux	Red Hat
Libatomic1 For Linux	Ubuntu
Libattr For Linux	Red Hat
Libavahi-client3 For Linux	Ubuntu
Libavahi-common3 For Linux	Ubuntu
Libavahi-common-data For Linux	Ubuntu
Libbasicobjects For Linux	Red Hat
Libbind9-160 For Linux	Ubuntu
Libbinutils For Linux	Ubuntu
Libblkid For Linux	Red Hat
Libblkid1 For Linux	Ubuntu
Libblkid-dev For Linux	Ubuntu
Libblockdev For Linux	Red Hat
Libblockdev-crypto For Linux	Red Hat

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Name	Vendor
Libblockdev-fs For Linux	Red Hat
Libblockdev-loop For Linux	Red Hat
Libblockdev-lvm For Linux	Red Hat
Libblockdev-mdraid For Linux	Red Hat
Libblockdev-part For Linux	Red Hat
Libblockdev-swap For Linux	Red Hat
Libblockdev-utils For Linux	Red Hat
Libbpf For Linux	Red Hat
Libbrotli1 For Linux	Ubuntu
Libbsd0 For Linux	Ubuntu
Libbytesize For Linux	Red Hat
Libbz2-1.0 For Linux	Ubuntu
Libc6 For Linux	Ubuntu
Libc6-dev For Linux	Ubuntu
Libc6-i386 For Linux	Ubuntu
Libcap For Linux	Red Hat
Libcap2 For Linux	Ubuntu
Libcap2-bin For Linux	Ubuntu
Libcap-ng For Linux	Red Hat
Libc-ares2 For Linux	Ubuntu
Libc-bin For Linux	Ubuntu
Libcc1-0 For Linux	Ubuntu
Libc-dev-bin For Linux	Ubuntu
Libcollection For Linux	Red Hat
Libcom Err For Linux	Red Hat
Libcom Err-devel For Linux	Red Hat
Libcom-err2 For Linux	Ubuntu
Libcommons-io-java For Linux	Ubuntu
Libcomps For Linux	Red Hat
Libconfig For Linux	Red Hat
Libcroco For Linux	Red Hat
Libcryptsetup12 For Linux	Ubuntu
Libctf0 For Linux	Ubuntu
Libctf-nobfd0 For Linux	Ubuntu
Libcups2 For Linux	Ubuntu
Libcurl For Linux	Red Hat
Libcurl3-gnutls For Linux	Ubuntu
Libcurl4 For Linux	Ubuntu
Libdaemon For Linux	Red Hat
Libdatrie For Linux	Red Hat
Libdb For Linux	Red Hat
Libdb5.3 For Linux	Ubuntu
Libdbus-1-3 For Linux	Ubuntu
Libdbus-1-dev For Linux	Ubuntu

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Name	Vendor
Libdb-utils For Linux	Red Hat
Libdhash For Linux	Red Hat
Libdmx For Linux	Red Hat
Libdnf For Linux	Red Hat
Libdns1100 For Linux	Ubuntu
Libdns-export1100 For Linux	Ubuntu
Libdpgk-perl For Linux	Ubuntu
Libdw1 For Linux	Ubuntu
Libedit For Linux	Red Hat
Libegl-mesa0 For Linux	Ubuntu
Libelf1 For Linux	Ubuntu
Libestr For Linux	Red Hat
Libev For Linux	Red Hat
Libevent For Linux	Red Hat
Libexpat1 For Linux	Ubuntu
Libexpat1-dev For Linux	Ubuntu
Libext2fs2 For Linux	Ubuntu
Libfastjson For Linux	Red Hat
Libfdisk For Linux	Red Hat
Libfdisk1 For Linux	Ubuntu
Libffi For Linux	Red Hat
Libffi6 For Linux	Ubuntu
Libffi-dev For Linux	Ubuntu
Libfontconfig1 For Linux	Ubuntu
Libfontenc For Linux	Red Hat
Libfprint For Linux	Red Hat
Libfreetype6 For Linux	Ubuntu
Libfribidi0 For Linux	Ubuntu
Libfuse2 For Linux	Ubuntu
Libfwupd2 For Linux	Ubuntu
Libfwupdplugin1 For Linux	Ubuntu
Libgbm1 For Linux	Ubuntu
Libgbm-dev For Linux	Ubuntu
Libgc1c2 For Linux	Ubuntu
Libgcab1 For Linux	Red Hat
Libgcab-1.0-0 For Linux	Ubuntu
Libgcc For Linux	Red Hat
Libgcc1 For Linux	Ubuntu
Libgcc-s1 For Linux	Ubuntu
Libgcrypt For Linux	Red Hat
Libgcrypt20 For Linux	Ubuntu
Libgd3 For Linux	Ubuntu
Libgdk-pixbuf2.0-0 For Linux	Ubuntu
Libgdk-pixbuf2.0-bin For Linux	Ubuntu

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Name	Vendor
Libgdk-pixbuf2.0-common For Linux	Ubuntu
Libgif7 For Linux	Ubuntu
Libgl1-mesa-dri For Linux	Ubuntu
Libglapi-mesa For Linux	Ubuntu
Libglib2.0-0 For Linux	Ubuntu
Libglib2.0-bin For Linux	Ubuntu
Libglib2.0-data For Linux	Ubuntu
Libglib2.0-dev For Linux	Ubuntu
Libglib2.0-dev-bin For Linux	Ubuntu
Libglx-mesa0 For Linux	Ubuntu
Libgmp10 For Linux	Ubuntu
Libgnutls30 For Linux	Ubuntu
Libgomp For Linux	Red Hat
Libgomp1 For Linux	Ubuntu
Libgpg-error For Linux	Red Hat
Libgpgme11 For Linux	Ubuntu
Libgraphite2-3 For Linux	Ubuntu
Libgs For Linux	Red Hat
Libgssapi3-heimdal For Linux	Ubuntu
Libgssapi-krb5-2 For Linux	Ubuntu
Libgtk-3-0 For Linux	Ubuntu
Libgtk-3-bin For Linux	Ubuntu
Libgtk-3-common For Linux	Ubuntu
Libgudev For Linux	Red Hat
Libgudev-1.0-0 For Linux	Ubuntu
Libgusb For Linux	Red Hat
Libharfbuzz0b For Linux	Ubuntu
Libhawtjni-runtime-java For Linux	Ubuntu
Libhcrypto4-heimdal For Linux	Ubuntu
Libheimbase1-heimdal For Linux	Ubuntu
Libheimntlm0-heimdal For Linux	Ubuntu
Libhogweed4 For Linux	Ubuntu
Libhogweed5 For Linux	Ubuntu
Libhttp-daemon-perl For Linux	Ubuntu
Libhttp-parser2.7.1 For Linux	Ubuntu
Libhx509-5-heimdal For Linux	Ubuntu
Libibumad For Linux	Red Hat
Libibverbs For Linux	Red Hat
Libice For Linux	Red Hat
Libice6 For Linux	Ubuntu
Libicu For Linux	Red Hat
Libicu60 For Linux	Ubuntu
Libicu66 For Linux	Ubuntu
Libicu-devel For Linux	Red Hat

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Name	Vendor
Libidn For Linux	Red Hat
Libidn11 For Linux	Ubuntu
Libidn2 For Linux	Red Hat
Libidn2-0 For Linux	Ubuntu
Libijs For Linux	Red Hat
Libini Config For Linux	Red Hat
Libipa Hbac For Linux	Red Hat
Libipa-hbac0 For Linux	Ubuntu
Libirs160 For Linux	Ubuntu
Libisc169 For Linux	Ubuntu
Libisccc160 For Linux	Ubuntu
Libisccfg160 For Linux	Ubuntu
Libisc-export169 For Linux	Ubuntu
Libitm1 For Linux	Ubuntu
Libjansson4 For Linux	Ubuntu
Libjbig0 For Linux	Ubuntu
Libjose For Linux	Red Hat
Libjpeg-turbo For Linux	Red Hat
Libjpeg-turbo8 For Linux	Ubuntu
Libjpeg-turbo-devel For Linux	Red Hat
Libjson-c3 For Linux	Ubuntu
Libjson-c4 For Linux	Ubuntu
Libk5crypto3 For Linux	Ubuntu
Libkadm5 For Linux	Red Hat
Libkcapi For Linux	Red Hat
Libkcapi-hmaccalc For Linux	Red Hat
Libklibc For Linux	Ubuntu
Libkrb5-26-heimdal For Linux	Ubuntu
Libkrb5-3 For Linux	Ubuntu
Libkrb5support0 For Linux	Ubuntu
Libksba For Linux	Red Hat
Libksba8 For Linux	Ubuntu
Liblcms2-2 For Linux	Ubuntu
Libldap-2.4-2 For Linux	Ubuntu
Libldap-common For Linux	Ubuntu
Libldb For Linux	Red Hat
Libldb1 For Linux	Ubuntu
Libldb2 For Linux	Ubuntu
Liblsan0 For Linux	Ubuntu
Libluksmeta For Linux	Red Hat
Liblwp-protocol-https-perl For Linux	Ubuntu
Liblwres160 For Linux	Ubuntu
Liblxc1 For Linux	Ubuntu
Liblxc-common For Linux	Ubuntu

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Name	Vendor
Liblz4-1 For Linux	Ubuntu
Liblzma5 For Linux	Ubuntu
Liblzo2-2 For Linux	Ubuntu
Libmagic1 For Linux	Ubuntu
Libmagic-mgc For Linux	Ubuntu
Libmaven3-core-java For Linux	Ubuntu
Libmaxminddb For Linux	Red Hat
Libmaxminddb0 For Linux	Ubuntu
Libmcpp For Linux	Red Hat
Libmetalink For Linux	Red Hat
Libmnl For Linux	Red Hat
Libmodman For Linux	Red Hat
Libmodulemd For Linux	Red Hat
Libmount For Linux	Red Hat
Libmount1 For Linux	Ubuntu
Libmount-dev For Linux	Ubuntu
Libmpc For Linux	Red Hat
Libmspack0 For Linux	Ubuntu
Libncurses5 For Linux	Ubuntu
Libncurses6 For Linux	Ubuntu
Libncurses-dev For Linux	Ubuntu
Libncursesw5 For Linux	Ubuntu
Libncursesw6 For Linux	Ubuntu
Libndp For Linux	Red Hat
Libnetfilter Contrack For Linux	Red Hat
Libnetfilter Queue For Linux	Red Hat
Libnettle6 For Linux	Ubuntu
Libnettle7 For Linux	Ubuntu
Libnfnetlink For Linux	Red Hat
Libnfsidmap For Linux	Red Hat
Libnftnl For Linux	Red Hat
Libnghttp2 For Linux	Red Hat
Libnghttp2-14 For Linux	Ubuntu
Libnginx-mod-http-image-filter For Linux	Ubuntu
Libnginx-mod-http-xslt-filter For Linux	Ubuntu
Libnginx-mod-mail For Linux	Ubuntu
Libnginx-mod-stream For Linux	Ubuntu
Libnl3 For Linux	Red Hat
Libnl-3-200 For Linux	Ubuntu
Libnl3-cli For Linux	Red Hat
Libnl-genl-3-200 For Linux	Ubuntu
Libnl-route-3-200 For Linux	Ubuntu
Libnsl For Linux	Red Hat
Libnsl2 For Linux	Red Hat

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Libnspr4 For Linux	Ubuntu
Libnss3 For Linux	Ubuntu
Libnss-sss For Linux	Ubuntu
Libnss-systemd For Linux	Ubuntu
Libntfs-3g88 For Linux	Ubuntu
Libntfs-3g883 For Linux	Ubuntu
Libobjc4 For Linux	Ubuntu
Libomp For Linux	Red Hat
Libomp-devel For Linux	Red Hat
Libonig4 For Linux	Ubuntu
Libp11-kit0 For Linux	Ubuntu
Libpackagekit-glib2-18 For Linux	Ubuntu
Libpam0g For Linux	Ubuntu
Libpam-cap For Linux	Ubuntu
Libpam-modules For Linux	Ubuntu
Libpam-modules-bin For Linux	Ubuntu
Libpam-runtime For Linux	Ubuntu
Libpam-sss For Linux	Ubuntu
Libpam-systemd For Linux	Ubuntu
Libpango-1.0-0 For Linux	Ubuntu
Libpangocairo-1.0-0 For Linux	Ubuntu
Libpangoft2-1.0-0 For Linux	Ubuntu
Libpaper For Linux	Red Hat
Libpath Utils For Linux	Red Hat
Libpcap For Linux	Red Hat
Libpcap0.8 For Linux	Ubuntu
Libpcre16-3 For Linux	Ubuntu
Libpcre2-16-0 For Linux	Ubuntu
Libpcre2-32-0 For Linux	Ubuntu
Libpcre2-8-0 For Linux	Ubuntu
Libpcre2-dev For Linux	Ubuntu
Libpcre2-posix2 For Linux	Ubuntu
Libpcre3 For Linux	Ubuntu
Libpcre32-3 For Linux	Ubuntu
Libpcre3-dev For Linux	Ubuntu
Libpcrecpp0v5 For Linux	Ubuntu
Libpcsclite1 For Linux	Ubuntu
Libperl5.26 For Linux	Ubuntu
Libperl5.30 For Linux	Ubuntu
Libpipeline For Linux	Red Hat
Libpixman-1-0 For Linux	Ubuntu
Libpkgconf For Linux	Red Hat
Libplexus-utils2-java For Linux	Ubuntu
Libplist3 For Linux	Ubuntu

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Libplist-utils For Linux	Ubuntu
Libpng For Linux	Red Hat
Libpng16-16 For Linux	Ubuntu
Libpng-devel For Linux	Red Hat
Libpolkit-agent-1-0 For Linux	Ubuntu
Libpolkit-backend-1-0 For Linux	Ubuntu
Libpolkit-gobject-1-0 For Linux	Ubuntu
Libprocps6 For Linux	Ubuntu
Libproxy For Linux	Red Hat
Libproxy1v5 For Linux	Ubuntu
Libpsl For Linux	Red Hat
Libpwquality For Linux	Red Hat
Libpython2.7 For Linux	Ubuntu
Libpython2.7-minimal For Linux	Ubuntu
Libpython2.7-stdlib For Linux	Ubuntu
Libpython3.6 For Linux	Ubuntu
Libpython3.6-minimal For Linux	Ubuntu
Libpython3.6-stdlib For Linux	Ubuntu
Libpython3.8 For Linux	Ubuntu
Libpython3.8-dev For Linux	Ubuntu
Libpython3.8-minimal For Linux	Ubuntu
Libpython3.8-stdlib For Linux	Ubuntu
Libquadmath0 For Linux	Ubuntu
Librdmacm For Linux	Red Hat
Libref Array For Linux	Red Hat
Librelp For Linux	Red Hat
Librepo For Linux	Red Hat
Libreport-filessystem For Linux	Red Hat
Librhsm For Linux	Red Hat
Libroken18-heimdal For Linux	Ubuntu
Librsvg2 For Linux	Red Hat
Librsvg2-2 For Linux	Ubuntu
Librsvg2-common For Linux	Ubuntu
Librtmp1 For Linux	Ubuntu
Libsasl2-2 For Linux	Ubuntu
Libsasl2-modules For Linux	Ubuntu
Libsasl2-modules-db For Linux	Ubuntu
Libsasl2-modules-gssapi-mit For Linux	Ubuntu
Libseccomp For Linux	Red Hat
Libseccomp2 For Linux	Ubuntu
Libsecret For Linux	Red Hat
Libselinux For Linux	Red Hat
Libselinux-devel For Linux	Red Hat
Libselinux-utils For Linux	Red Hat

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Libsemanage For Linux	Red Hat
Libsepol For Linux	Red Hat
Libsepol1 For Linux	Ubuntu
Libsepol1-dev For Linux	Ubuntu
Libsepol-devel For Linux	Red Hat
Libsigsegv For Linux	Red Hat
Libsmartcols For Linux	Red Hat
Libsmartcols1 For Linux	Ubuntu
Libsmbclient For Linux	Ubuntu
Libsmbclient For Linux	Red Hat
Libsmbios For Linux	Red Hat
Libsolv For Linux	Red Hat
Libsoup For Linux	Red Hat
Libsoup2.4-1 For Linux	Ubuntu
Libsoup-gnome2.4-1 For Linux	Ubuntu
Libsqlite3-0 For Linux	Ubuntu
Libss For Linux	Red Hat
Libss2 For Linux	Ubuntu
Libssh For Linux	Red Hat
Libssh-4 For Linux	Ubuntu
Libssh-config For Linux	Red Hat
Libssl1.0.0 For Linux	Ubuntu
Libssl1.1 For Linux	Ubuntu
Libssl-dev For Linux	Ubuntu
Libsss Autofs For Linux	Red Hat
Libsss Certmap For Linux	Red Hat
Libsss Idmap For Linux	Red Hat
Libsss Nss Idmap For Linux	Red Hat
Libsss Sudo For Linux	Red Hat
Libsss-certmap0 For Linux	Ubuntu
Libsss-idmap0 For Linux	Ubuntu
Libsss-nss-idmap0 For Linux	Ubuntu
Libsss-simpleifp0 For Linux	Ubuntu
Libsss-sudo For Linux	Ubuntu
Libstdc++ For Linux	Red Hat
Libstdc++6 For Linux	Ubuntu
Libstdc++-devel For Linux	Red Hat
Libstdc++-static For Linux	Red Hat
Libstemmer For Linux	Red Hat
Libstoragemgmt For Linux	Red Hat
Libsysfs For Linux	Red Hat
Libsystemd0 For Linux	Ubuntu
Libtalloc For Linux	Red Hat
Libtasn1 For Linux	Red Hat

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Libtasn1-6 For Linux	Ubuntu
Libtdb For Linux	Red Hat
Libteam For Linux	Red Hat
Libtevent For Linux	Red Hat
Libthai For Linux	Red Hat
Libtiff For Linux	Red Hat
Libtiff5 For Linux	Ubuntu
Libtiff-devel For Linux	Red Hat
Libtinfo5 For Linux	Ubuntu
Libtinfo6 For Linux	Ubuntu
Libtinfo-dev For Linux	Ubuntu
Libtirpc For Linux	Red Hat
Libtirpc-devel For Linux	Red Hat
Libtool For Linux	Red Hat
Libtool-ltdl For Linux	Red Hat
Libtsan0 For Linux	Ubuntu
Libu2f-udev For Linux	Ubuntu
Libubsan1 For Linux	Ubuntu
Libudev1 For Linux	Ubuntu
Libudisks2 For Linux	Red Hat
Libudisks2-0 For Linux	Ubuntu
Libunistring For Linux	Red Hat
Libusbx For Linux	Red Hat
Libuser For Linux	Red Hat
Libutempter For Linux	Red Hat
Libuuid For Linux	Red Hat
Libuuid1 For Linux	Ubuntu
Libuuid-devel For Linux	Red Hat
Libuv For Linux	Red Hat
Libuv1 For Linux	Ubuntu
Libuv1-dev For Linux	Ubuntu
Libverto For Linux	Red Hat
Libverto-devel For Linux	Red Hat
Libvorbis0a For Linux	Ubuntu
Libvorbisfile3 For Linux	Ubuntu
Libwayland-client0 For Linux	Ubuntu
Libwayland-cursor0 For Linux	Ubuntu
Libwayland-egl1 For Linux	Ubuntu
Libwayland-server0 For Linux	Ubuntu
Libwbclient For Linux	Red Hat
Libwbclient0 For Linux	Ubuntu
Libwebp For Linux	Red Hat
Libwebp6 For Linux	Ubuntu
Libwebp-devel For Linux	Red Hat

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Libwind0-heimdal For Linux	Ubuntu
Libx11 For Linux	Red Hat
Libx11-6 For Linux	Ubuntu
Libx11-common For Linux	Red Hat
Libx11-data For Linux	Ubuntu
Libx11-dev For Linux	Ubuntu
Libx11-devel For Linux	Red Hat
Libx11-xcb For Linux	Red Hat
Libx11-xcb1 For Linux	Ubuntu
Libxatracker2 For Linux	Ubuntu
Libxaw For Linux	Red Hat
Libxcb For Linux	Red Hat
Libxcb-devel For Linux	Red Hat
Libxcrypt For Linux	Red Hat
Libxcrypt-devel For Linux	Red Hat
Libxcursor For Linux	Red Hat
Libxcursor1 For Linux	Ubuntu
Libxext For Linux	Red Hat
Libxfixes For Linux	Red Hat
Libxfont2 For Linux	Ubuntu
Libxi For Linux	Red Hat
Libxinerama For Linux	Red Hat
Libxkbcommon For Linux	Red Hat
Libxkbcommon0 For Linux	Ubuntu
Libxkbcommon-dev For Linux	Ubuntu
Libxkbfile For Linux	Red Hat
Libxml2 For Linux	Red Hat
Libxml2 For Linux	Ubuntu
Libxmlb For Linux	Red Hat
Libxpm For Linux	Red Hat
Libxpm4 For Linux	Ubuntu
Libxpm-devel For Linux	Red Hat
Libxrandr For Linux	Red Hat
Libxrender For Linux	Red Hat
Libxrender1 For Linux	Ubuntu
Libxrender-dev For Linux	Ubuntu
Libxslt For Linux	Red Hat
Libxslt1.1 For Linux	Ubuntu
Libxt For Linux	Red Hat
Libxtst For Linux	Red Hat
Libxtst6 For Linux	Ubuntu
Libxv For Linux	Red Hat
Libxxf86dga For Linux	Red Hat
Libxxf86vm For Linux	Red Hat

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Libyaml For Linux	Red Hat
Libyaml-0-2 For Linux	Ubuntu
Libzstd For Linux	Red Hat
Libzstd1 For Linux	Ubuntu
Lightroom	Adobe
Lightroom Classic	Adobe
Linux-azure For Linux	Ubuntu
Linux-cloud-tools-azure For Linux	Ubuntu
Linux-cloud-tools-common For Linux	Ubuntu
Linux-firmware For Linux	Red Hat
Linux-headers-azure For Linux	Ubuntu
Linux-image-generic For Linux	Ubuntu
Linux-libc-dev For Linux	Ubuntu
Linux-tools-azure For Linux	Ubuntu
Linux-tools-common For Linux	Ubuntu
Litedb	Mbdavid
Llvm For Linux	Red Hat
Llvm-devel For Linux	Red Hat
Llvm-libs For Linux	Red Hat
Llvm-static For Linux	Red Hat
Llvm-test For Linux	Red Hat
Lm Sensors-libs For Linux	Red Hat
Lmdb-libs For Linux	Red Hat
Loadrunner	Micro Focus
Locales For Linux	Ubuntu
Log4j	Apache
Log4j/mitigated	Apache
Login For Linux	Ubuntu
Logrotate For Linux	Red Hat
Logrotate For Linux	Ubuntu
Logsave For Linux	Ubuntu
Lshw For Linux	Red Hat
Lsof For Linux	Red Hat
Lsscsi For Linux	Red Hat
Lua-libs For Linux	Red Hat
Luksmeta For Linux	Red Hat
Lvm2 For Linux	Red Hat
Lvm2-libs For Linux	Red Hat
Lxd For Linux	Ubuntu
Lxd-client For Linux	Ubuntu
Lz4 For Linux	Red Hat
Lz4 For Linux	Ubuntu
Lz4-libs For Linux	Red Hat
Lzo For Linux	Red Hat

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M4 For Linux	Red Hat
Mailcap For Linux	Red Hat
Make For Linux	Red Hat
Management Engine Components	Intel
Management Of Native Encryption	Mcafee
Man-db For Linux	Red Hat
Man-db For Linux	Debian
Man-pages For Linux	Red Hat
Man-pages-overrides For Linux	Red Hat
Mariadb	Mariadb
Mariadb-connector-c-config For Linux	Red Hat
Maven For Linux	Ubuntu
Mcelog For Linux	Red Hat
Mcpp For Linux	Red Hat
Mdadm For Linux	Red Hat
Mecab For Linux	Red Hat
Media Control Embedded Installer	Axis
Media Encoder	Adobe
Media Player Codec Pack	Mediaplayercodecpack
Meetings	Zoom
Memstrack For Linux	Red Hat
Mesa-vulkan-drivers For Linux	Ubuntu
Mfl-pro Suite	Brother
Microcode Ctl For Linux	Red Hat
Mime-support For Linux	Ubuntu
Mlocate For Linux	Red Hat
Mod Fcgid For Linux	Red Hat
Mod Http2 For Linux	Red Hat
Mokutil For Linux	Red Hat
Monarch Pro	Datawatch
Monitoring Agent	Microsoft
Mount For Linux	Ubuntu
Mozjs60 For Linux	Red Hat
Mpfr For Linux	Red Hat
Mtr For Linux	Red Hat
Multiarch-support For Linux	Ubuntu
Multipath-tools For Linux	Ubuntu
Mutt For Linux	Red Hat
Mysql Connector/odbc	Oracle
Mysql For Linux	Red Hat
Mysql-common For Linux	Red Hat
Mysql-errmsg For Linux	Red Hat
Mysql-server For Linux	Red Hat
Nano For Linux	Red Hat

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Ncurses For Linux	Red Hat
Ncurses-base For Linux	Ubuntu
Ncurses-base For Linux	Red Hat
Ncurses-bin For Linux	Ubuntu
Ncurses-libs For Linux	Red Hat
Ncurses-term For Linux	Ubuntu
Net Print	Epson
Nettle For Linux	Red Hat
Net-tools For Linux	Red Hat
Network Monitor	Microsoft
Networkd-dispatcher For Linux	Ubuntu
Networkmanager For Linux	Red Hat
Networkmanager-libnm For Linux	Red Hat
Networkmanager-team For Linux	Red Hat
Networkmanager-tui For Linux	Red Hat
Newt For Linux	Red Hat
Nfs-utils For Linux	Red Hat
Nginx For Linux	Ubuntu
Nginx-common For Linux	Ubuntu
Nginx-core For Linux	Ubuntu
Nginx-filesystem For Linux	Red Hat
Nmap	Nmap
Nmap-ncat For Linux	Red Hat
Node.js	Joyent
Nodejs	Nodejs
Notepad++	Notepad Plus Plus
Npcap	Nmap
Npth For Linux	Red Hat
Nspr For Linux	Red Hat
Nss For Linux	Red Hat
Nss-softokn For Linux	Red Hat
Nss-softokn-freebl For Linux	Red Hat
Nss-sysinit For Linux	Red Hat
Nss-util For Linux	Red Hat
Ntfs-3g For Linux	Ubuntu
Ntp For Linux	Ubuntu
Numactl-libs For Linux	Red Hat
Nunit	Nunit.org
Nview	Nvidia
Nvme-cli For Linux	Red Hat
Ocaml-srpm-macros For Linux	Red Hat
Ocr Software By I.r.i.s	Hp
Odac Documentation For Visual Studio	Oracle
Odbc	Microsoft

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Name	Vendor
Odbc Driver 11 For Sql Server	Microsoft
Oddjob For Linux	Red Hat
Oddjob-mkhomedir For Linux	Red Hat
Office	Microsoft
Office 2016	Microsoft
Office Proofing Tools	Microsoft
Oledb	Microsoft
Omi For Linux	Microsoft
Omsagent For Linux	Microsoft
Onenote 2016	Microsoft
Oniguruma For Linux	Red Hat
Openblas-srpm-macros For Linux	Red Hat
Openedge	Progress
Open-iscsi For Linux	Ubuntu
Openjdk-11-jre For Linux	Ubuntu
Openjdk-11-jre-headless For Linux	Ubuntu
Openjpeg2 For Linux	Red Hat
Openldap For Linux	Red Hat
Openldap-clients For Linux	Red Hat
Openssh For Linux	Red Hat
Openssh-client For Linux	Ubuntu
Openssh-clients For Linux	Red Hat
Openssh-server For Linux	Ubuntu
Openssh-server For Linux	Red Hat
Openssh-sftp-server For Linux	Ubuntu
Openssl	Openssl
Openssl For Linux	Red Hat
Openssl For Linux	Ubuntu
Openssl-devel For Linux	Red Hat
Openssl-libs For Linux	Red Hat
Openssl-pkcs11 For Linux	Red Hat
Open-vm-tools For Linux	Ubuntu
Open-vm-tools-desktop For Linux	Ubuntu
Opera Browser	Opera
Oracle Database Express Edition	Oracle
Orchestrator	Uipath
Orion Network Atlas	Solarwinds
Os-prober For Linux	Red Hat
Outlook 2016	Microsoft
P11-kit For Linux	Red Hat
P11-kit-trust For Linux	Red Hat
Packagekit For Linux	Ubuntu
Packagekit For Linux	Red Hat
Packagekit-glib For Linux	Red Hat

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Packagekit-tools For Linux	Ubuntu
Pam For Linux	Red Hat
Pango For Linux	Red Hat
Paperstream Ip (twain)	Fujitsu
Parted For Linux	Red Hat
Passwd For Linux	Red Hat
Passwd For Linux	Ubuntu
Patch For Linux	Red Hat
Patch For Linux	Ubuntu
Pc Card Software	Pantech
Pciutils For Linux	Red Hat
Pciutils-libs For Linux	Red Hat
Pcre For Linux	Red Hat
Pcre2 For Linux	Red Hat
Pcre2-devel For Linux	Red Hat
Pcre2-utf16 For Linux	Red Hat
Pcre2-utf32 For Linux	Red Hat
Perl For Linux	Ubuntu
Perl For Linux	Red Hat
Perl-app-cpanminus For Linux	Red Hat
Perl-archive-tar For Linux	Red Hat
Perl-archive-zip For Linux	Red Hat
Perl-attribute-handlers For Linux	Red Hat
Perl-autodie For Linux	Red Hat
Perl-base For Linux	Ubuntu
Perl-bignum For Linux	Red Hat
Perl-compress-raw-bzip2 For Linux	Red Hat
Perl-compress-raw-zlib For Linux	Red Hat
Perl-constant For Linux	Red Hat
Perl-cpan For Linux	Red Hat
Perl-data-dumper For Linux	Red Hat
Perl-devel For Linux	Red Hat
Perl-devel-peek For Linux	Red Hat
Perl-devel-selfstubber For Linux	Red Hat
Perl-digest-sha For Linux	Red Hat
Perl-encoding For Linux	Red Hat
Perl-errno For Linux	Red Hat
Perl-experimental For Linux	Red Hat
Perl-extutils-cbuilder For Linux	Red Hat
Perl-extutils-embed For Linux	Red Hat
Perl-extutils-install For Linux	Red Hat
Perl-extutils-makemaker For Linux	Red Hat
Perl-extutils-miniperl For Linux	Red Hat
Perl-extutils-parsexs For Linux	Red Hat

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Perl-file-fetch For Linux	Red Hat
Perl-file-path For Linux	Red Hat
Perl-git For Linux	Red Hat
Perl-http-tiny For Linux	Red Hat
Perl-inc-latest For Linux	Red Hat
Perl-interpreter For Linux	Red Hat
Perl-io For Linux	Red Hat
Perl-io-socket-ssl For Linux	Red Hat
Perl-io-zlib For Linux	Red Hat
Perl-ipc-cmd For Linux	Red Hat
Perl-libnet For Linux	Red Hat
Perl-libnetcfg For Linux	Red Hat
Perl-libs For Linux	Red Hat
Perl-locale-maketext-simple For Linux	Red Hat
Perl-local-lib For Linux	Red Hat
Perl-macros For Linux	Red Hat
Perl-math-complex For Linux	Red Hat
Perl-memoize For Linux	Red Hat
Perl-module-build For Linux	Red Hat
Perl-module-corelist For Linux	Red Hat
Perl-module-load For Linux	Red Hat
Perl-module-load-conditional For Linux	Red Hat
Perl-module-loaded For Linux	Red Hat
Perl-modules-5.26 For Linux	Ubuntu
Perl-modules-5.30 For Linux	Ubuntu
Perl-net-ping For Linux	Red Hat
Perl-open For Linux	Red Hat
Perl-params-check For Linux	Red Hat
Perl-parent For Linux	Red Hat
Perl-perlfaq For Linux	Red Hat
Perl-pod-escapes For Linux	Red Hat
Perl-pod-html For Linux	Red Hat
Perl-podlators For Linux	Red Hat
Perl-pod-simple For Linux	Red Hat
Perl-selfloader For Linux	Red Hat
Perl-srpm-macros For Linux	Red Hat
Perl-test For Linux	Red Hat
Perl-test-harness For Linux	Red Hat
Perl-test-simple For Linux	Red Hat
Perl-threads For Linux	Red Hat
Perl-threads-shared For Linux	Red Hat
Perl-time-hires For Linux	Red Hat
Perl-time-piece For Linux	Red Hat
Perl-utils For Linux	Red Hat

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Perl-version For Linux	Red Hat
Photoshop	Adobe
Photoshop Cs6	Adobe
Php-common For Linux	Red Hat
Php-fpm For Linux	Red Hat
Physx System Software	Nvidia
Pigz For Linux	Red Hat
Pinentry For Linux	Red Hat
Pinfo For Linux	Red Hat
Pivot	Pivot
Pixman For Linux	Red Hat
Pkgconf For Linux	Red Hat
Pkgconf-m4 For Linux	Red Hat
Pkgconf-pkg-config For Linux	Red Hat
Plantronics Hub	Plantronics
Platform-python For Linux	Red Hat
Platform-python-pip For Linux	Red Hat
Platform-python-setuptools For Linux	Red Hat
Player	Vmware
Policycoreutils For Linux	Red Hat
Policycoreutils-python-utils For Linux	Red Hat
Policykit-1 For Linux	Ubuntu
Polkit For Linux	Red Hat
Polkit-libs For Linux	Red Hat
Polkit-pkla-compat For Linux	Red Hat
Popt For Linux	Red Hat
Postgresql	Postgresql
Postgresql For Linux	Postgresql
Postgresql For Linux	Red Hat
Postgresql-server For Linux	Red Hat
Postman	Postman
Powerbi Desktop	Microsoft
Powerpoint 2016	Microsoft
Powershell	Microsoft
Powertoys	Microsoft
Prefixdevname For Linux	Red Hat
Premiere Pro	Adobe
Premiere Rush	Adobe
Processor Graphics	Intel
Procps For Linux	Ubuntu
Procps-ng For Linux	Red Hat
Project	Microsoft
Protobuf-c For Linux	Red Hat
Protobuf-lite For Linux	Red Hat

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Psacct For Linux	Red Hat
Psmisc For Linux	Red Hat
Psqldb	Postgresql
Publicsuffix-list-dafsa For Linux	Red Hat
Publisher 2016	Microsoft
Putty	Putty
Python	Python
Python Launcher	Python
Python2.7 For Linux	Ubuntu
Python2.7-minimal For Linux	Ubuntu
Python3.6 For Linux	Ubuntu
Python3.6-minimal For Linux	Ubuntu
Python3.8 For Linux	Ubuntu
Python3.8-dev For Linux	Ubuntu
Python3.8-minimal For Linux	Ubuntu
Python36 For Linux	Red Hat
Qt5-srpm-macros For Linux	Red Hat
Quota For Linux	Red Hat
Quota-nls For Linux	Red Hat
Rapid Storage Technology	Intel
Rdma-core-devel For Linux	Red Hat
Reader Extended Language Support Font Pack	Adobe
Readline For Linux	Red Hat
Realmd For Linux	Red Hat
Redhat-logos For Linux	Red Hat
Redhat-rpm-config For Linux	Red Hat
Remote Console	Vmware
Remote Desktop Manager	Devolutions
Report Viewer	Microsoft
Rhc For Linux	Red Hat
Rhsm-icons For Linux	Red Hat
Rng-tools For Linux	Red Hat
Rootfiles For Linux	Red Hat
Rpcbind For Linux	Red Hat
Rpm For Linux	Red Hat
Rpm-build-libs For Linux	Red Hat
Rpm-libs For Linux	Red Hat
Rpm-plugin-selinux For Linux	Red Hat
Rpm-plugin-systemd-inhibit For Linux	Red Hat
Rsync For Linux	Ubuntu
Rsyslog For Linux	Ubuntu
Rsyslog For Linux	Red Hat
Rsyslog-gnutls For Linux	Red Hat
Rsyslog-gssapi For Linux	Red Hat

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Rsyslog-relp For Linux	Red Hat
Rust-srpm-macros For Linux	Red Hat
Safari For Windows	Apple
Samba-client-libs For Linux	Red Hat
Samba-common For Linux	Ubuntu
Samba-common For Linux	Red Hat
Samba-common-bin For Linux	Ubuntu
Samba-common-libs For Linux	Red Hat
Samba-dsdb-modules For Linux	Ubuntu
Samba-libs For Linux	Ubuntu
Scan Pdf Extensions	Epson
Scl-utils For Linux	Red Hat
Screen For Linux	Ubuntu
Sed For Linux	Red Hat
Selinux-policy For Linux	Red Hat
Selinux-policy-targeted For Linux	Red Hat
Sensible-utils For Linux	Ubuntu
Setpoint	Logitech
Setroubleshoot-plugins For Linux	Red Hat
Setroubleshoot-server For Linux	Red Hat
Setup For Linux	Red Hat
Sg3 Utils For Linux	Red Hat
Sg3 Utils-libs For Linux	Red Hat
Shadow-utils For Linux	Red Hat
Shared-mime-info For Linux	Red Hat
Sharepoint Designer	Microsoft
Sharepoint Server 2019	Microsoft
Shim For Linux	Ubuntu
Shim-x64 For Linux	Red Hat
Silverlight	Microsoft
Skype	Skype
Slang For Linux	Red Hat
Smartmontools For Linux	Red Hat
Snagit	Techsmith
Snapd For Linux	Ubuntu
Snappy For Linux	Red Hat
Sntp For Linux	Ubuntu
Soapui	Smartbear
Software Update	Apple
Software-properties-common For Linux	Ubuntu
Sos For Linux	Red Hat
Sosreport For Linux	Ubuntu
Splunk	Splunk
Spotify	Spotify

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Spring Framework/mitigated	Vmware
Sql Backup	Red-gate
Sql Optimizer For Oracle	Quest
Sql Server 2012	Microsoft
Sql Server 2014	Microsoft
Sql Server 2016	Microsoft
Sql Server 2017	Microsoft
Sql Server 2019	Microsoft
Sql Server Data Tools	Microsoft
Sql Server Localdb	Microsoft
Sql Server Management Studio	Microsoft
Sql Server Reporting Services	Microsoft
Sqlite For Linux	Red Hat
Sqlite-libs For Linux	Red Hat
Squashfs-tools For Linux	Ubuntu
Squashfs-tools For Linux	Red Hat
Sscg For Linux	Red Hat
Sssd For Linux	Red Hat
Sssd-ad For Linux	Red Hat
Sssd-client For Linux	Red Hat
Sssd-common For Linux	Red Hat
Sssd-common-pac For Linux	Red Hat
Sssd-ipa For Linux	Red Hat
Sssd-kcm For Linux	Red Hat
Sssd-krb5 For Linux	Red Hat
Sssd-krb5-common For Linux	Red Hat
Sssd-ldap For Linux	Red Hat
Sssd-nfs-idmap For Linux	Red Hat
Sssd-proxy For Linux	Red Hat
Strace For Linux	Red Hat
Strawberry Perl	Vanilla Perl Project
Subscription-manager For Linux	Red Hat
Subscription-manager-cockpit For Linux	Red Hat
Subscription-manager-rhsm-certificates For Linux	Red Hat
Sudo For Linux	Ubuntu
Sudo For Linux	Red Hat
Support Assistant	Hp
Support Solution Framework	Hp
Supportassist	Dell
Symlinks For Linux	Red Hat
Sysstat For Linux	Ubuntu
Sysstat For Linux	Red Hat
System Center Configuration Manager	Microsoft
System Inventory Agent	Dell

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Name	Vendor
Systemd For Linux	Ubuntu
Systemd For Linux	Red Hat
Systemd-libs For Linux	Red Hat
Systemd-pam For Linux	Red Hat
Systemd-sysv For Linux	Ubuntu
Systemd-udev For Linux	Red Hat
Systemtap-sdt-devel For Linux	Red Hat
Tableau Desktop	Tableau
Tableau Reader	Tableau
Tableau Server	Tableau
Talk Plugin	Google
Tar For Linux	Ubuntu
Tar For Linux	Red Hat
Tcl For Linux	Red Hat
Tcpdump For Linux	Ubuntu
Tcpdump For Linux	Red Hat
Teamd For Linux	Red Hat
Teams	Microsoft
Teams Machine Wide Installer	Microsoft
Teamviewer	Teamviewer
Telnet For Linux	Red Hat
Textpad	Helios
Time For Linux	Red Hat
Timedatex For Linux	Red Hat
Tmux For Linux	Ubuntu
Toad Data Modeler	Quest
Toad For Oracle	Quest
Tokyocabinet For Linux	Red Hat
Tomcat	Apache
Tools	Vmware
Total Commander	Ghisler
Tpm2-tools For Linux	Red Hat
Tpm2-tss For Linux	Red Hat
Tree For Linux	Red Hat
Treesize	Jam-software
Trousers For Linux	Red Hat
Trousers-lib For Linux	Red Hat
Tuned For Linux	Red Hat
Tzdata For Linux	Red Hat
Udev For Linux	Ubuntu
Udisks2 For Linux	Ubuntu
Udisks2 For Linux	Red Hat
Udisks2-iscsi For Linux	Red Hat
Udisks2-lvm2 For Linux	Red Hat

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Name	Vendor
Uidmap For Linux	Ubuntu
Unattended-upgrades For Linux	Ubuntu
Unbound-libs For Linux	Red Hat
Unified Functional Testing	Hp
Universal Forwarder	Splunk
Unixodbc For Linux	Red Hat
Unixodbc-devel For Linux	Red Hat
Unzip For Linux	Ubuntu
Unzip For Linux	Red Hat
Update	Hp
Urlview For Linux	Red Hat
Usbpcap	Usbpcap Project
Usbutils For Linux	Red Hat
Usermode For Linux	Red Hat
Userspace-rcu For Linux	Red Hat
Util-linux For Linux	Ubuntu
Util-linux For Linux	Red Hat
Util-linux-user For Linux	Red Hat
Uuid For Linux	Red Hat
Uuid-dev For Linux	Ubuntu
Uuid-runtime For Linux	Ubuntu
Vdo For Linux	Red Hat
Veracrypt	Idrix
Video Intercept	Freedomsscientific
Vim For Linux	Ubuntu
Vim-common For Linux	Red Hat
Vim-common For Linux	Ubuntu
Vim-enhanced For Linux	Red Hat
Vim-filesystem For Linux	Red Hat
Vim-minimal For Linux	Red Hat
Vim-runtime For Linux	Ubuntu
Vim-tiny For Linux	Ubuntu
Virt-what For Linux	Red Hat
Visio	Microsoft
Visio 2010	Microsoft
Visio 2016	Microsoft
Visio Viewer 2013	Microsoft
Visio Viewer 2016	Microsoft
Visual Studio 2010 Shell	Microsoft
Visual Studio 2013	Microsoft
Visual Studio 2015	Microsoft
Visual Studio 2015 Shell	Microsoft
Visual Studio 2017	Microsoft
Visual Studio 2019	Microsoft

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Name	Vendor
Visual Studio 2022	Microsoft
Visual Studio Build Tools	Microsoft
Visual Studio Code	Microsoft
Vlc Media Player	Videolan
Vm Virtualbox	Oracle
Volume Key-libs For Linux	Red Hat
Vpn Client	Cisco
Vsphere Client	Vmware
Vysor	Vysor
Vzaccess Manager	Smithmicro
W3m For Linux	Fedora
Walinuxagent For Linux	Red Hat
Walinuxagent For Linux	Ubuntu
Web Registration	Hp
Webcam Software	Logitech
Webex	Cisco
Webex Meeting Center	Cisco
Webex Meetings	Cisco
Webex Recorder And Player	Cisco
Wget For Linux	Red Hat
Wget For Linux	Ubuntu
Which For Linux	Red Hat
Windows 10	Microsoft
Windows 11	Microsoft
Windows Defender	Microsoft
Windows Server 2012 R2	Microsoft
Windows Server 2016	Microsoft
Windows Server 2019	Microsoft
Windows Server 2022	Microsoft
Winmerge	Winmerge
Winpcap	Riverbed
Winrar	Rarlab
Winscp	Winscp
Winzip	Corel
Wireshark	Wireshark
Wmi	Nvidia
Word 2016	Microsoft
Words For Linux	Red Hat
Workcentre	Xerox
Xdelta3 For Linux	Ubuntu
Xdg-utils For Linux	Ubuntu
Xdg-utils For Linux	Red Hat
Xfsdump For Linux	Red Hat
Xfsprogs For Linux	Red Hat

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Name	Vendor
Xkeyboard-config For Linux	Red Hat
Xmind	Xmind
Xml Core Services	Microsoft
Xorg-x11-apps For Linux	Red Hat
Xorg-x11-fonts-misc For Linux	Red Hat
Xorg-x11-font-utils For Linux	Red Hat
Xorg-x11-proto-devel For Linux	Red Hat
Xorg-x11-server-utils For Linux	Red Hat
Xorg-x11-utils For Linux	Red Hat
Xorg-x11-xauth For Linux	Red Hat
Xorg-x11-xbitmaps For Linux	Red Hat
Xserver-common For Linux	Ubuntu
Xserver-xorg-core For Linux	Ubuntu
Xxd For Linux	Ubuntu
Xz For Linux	Red Hat
Xz-libs For Linux	Red Hat
Xz-utils For Linux	Ubuntu
Yum For Linux	Red Hat
Yum-utils For Linux	Red Hat
Zed Attack Proxy	Owasp
Zip For Linux	Red Hat
Zlib For Linux	Red Hat
Zlib1g For Linux	Ubuntu
Zlib1g-dev For Linux	Ubuntu
Zlib-devel For Linux	Red Hat
Zulu	Azul

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Device Name	OS Platform	OS Version
104y333	Windows10	21H2
107wl33	Windows10	21H2
10kyjw2	Windows10	21H2
10lm433	Windows10	21H2
11rf7y2	Windows10	21H2
121tds3	Windows10	21H2
123rl33	Windows10	21H2
124bkw2	Windows10	21H2
12p80r2	Windows11	21H2
13fs8c3	Windows10	21H2
141bkw2	Windows10	21H2
141m433	Windows10	21H2
141w8c3	Windows10	21H2
14f6y33	Windows10	21H2
14g19c3	Windows10	21H2
14lt433	Windows10	21H2
160l433	Windows10	21H2
161q8c3	Windows10	21H2
1648sq2	Windows10	21H2
16ttl33	Windows10	21H2
18sw8c3	Windows10	21H2
18w5y33	Windows10	21H2
194dm33	Windows10	21H2
195r8c3	Windows10	21H2
19dm433	Windows11	21H2
19qk353	Windows10	21H2
19sj353	Windows10	21H2
1b7cl33	Windows10	1909
1bcv533	Windows10	21H2
1bfs8c3	Windows10	21H2
1bl29c3	Windows10	22H2
1bp5y33	Windows10	21H2
1bz1q73	Windows10	21H2
1c1wl33	Windows10	21H2
1ckl433	Windows10	21H2
1cqk353	Windows10	21H2
1d41r73	Windows10	21H2
1f2mk02	Windows10	1607
1ffcl33	Windows10	21H2
1fvp433	Windows10	21H2
1hz3q73	Windows10	21H2
1j0zr73	Windows10	21H2
1j8zgs3	Windows10	21H2
1j9lkw2	Windows10	21H2

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 Hardware Inventory

Device Name	OS Platform	OS Version
1j9y333	Windows10	21H2
1jtz333	Windows10	21H2
1kpp433	Windows10	21H2
1kxw8c3	Windows10	21H2
1l0cl33	Windows10	21H2
1l0q8c3	Windows10	21H2
1ldq8c3	Windows11	21H2
1lxx453	Windows11	21H2
1m8vy33	Windows10	21H2
1mdq8c3	Windows10	21H2
1mh1kw2	Windows10	21H2
1mmv8c3	Windows10	21H2
1mq0433	Windows10	21H2
1n8zgs3	Windows10	21H2
1nydl33	Windows10	21H2
1p2dl33	Windows10	21H2
1pxw8c3	Windows10	21H2
1qrg533	Windows10	21H2
1qy0r73	Windows10	21H2
1rm19c3	Windows10	21H2
1rmb693	Windows10	21H2
1rxfb3	Windows10	21H2
1s2rl33	Windows10	21H2
1s5jvt2	Windows10	21H2
1sffbc3	Windows10	21H2
1sh29c3	Windows11	21H2
1sprl33	Windows10	21H2
1svr8c3	Windows10	21H2
1sxl433	Windows10	21H2
1t0q8c3	Windows10	21H2
1t6q8c3	Windows10	21H2
1t6w8c3	Windows10	21H2
1tlzf2	Windows10	21H2
1tsf8g3	Windows10	21H2
1v6q8c3	Windows10	21H2
1vhrl33	Windows10	21H2
1vrk353	Windows10	21H2
1vrt433	Windows10	21H2
1vrwr73	Windows10	21H2
1vsj3b3	Windows10	21H2
1wm19c3	Windows11	21H2
1wrj3b3	Windows10	21H2
1wxl433	Windows10	21H2
1wy2gb3	Windows10	21H2

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 Hardware Inventory

Device Name	OS Platform	OS Version
1x0q8c3	Windows10	21H2
1xdl533	Windows10	21H2
1xjyjw2	Windows10	21H2
1xm19c3	Windows11	21H2
1xpp433	Windows10	21H2
1yb4p13	Windows10	21H2
1yh39c3	Windows10	21H2
1yhzgy3	Windows11	21H2
1yp2q73	Windows10	21H2
1yvvtj2	Windows10	21H2
1z529c3	Windows10	21H2
1zjyjw2	Windows10	21H2
1zkyjw2	Windows10	20H2
1zlt333	Windows10	21H2
213bkw2	Windows10	21H2
214bkw2	Windows10	21H2
2183q73	Windows10	21H2
21lq8c3	Windows10	21H2
221tds3	Windows10	21H2
229g8g3	Windows10	21H2
23vvlq2	Windows10	21H2
243vr73	Windows10	21H2
24l8353	Windows10	21H2
24myl13	Windows10	21H2
2501f63	Windows10	21H2
25bqr73	Windows10	21H2
261qm13	Windows10	21H2
26cxym2	Windows10	21H2
26mcl33	Windows10	21H2
27l29c3	Windows10	21H2
27rzl33	Windows10	21H2
27sblr2	Windows10	2004
28gdl33	Windows10	21H2
28lm433	Windows10	21H2
295glr2	Windows10	21H2
2b9hlr2	Windows10	21H2
2bdblr2	Windows10	21H2
2bghlr2	Windows10	21H2
2bh1kw2	Windows10	21H2
2blxcl3	Windows10	21H2
2bt1ym2	Windows10	21H2
2c8sl33	Windows10	21H2
2cdq8c3	Windows10	21H2
2clp433	Windows10	21H2

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Device Name	OS Platform	OS Version
2cp9lr2	Windows10	21H2
2dg9lr2	Windows10	21H2
2dkb9t2	Windows10	21H2
2dkl433	Windows10	21H2
2dl79t2	Windows10	21H2
2dxc9t2	Windows10	2004
2dxd9t2	Windows10	21H2
2dy89t2	Windows10	2004
2ff6353	Windows10	21H2
2g8zl33	Windows10	21H2
2gg4t52	Windows10	21H2
2ggn433	Windows10	21H2
2gh1t52	Windows10	2004
2gm0433	Windows10	21H2
2gp39c3	Windows10	21H2
2gs6y33	Windows10	21H2
2gvglr2	Windows10	21H2
2gwjlr2	Windows10	21H2
2h2bl33	Windows10	21H2
2h3flr2	Windows10	21H2
2hq0433	Windows11	21H2
2hqk353	Windows10	21H2
2hvdbc3	Windows10	21H2
2hy0r73	Windows10	21H2
2j4k353	Windows10	21H2
2jffbc3	Windows10	21H2
2kfn533	Windows10	21H2
2kmf8g3	Windows10	21H2
2kq29c3	Windows10	21H2
2kxtr73	Windows10	21H2
2l3x8c3	Windows11	21H2
2l8lkw2	Windows10	21H2
2lxspn2	Windows10	21H2
2mfp6y1	Windows10	22H2
2nx29c3	Windows10	21H2
2p1fbc3	Windows10	21H2
2p8zgs3	Windows10	21H2
2p98tt2	Windows10	21H2
2p9lkw2	Windows10	21H2
2pss8c3	Windows10	21H2
2q0dl33	Windows10	21H2
2q5k453	Windows10	21H2
2qx6tt2	Windows10	21H2
2rt19c3	Windows10	21H2

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 Hardware Inventory

Device Name	OS Platform	OS Version
2s8lkw2	Windows10	21H2
2sgrm53	Windows10	21H2
2sh39c3	Windows10	21H2
2srdbc3	Windows10	21H2
2ss6353	Windows10	21H2
2v6m433	Windows10	21H2
2vbt8c3	Windows10	21H2
2wmdl33	Windows10	21H2
2wprl33	Windows10	21H2
2wrj3b3	Windows10	21H2
2ww4353	Windows10	21H2
2x7fbc3	Windows10	21H2
2y3y333	Windows10	21H2
2y8n433	Windows10	21H2
2yhzgy3	Windows11	21H2
2yzmrv2	Windows10	21H2
2z3bkw2	Windows10	21H2
2zjp433	Windows10	21H2
2zmdl33	Windows10	21H2
2zmp433	Windows10	21H2
30bznl3	Windows10	21H2
30n19c3	Windows10	21H2
313bkw2	Windows10	21H2
31lm433	Windows10	21H2
329n433	Windows10	21H2
32d6gs3	Windows10	21H2
32p80r2	Windows10	21H2
32rbl33	Windows10	21H2
32rk353	Windows10	21H2
334bkw2	Windows10	21H2
33chfb3	Windows10	21H2
33nz333	Windows10	21H2
34029c3	Windows10	1909
34gk3w2	Windows10	21H2
350l433	Windows10	21H2
35dq8c3	Windows10	21H2
35hy333	Windows10	21H2
36hy333	Windows11	21H2
36swr73	Windows10	21H2
374j3w2	Windows10	21H2
37lq8c3	Windows10	21H2
37nn433	Windows10	21H2
37thvt2	Windows10	21H2
38cqr73	Windows10	21H2

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Device Name	OS Platform	OS Version
38hy333	Windows10	21H2
38p80r2	Windows10	21H2
390q433	Windows10	21H2
391bkw2	Windows10	21H2
39l6gs3	Windows10	21H2
39lzl33	Windows10	21H2
39tk353	Windows10	21H2
3b7gbc3	Windows10	21H2
3blxcl3	Windows10	21H2
3bpp433	Windows10	21H2
3brx333	Windows10	21H2
3cydbc3	Windows10	21H2
3dm3q73	Windows10	21H2
3dnfbc3	Windows10	21H2
3dxk433	Windows11	21H2
3dydbc3	Windows10	21H2
3f1bkw2	Windows10	21H2
3f539c3	Windows10	21H2
3f9qr73	Windows10	21H2
3fts6s2	Windows10	21H2
3fx43z2	Windows10	21H2
3g1bkw2	Windows10	21H2
3h0mcl3	Windows10	21H2
3h74tt2	Windows10	21H2
3hj6fb2	Windows10	21H2
3hp39c3	Windows11	21H2
3hp80r2	Windows10	21H2
3htk3w2	Windows10	21H2
3hzs8c3	Windows10	21H2
3j6m433	Windows10	21H2
3j9lkw2	Windows10	21H2
3j9v8c3	Windows11	21H2
3jbfbc3	Windows10	21H2
3jh1kw2	Windows10	21H2
3jzyw2	Windows10	21H2
3k8dl33	Windows10	21H2
3k8zgs3	Windows10	21H2
3kc29c3	Windows10	21H2
3kn8353	Windows10	21H2
3kqk353	Windows10	21H2
3kx0433	Windows11	21H2
3l4x8c3	Windows10	21H2
3l6m433	Windows10	21H2
3l9lkw2	Windows10	21H2

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Device Name	OS Platform	OS Version
3lh1kw2	Windows11	21H2
3msp433	Windows10	21H2
3n029c3	Windows10	21H2
3n687d3	Windows10	21H2
3n8zgs3	Windows10	21H2
3ns6y33	Windows10	21H2
3p8zgs3	Windows10	21H2
3pvv8c3	Windows10	21H2
3qpp433	Windows10	21H2
3r2dl33	Windows10	21H2
3s13rn2	Windows10	21H2
3st28s3	Windows10	21H2
3sxfbc3	Windows10	21H2
3t3r8c3	Windows10	21H2
3tqdbc3	Windows10	21H2
3tzmr2	Windows10	21H2
3vs6353	Windows11	21H2
3w5w8c3	Windows10	21H2
3wjp433	Windows10	21H2
3wwt8c3	Windows10	21H2
3x8vl33	Windows10	21H2
3xyp433	Windows10	21H2
3y11f63	Windows10	21H2
3yg0r73	Windows10	21H2
3ym19c3	Windows10	21H2
3z0gbc3	Windows10	21H2
3z6wl33	Windows10	21H2
3z9yym2	Windows10	21H2
3zhr133	Windows10	21H2
3zjyw2	Windows10	21H2
3ztnm13	Windows10	21H2
40bzn13	Windows10	21H2
40nz333	Windows10	21H2
4130ql3	Windows10	21H2
41h29c3	Windows10	1803
41lyjw2	Windows10	21H2
436l433	Windows10	21H2
43f29c3	Windows10	21H2
43gdl33	Windows10	21H2
43np433	Windows10	21H2
43zp433	Windows10	21H2
440znn2	Windows10	2004
4446kb2	Windows10	21H2
4453kb2	Windows10	21H2

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Device Name	OS Platform	OS Version
447jrp2	Windows10	21H2
448frp2	Windows10	2004
46g19c3	Windows10	21H2
46vyym2	Windows10	21H2
47qdp13	Windows10	21H2
48ck453	Windows10	21H2
48np433	Windows11	21H2
48p80r2	Windows10	21H2
4981js3	Windows10	21H2
49g19c3	Windows10	21H2
49l6gs3	Windows10	21H2
49lz333	Windows10	21H2
4b339c3	Windows10	21H2
4blxcl3	Windows10	2004
4blz333	Windows11	22H2
4bnfbc3	Windows10	21H2
4c2bl33	Windows10	21H2
4cfbl33	Windows10	1909
4cl29c3	Windows10	21H2
4cnfbc3	Windows10	1909
4cvk353	Windows10	21H2
4dtk353	Windows10	21H2
4fp39c3	Windows10	21H2
4frx333	Windows10	21H2
4ftk353	Windows10	21H2
4fxy2b3	Windows10	21H2
4g819c3	Windows11	21H2
4g9y333	Windows10	21H2
4ggx8c3	Windows10	21H2
4gy09c3	Windows10	21H2
4hf0433	Windows10	21H2
4hlzl33	Windows10	21H2
4hqdbc3	Windows10	21H2
4hv61x2	Windows10	21H2
4hwp433	Windows10	21H2
4j0m453	Windows10	21H2
4jqdbc3	Windows10	21H2
4k25353	Windows10	21H2
4k5dbc3	Windows10	21H2
4kmfbc3	Windows10	21H2
4ksskn3	Windows10	21H2
4lh1kw2	Windows10	21H2
4lwk353	Windows11	21H2
4m0cl33	Windows10	21H2

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Device Name	OS Platform	OS Version
4mlzl33	Windows10	21H2
4my5pg3	Windows10	21H2
4n8zgs3	Windows10	21H2
4n9y333	Windows10	21H2
4nq29c3	Windows10	21H2
4nss8c3	Windows10	21H2
4pjt8c3	Windows10	21H2
4pm8433	Windows10	21H2
4pq29c3	Windows10	21H2
4pxl433	Windows10	21H2
4q2dl33	Windows10	21H2
4q9y333	Windows10	21H2
4qbt8c3	Windows11	21H2
4qt43z2	Windows10	21H2
4rb1gb3	Windows10	21H2
4rrk353	Windows10	21H2
4s219c3	Windows10	21H2
4skyjw2	Windows10	21H2
4st28s3	Windows10	21H2
4sv5pg3	Windows10	21H2
4svsdb3	Windows10	21H2
4szhvt2	Windows10	21H2
4t8lkw2	Windows10	21H2
4t98tt2	Windows10	21H2
4tswtg3	Windows10	21H2
4w219c3	Windows11	21H2
4w7g6y2	Windows10	21H2
4wrj3b3	Windows10	21H2
4x0cl33	Windows10	21H2
4xhffb3	Windows10	21H2
4xrsm13	Windows10	21H2
4y3xl33	Windows10	21H2
4y8lkw2	Windows10	21H2
4zqyfl3	Windows10	21H2
4zvn453	Windows10	21H2
50bzn13	Windows10	21H2
50pv8c3	Windows10	21H2
5130ql3	Windows10	21H2
514bkw2	Windows10	21H2
515gbc3	Windows10	21H2
51l5tt2	Windows10	21H2
52rxm53	Windows10	21H2
53tp433	Windows10	21H2
544bkw2	Windows10	21H2

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Device Name	OS Platform	OS Version
54lz333	Windows10	21H2
54qt8c3	Windows10	21H2
54xq433	Windows10	21H2
54yx333	Windows10	21H2
550q433	Windows10	21H2
551bkw2	Windows10	21H2
55ddbc3	Windows10	21H2
564bkw2	Windows10	21H2
56jzr73	Windows10	21H2
56sw8c3	Windows10	21H2
57k2s52	Windows10	21H2
589lkw2	Windows10	21H2
58c39c3	Windows10	21H2
58hr8c3	Windows10	21H2
58lq8c3	Windows10	21H2
58mcl33	Windows10	21H2
58sxr73	Windows10	21H2
59x7zm2	Windows10	21H2
5b41r73	Windows10	21H2
5b729c3	Windows11	21H2
5blxcl3	Windows10	21H2
5bqmpv2	Windows10	21H2
5c2q433	Windows10	21H2
5d70433	Windows11	21H2
5dbx8c3	Windows10	21H2
5fxy2b3	Windows10	21H2
5fyp433	Windows10	21H2
5g7p453	Windows10	21H2
5gp80r2	Windows10	21H2
5gydbc3	Windows10	21H2
5h71s73	Windows10	21H2
5hn8353	Windows10	21H2
5hvp433	Windows10	21H2
5j5k453	Windows10	21H2
5jydl33	Windows10	21H2
5jyfb3	Windows10	21H2
5k1bkw2	Windows10	21H2
5k7cl33	Windows10	21H2
5kqb9t2	Windows11	21H2
5l1bkw2	Windows10	21H2
5l389t2	Windows11	21H2
5l5k353	Windows10	21H2
5l7fbc3	Windows10	21H2
5lf3q73	Windows10	21H2

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Device Name	OS Platform	OS Version
5m5k353	Windows10	21H2
5mh19c3	Windows11	21H2
5mhxl33	Windows10	21H2
5mq29c3	Windows10	21H2
5mxw8c3	Windows10	21H2
5my5pg3	Windows10	21H2
5n8zgs3	Windows10	21H2
5ndz333	Windows10	21H2
5p4fbc3	Windows10	21H2
5p8zgs3	Windows10	21H2
5pdmy93	Windows10	21H2
5q8lkw2	Windows10	21H2
5q9lkw2	Windows10	21H2
5qsp433	Windows10	21H2
5qx4tt2	Windows10	21H2
5r06l13	Windows10	2004
5r7bl33	Windows10	21H2
5rhpg72	Windows10	21H2
5rjyw2	Windows10	21H2
5rlzm13	Windows10	21H2
5rrq8c3	Windows10	21H2
5rt29c3	Windows10	21H2
5st28s3	Windows10	21H2
5stcjs3	Windows10	21H2
5t91m33	Windows10	21H2
5tk29c3	Windows10	21H2
5tmdl33	Windows10	21H2
5trk353	Windows10	21H2
5trzm13	Windows10	21H2
5tsj3b3	Windows10	2004
5tswtg3	Windows10	21H2
5v7cl33	Windows10	21H2
5v8lkw2	Windows10	21H2
5w7cl33	Windows10	21H2
5wrm433	Windows10	21H2
5xbt8c3	Windows10	21H2
5xfmcx3	Windows10	21H2
5yrk353	Windows10	21H2
5yvnqv2	Windows10	21H2
5zprl33	Windows10	21H2
5zrw8c3	Windows10	21H2
5zv5y33	Windows10	21H2
604bkw2	Windows10	21H2
60bznl3	Windows10	21H2

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Device Name	OS Platform	OS Version
60kdbc3	Windows10	21H2
60z7353	Windows10	21H2
61g39c3	Windows10	21H2
61zxr73	Windows10	21H2
624bkw2	Windows10	21H2
62l8353	Windows10	21H2
62myjw2	Windows10	21H2
62wxl33	Windows10	21H2
634bkw2	Windows10	21H2
638bl33	Windows10	21H2
63g19c3	Windows10	21H2
63swr73	Windows10	21H2
63ttl33	Windows10	21H2
64tglr2	Windows10	21H2
64vblr2	Windows10	21H2
64z9lr2	Windows10	21H2
6541r73	Windows10	21H2
655jlr2	Windows10	21H2
65bdlr2	Windows10	21H2
65jjlr2	Windows10	21H2
65qblr2	Windows10	21H2
65qflr2	Windows10	21H2
65zp433	Windows10	21H2
664bkw2	Windows10	21H2
667blr2	Windows10	21H2
66dflr2	Windows10	21H2
66lp433	Windows10	21H2
66rhlr2	Windows10	21H2
66tk353	Windows10	21H2
66vy2b3	Windows10	21H2
66wjlr2	Windows10	21H2
66z6353	Windows10	2004
67029c3	Windows10	21H2
678sl33	Windows10	21H2
6836tt2	Windows10	21H2
688dl33	Windows10	1909
688sl33	Windows10	21H2
694blr2	Windows10	21H2
69bflr2	Windows10	21H2
69bx8c3	Windows10	21H2
69dtx1	Windows10	21H2
69hsdb3	Windows10	21H2
69hy333	Windows10	21H2
69nfb3	Windows10	21H2

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Device Name	OS Platform	OS Version
69qt8c3	Windows11	21H2
69rflr2	Windows10	21H2
69rp433	Windows10	21H2
6bfcl33	Windows10	21H2
6bydbc3	Windows10	21H2
6byx333	Windows10	21H2
6d2sl33	Windows10	21H2
6d3shw2	Windows10	21H2
6d8v8c3	Windows10	21H2
6ddp7y2	Windows10	21H2
6f1bkw2	Windows10	21H2
6fn5l13	Windows10	21H2
6g0l433	Windows10	21H2
6g629c3	Windows10	21H2
6glzl33	Windows10	21H2
6gq0433	Windows10	21H2
6h98353	Windows10	21H2
6hh1kw2	Windows10	21H2
6hkl433	Windows10	21H2
6hr11b3	Windows10	21H2
6hss8c3	Windows10	21H2
6hydbc3	Windows10	21H2
6j8zgs3	Windows10	21H2
6jdymq2	Windows10	21H2
6jsk353	Windows10	21H2
6kcl433	Windows10	21H2
6kh1kw2	Windows10	21H2
6l5dbc3	Windows10	21H2
6lbcfb3	Windows10	21H2
6lqk353	Windows11	21H2
6ltz333	Windows10	21H2
6mf3q73	Windows10	21H2
6mss8c3	Windows10	21H2
6mt19c3	Windows10	21H2
6p7fbc3	Windows10	21H2
6pdmy93	Windows10	21H2
6ph9dv2	Windows10	2004
6pj7dv2	Windows10	2004
6pqcdv2	Windows10	2004
6prddv2	Windows10	2004
6q07dv2	Windows10	2004
6q2ddv2	Windows10	2004
6q70433	Windows10	21H2
6q7cl33	Windows10	21H2

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Device Name	OS Platform	OS Version
6qfcdv2	Windows10	2004
6qqk453	Windows10	21H2
6rlcl33	Windows10	21H2
6rwnb53	Windows10	21H2
6rydl33	Windows10	21H2
6ryq8c3	Windows10	21H2
6s239c3	Windows10	21H2
6stcjs3	Windows10	21H2
6sx2q73	Windows10	21H2
6tswtg3	Windows10	21H2
6tz6s32	Windows10	21H2
6v8n433	Windows10	21H2
6vk53z2	Windows11	21H2
6vnd433	Windows10	21H2
6w8lkw2	Windows10	21H2
6wb1gb3	Windows10	21H2
6wbv333	Windows10	21H2
6wjyiw2	Windows10	2004
6wrj3b3	Windows10	21H2
6wrk353	Windows11	21H2
6wz1593	Windows10	21H2
6x1qrv3	Windows10	21H2
6x2dfb3	Windows10	21H2
6x3y333	Windows10	21H2
6x4t8c3	Windows10	21H2
6x8lkw2	Windows10	2004
6xjyiw2	Windows10	21H2
6y529c3	Windows10	21H2
6ycxr73	Windows10	21H2
6ygr433	Windows10	21H2
6yxp433	Windows10	21H2
6z3bkw2	Windows10	21H2
70039c3	Windows10	21H2
70bznl3	Windows10	21H2
70sw8c3	Windows10	21H2
70vv4y2	Windows10	21H2
7130ql3	Windows10	21H2
713n433	Windows10	21H2
71629c3	Windows10	21H2
71byym2	Windows10	21H2
71sw8c3	Windows10	21H2
71tzyw2	Windows10	21H2
71zhdx3	Windows10	21H2
721m433	Windows10	21H2

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Device Name	OS Platform	OS Version
7241r73	Windows10	21H2
73rxm53	Windows10	21H2
74sj353	Windows10	21H2
75g19c3	Windows10	21H2
75hy333	Windows10	21H2
75lz333	Windows10	21H2
764bkw2	Windows10	21H2
781qm13	Windows10	21H2
78p80r2	Windows10	21H2
797gbc3	Windows10	21H2
79rl433	Windows10	21H2
79wpvt2	Windows10	1909
79x0dv2	Windows10	21H2
79yx333	Windows10	21H2
79z3rn2	Windows10	21H2
7b54dv2	Windows10	2004
7bb3dv2	Windows10	21H2
7bc39c3	Windows10	21H2
7bm5dv2	Windows10	21H2
7bx0433	Windows11	21H2
7c0cl33	Windows10	21H2
7c9rl33	Windows10	21H2
7d8dl33	Windows10	21H2
7df3dv2	Windows10	21H2
7dk6dv2	Windows10	21H2
7dlzl33	Windows10	21H2
7dp39c3	Windows10	21H2
7ds5dv2	Windows10	21H2
7dv1dv2	Windows10	21H2
7f01dv2	Windows10	21H2
7f13dv2	Windows10	21H2
7f36dv2	Windows10	21H2
7f5k453	Windows10	21H2
7ft5w52	Windows10	21H2
7fxy2b3	Windows10	21H2
7g2sl33	Windows10	21H2
7gl1dv2	Windows10	21H2
7gm2dv2	Windows10	21H2
7grsnv2	Windows10	21H2
7gx0433	Windows11	21H2
7gy0r73	Windows10	21H2
7h0l433	Windows10	21H2
7h65dv2	Windows10	21H2
7h729c3	Windows11	21H2

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Device Name	OS Platform	OS Version
7hr11b3	Windows10	21H2
7hrn433	Windows10	21H2
7hsk353	Windows10	21H2
7jc4dv2	Windows10	21H2
7jc6dv2	Windows10	21H2
7jd0dv2	Windows10	21H2
7jd2dv2	Windows10	21H2
7jf1dv2	Windows10	21H2
7jg0dv2	Windows10	21H2
7jjfbc3	Windows10	21H2
7jm2dv2	Windows10	21H2
7jn2dv2	Windows10	21H2
7jp0dv2	Windows10	21H2
7jsp433	Windows10	21H2
7k9v8c3	Windows11	21H2
7kgn433	Windows10	21H2
7ktz333	Windows10	21H2
7lbhfb3	Windows10	21H2
7lgx8c3	Windows10	21H2
7lh1kw2	Windows10	21H2
7m0vtt2	Windows10	21H2
7m8zgs3	Windows10	21H2
7m9v9s3	Windows10	21H2
7mc9433	Windows10	21H2
7mmp433	Windows10	21H2
7mts6s2	Windows10	21H2
7mwp433	Windows10	21H2
7n8zgs3	Windows10	21H2
7pdmy93	Windows10	21H2
7pgsl33	Windows10	21H2
7q4k353	Windows11	21H2
7r8lkw2	Windows10	21H2
7rcw8c3	Windows10	21H2
7rpp433	Windows10	21H2
7sh1593	Windows10	21H2
7ss3q73	Windows10	21H2
7ssp433	Windows10	21H2
7st28s3	Windows10	21H2
7sv5m13	Windows10	21H2
7sw4353	Windows10	2004
7th1593	Windows10	21H2
7tswtg3	Windows10	21H2
7tz8pv2	Windows10	21H2
7wsdl33	Windows10	21H2

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Device Name	OS Platform	OS Version
7y5l433	Windows10	21H2
7yw09c3	Windows10	21H2
7z6wl33	Windows10	21H2
7zf7dl3	Windows10	21H2
7zk53z2	Windows10	21H2
7zt5353	Windows10	21H2
805fbc3	Windows10	21H2
806l433	Windows11	21H2
809n433	Windows11	21H2
80bznl3	Windows10	21H2
8130ql3	Windows10	21H2
81jrl33	Windows10	21H2
81l1pl3	Windows10	21H2
81q4353	Windows10	21H2
81tzvl3	Windows10	21H2
81z6353	Windows10	21H2
81zhd3	Windows10	21H2
82g19c3	Windows10	21H2
82yx333	Windows11	21H2
83rbl33	Windows10	2004
846zr73	Windows10	21H2
849rl33	Windows10	21H2
84hsdb3	Windows10	21H2
84j8353	Windows10	21H2
84kwr73	Windows10	21H2
854bkw2	Windows10	21H2
85tp433	Windows10	21H2
864bkw2	Windows10	1909
86ld6y2	Windows10	21H2
87c39c3	Windows10	21H2
87hy333	Windows10	21H2
87lp433	Windows10	21H2
886ygs3	Windows10	21H2
88ddbc3	Windows10	21H2
88hy333	Windows10	21H2
88qjvt2	Windows10	21H2
88rk353	Windows11	21H2
891hp13	Windows10	21H2
8bq0433	Windows10	21H2
8cck453	Windows10	21H2
8cxk433	Windows10	21H2
8dphfb3	Windows10	21H2
8dq0433	Windows10	21H2
8f1qm13	Windows10	21H2

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Device Name	OS Platform	OS Version
8f36tt2	Windows10	21H2
8f60h03	Windows10	21H2
8fkl433	Windows10	21H2
8fxtr73	Windows10	21H2
8fxy2b3	Windows10	21H2
8g0dl33	Windows10	21H2
8g25pv2	Windows10	21H2
8g3bkw2	Windows10	21H2
8g9v8c3	Windows10	21H2
8glzl33	Windows10	21H2
8grx333	Windows11	21H2
8h7cl33	Windows10	21H2
8h9y333	Windows10	21H2
8hlzl33	Windows10	21H2
8ht0m13	Windows10	21H2
8jf0433	Windows10	21H2
8jzs8c3	Windows10	21H2
8k1bkw2	Windows10	21H2
8klzl33	Windows10	21H2
8l1fbc3	Windows10	21H2
8l98353	Windows10	21H2
8lh1kw2	Windows10	21H2
8lrdbc3	Windows10	21H2
8m219c3	Windows10	21H2
8m6m433	Windows10	21H2
8m8zgs3	Windows10	21H2
8m9rl33	Windows10	21H2
8mffbc3	Windows10	21H2
8mprl33	Windows10	21H2
8msk353	Windows10	21H2
8n8zgs3	Windows10	21H2
8nn8353	Windows10	21H2
8nrm433	Windows10	21H2
8pdmy93	Windows10	21H2
8pqw8c3	Windows10	21H2
8prm433	Windows10	21H2
8ptbl33	Windows10	21H2
8q1fbc3	Windows10	21H2
8r239c3	Windows10	21H2
8r9vr73	Windows10	21H2
8rb1gb3	Windows10	21H2
8rh1593	Windows10	21H2
8rnv8c3	Windows10	21H2
8sh29c3	Windows10	21H2

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Device Name	OS Platform	OS Version
8srj353	Windows10	21H2
8st28s3	Windows10	1803
8stcjs3	Windows10	21H2
8t8x8c3	Windows10	21H2
8tnqm13	Windows10	21H2
8tswtg3	Windows10	21H2
8v3y333	Windows10	21H2
8v57353	Windows10	21H2
8vrdbc3	Windows10	21H2
8vrj353	Windows10	21H2
8vxp433	Windows10	21H2
8wk8353	Windows10	21H2
8wrj3b3	Windows10	21H2
8xt19c3	Windows10	21H2
8xvdbc3	Windows10	21H2
8xw4353	Windows10	21H2
8xzmrv2	Windows10	21H2
8z3v8c3	Windows10	21H2
8z3y333	Windows10	21H2
8zf7dl3	Windows10	21H2
900q433	Windows10	21H2
902r533	Windows10	21H2
90q4353	Windows10	21H2
90wdbc3	Windows11	21H2
90x09c3	Windows10	21H2
910w8c3	Windows11	21H2
91djml3	Windows10	21H2
91zhdx3	Windows10	21H2
921q8c3	Windows10	21H2
923bkw2	Windows10	21H2
924bkw2	Windows10	21H2
92pxl33	Windows10	21H2
92tp433	Windows10	21H2
92x09c3	Windows10	21H2
941w8c3	Windows10	21H2
94np433	Windows10	21H2
951w8c3	Windows10	21H2
95nhl13	Windows11	21H2
95q2q73	Windows10	21H2
95rb133	Windows10	21H2
9601f63	Windows10	21H2
966l433	Windows10	21H2
96x09c3	Windows10	21H2
96x5xl3	Windows10	21H2

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Device Name	OS Platform	OS Version
96zxp73	Windows10	21H2
979v8c3	Windows10	21H2
985jvt2	Windows10	21H2
98lp433	Windows10	21H2
98n19c3	Windows10	21H2
9906tt2	Windows10	21H2
99hy333	Windows10	1909
99kfb3	Windows10	21H2
9brk353	Windows10	21H2
9c1bkw2	Windows10	21H2
9cmcl33	Windows10	21H2
9cpmpv2	Windows10	21H2
9czs8c3	Windows10	21H2
9d2bl33	Windows10	21H2
9df0433	Windows10	21H2
9dslnh2	Windows10	21H2
9f4x8c3	Windows10	21H2
9fn8353	Windows10	21H2
9fqqm13	Windows10	21H2
9ftv8c3	Windows10	21H2
9fz3q73	Windows10	21H2
9gbk7c3	Windows10	21H2
9gdghb2	Windows10	21H2
9gfhhb2	Windows10	21H2
9gkl433	Windows10	21H2
9hx0433	Windows10	21H2
9j25353	Windows11	21H2
9j6kxt2	Windows11	21H2
9j9y333	Windows10	21H2
9k1bkw2	Windows10	21H2
9k98353	Windows10	21H2
9kvv8c3	Windows10	21H2
9l3bkw2	Windows10	21H2
9lffbc3	Windows10	21H2
9lxk353	Windows10	1909
9m4k353	Windows10	21H2
9m8zzw2	Windows10	2004
9mc29c3	Windows10	21H2
9mgx8c3	Windows10	21H2
9mt29c3	Windows11	21H2
9n4k353	Windows10	21H2
9n8sl33	Windows11	21H2
9p687d3	Windows10	21H2
9p6z333	Windows10	21H2

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Device Name	OS Platform	OS Version
9pdmy93	Windows10	21H2
9psp433	Windows10	21H2
9qkq8c3	Windows10	21H2
9qrj353	Windows10	21H2
9rw4353	Windows10	21H2
9rwgl13	Windows10	21H2
9s5w8c3	Windows10	21H2
9s91r73	Windows10	21H2
9st28s3	Windows11	21H2
9t8lkw2	Windows10	21H2
9tjp433	Windows10	21H2
9tprl33	Windows10	21H2
9tswtg3	Windows10	21H2
9twp433	Windows10	21H2
9v2dl33	Windows10	21H2
9v5yym2	Windows10	21H2
9v8vr73	Windows10	21H2
9vrk353	Windows10	21H2
9w8x8c3	Windows10	21H2
9wwp433	Windows10	21H2
9wyw8c3	Windows10	21H2
9x7ysm2	Windows10	21H2
9x92tm2	Windows10	21H2
9xfxsm2	Windows10	21H2
9y11f63	Windows10	21H2
9yjp433	Windows10	21H2
9yk1tm2	Windows10	21H2
9z85353	Windows10	21H2
9z8l453	Windows11	21H2
9zf7dl3	Windows10	21H2
9zpzr73	Windows10	2004
awiftldist01	WindowsServer2016	1607
b04bkw2	Windows10	21H2
b08w6s2	Windows10	21H2
b0rxm53	Windows10	21H2
b1l1pl3	Windows10	21H2
b1x0433	Windows10	21H2
b1zhdx3	Windows10	21H2
b23bkw2	Windows10	21H2
b2419c3	Windows11	21H2
b2gv8c3	Windows10	21H2
b2x0433	Windows10	21H2
b30q433	Windows10	21H2
b348sq2	Windows10	21H2

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Device Name	OS Platform	OS Version
b3lq8c3	Windows10	21H2
b410433	Windows10	21H2
b441r73	Windows10	21H2
b4hy333	Windows10	21H2
b4tp433	Windows11	21H2
b4ts8c3	Windows10	21H2
b4xk433	Windows10	21H2
b54bkw2	Windows10	21H2
b5lp433	Windows11	21H2
b6g8b42	Windows10	21H2
b71gbc3	Windows10	21H2
b7jzr73	Windows10	21H2
b86l433	Windows10	21H2
b8x09c3	Windows10	21H2
b91w8c3	Windows10	21H2
b9m3q73	Windows10	21H2
b9pp433	Windows11	21H2
bb0w8c3	Windows10	21H2
bbj39c3	Windows10	21H2
bbwzr73	Windows10	21H2
bc1bkw2	Windows10	21H2
bcnsl33	Windows11	21H2
bdfq8c3	Windows10	21H2
bf0dl33	Windows10	21H2
bf1w8c3	Windows10	21H2
bf66nl3	Windows10	21H2
bff6353	Windows10	21H2
bg8dl33	Windows10	21H2
bg8t6d3	Windows10	21H2
bgd8353	Windows10	21H2
bgdq8c3	Windows11	21H2
bgh1kw2	Windows10	21H2
bgyq8c3	Windows10	21H2
bh2sl33	Windows10	21H2
bj2sl33	Windows10	21H2
bj2wr52	Windows10	21H2
bj3bkw2	Windows10	21H2
bjlzl33	Windows10	21H2
bkwrl33	Windows10	21H2
bl1bkw2	Windows10	21H2
bl8zgs3	Windows10	21H2
bln5353	Windows10	21H2
blpp433	Windows10	21H2
blprl33	Windows10	21H2

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Device Name	OS Platform	OS Version
bltvr73	Windows10	21H2
bm98353	Windows10	21H2
bmgn433	Windows10	21H2
bmzk353	Windows11	21H2
bn0dl33	Windows10	21H2
bn9lkw2	Windows10	21H2
bp9y333	Windows11	21H2
bpdmy93	Windows10	21H2
bpprl33	Windows10	21H2
bq1zmv2	Windows10	21H2
bqgn433	Windows10	21H2
br3y333	Windows11	21H2
br9rrn2	Windows10	22H2
br9y333	Windows10	21H2
bs6k433	Windows10	21H2
bt9r8c3	Windows10	21H2
btq0433	Windows10	21H2
btswtg3	Windows10	21H2
btxrl33	Windows10	21H2
bvnqm13	Windows10	21H2
bvtz333	Windows10	21H2
bvy2gb3	Windows10	21H2
bw7fbc3	Windows10	21H2
bwcl433	Windows10	21H2
bwrj3b3	Windows10	21H2
by57353	Windows10	21H2
by5w8c3	Windows10	21H2
by8n433	Windows10	21H2
byvn453	Windows10	21H2
byx9433	Windows10	21H2
bz3bkw2	Windows10	21H2
bzf7dl3	Windows10	21H2
bzkyjw2	Windows10	21H2
bzvdbc3	Windows10	21H2
c0qr133	Windows10	21H2
c1l8353	Windows11	21H2
c1tp433	Windows10	21H2
c1trhq2	Windows10	21H2
c1xshq2	Windows10	21H2
c1yshq2	Windows10	21H2
c1zhdx3	Windows10	21H2
c23bkw2	Windows10	20H2
c24bkw2	Windows10	21H2
c34bkw2	Windows10	21H2

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Device Name	OS Platform	OS Version
c3bn453	Windows10	21H2
c3fnzf2	Windows10	21H2
c43n433	Windows10	21H2
c4629c3	Windows10	21H2
c46p9t2	Windows10	21H2
c4jyyw2	Windows10	21H2
c54bkw2	Windows10	21H2
c5hrn22	Windows10	21H2
c5scl33	Windows10	21H2
c5zdbc3	Windows10	21H2
c6fcl33	Windows10	21H2
c6rbl33	Windows11	21H2
c6vk353	Windows10	21H2
c72l9c3	Windows10	21H2
c741r73	Windows10	21H2
c7cnl13	Windows10	21H2
c7scl33	Windows10	21H2
c83n533	Windows10	21H2
c87gbc3	Windows10	21H2
c8gcfx3	Windows10	21H2
c8v8433	Windows10	21H2
c8wf6y2	Windows10	21H2
c9h29c3	Windows10	21H2
c9lqm13	Windows10	21H2
cb129c3	Windows10	21H2
cbwp433	Windows10	21H2
cbym433	Windows10	21H2
cc00433	Windows10	21H2
cc9v8c3	Windows10	21H2
cczl33	Windows10	21H2
ccp39c3	Windows10	1909
ccqk353	Windows10	21H2
ccrp433	Windows10	21H2
cd1bkw2	Windows10	21H2
cd1fbc3	Windows10	21H2
cd6q8c3	Windows10	21H2
cdxk453	Windows10	21H2
cf66nl3	Windows10	21H2
cf729c3	Windows10	21H2
cf9y333	Windows10	21H2
cfdm433	Windows10	2004
cfwp433	Windows10	21H2
cgfzl33	Windows10	21H2
cgvp433	Windows10	21H2

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Device Name	OS Platform	OS Version
ch029c3	Windows10	21H2
ch0dl33	Windows10	21H2
ch1xyw2	Windows10	21H2
ch6dbc3	Windows10	21H2
chh1kw2	Windows10	21H2
chzp433	Windows10	21H2
cjwrl33	Windows10	21H2
cjz3q73	Windows10	21H2
ck9y333	Windows10	21H2
ckpn453	Windows11	21H2
cl00433	Windows10	21H2
cl33gb3	Windows10	21H2
clj1gb3	Windows10	21H2
clj6gs3	Windows10	21H2
clsk353	Windows10	21H2
cm0dl33	Windows10	1909
cm8zgs3	Windows10	21H2
cn00433	Windows10	21H2
cn8zgs3	Windows10	21H2
cn9lkw2	Windows10	21H2
cnts6s2	Windows10	21H2
cnydbc3	Windows11	21H2
cp00433	Windows10	21H2
cp8x8c3	Windows10	21H2
cp9lkw2	Windows10	21H2
cph29c3	Windows10	21H2
cpksnv2	Windows10	21H2
cq9lkw2	Windows10	21H2
cqlzm13	Windows10	21H2
cqrk353	Windows10	21H2
cr0wr73	Windows10	21H2
cr4k353	Windows10	21H2
crt28s3	Windows10	21H2
cst28s3	Windows10	21H2
cszbdw2	Windows10	21H2
ct6wl33	Windows10	21H2
ctm19c3	Windows10	21H2
ctswtg3	Windows10	21H2
cttl453	Windows11	21H2
cttz333	Windows10	21H2
cv8lkw2	Windows10	21H2
cv9n453	Windows10	21H2
cvlcl33	Windows10	21H2
cw239c3	Windows10	21H2

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Device Name	OS Platform	OS Version
cw2rl33	Windows10	21H2
cw3y333	Windows10	21H2
cw6vhh2	Windows10	21H2
cwrj3b3	Windows10	21H2
cxx9433	Windows10	21H2
cy2l453	Windows10	21H2
cy3bkw2	Windows10	21H2
cykyjw2	Windows10	21H2
d067353	Windows10	21H2
d0c4q73	Windows10	21H2
d11m433	Windows10	21H2
d15fbc3	Windows10	21H2
d1mt333	Windows10	21H2
d1qmd42	Windows10	21H2
d2g0m13	Windows10	21H2
d2q4353	Windows10	21H2
d2rk353	Windows10	21H2
d31v8y1	Windows10	21H2
d34bkw2	Windows11	21H2
d39rl33	Windows10	21H2
d3jrl33	Windows10	21H2
d3mcl33	Windows10	21H2
d3x0433	Windows10	21H2
d40w8c3	Windows11	21H2
d47z333	Windows10	21H2
d4dbpn2	Windows10	21H2
d4ttl33	Windows10	21H2
d4x0433	Windows10	21H2
d5129c3	Windows10	21H2
d59x8c3	Windows10	21H2
d5mg0n2	Windows10	21H2
d5nn433	Windows10	21H2
d5rl433	Windows11	21H2
d5sj353	Windows10	21H2
d60w8c3	Windows10	21H2
d61gbc3	Windows10	21H2
d64fl33	Windows10	21H2
d6h5c42	Windows10	2004
d70l433	Windows10	21H2
d8m0433	Windows10	21H2
d8vp433	Windows10	21H2
d8y09c3	Windows11	21H2
d8yq433	Windows10	21H2
d92bk02	Windows7	6.1

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Device Name	OS Platform	OS Version
d98dl33	Windows10	21H2
d99v8c3	Windows10	21H2
d9lzl33	Windows10	21H2
d9nl453	Windows10	21H2
d9p80r2	Windows10	21H2
d9ww333	Windows10	21H2
db95353	Windows11	21H2
dbmcl33	Windows10	21H2
dc3n433	Windows10	21H2
dc76y33	Windows10	21H2
dctk353	Windows10	21H2
dd0dl33	Windows10	2004
ddh1kw2	Windows10	21H2
ddrzl33	Windows10	21H2
deo-wpdb005	WindowsServer2016	1607
deo-wpls001	WindowsServer2012R2	6.3
dev1000000	Linux	20.4
dev2000001	Linux	20.4
df0cl33	Windows11	21H2
dffbl33	Windows11	21H2
dg1bkw2	Windows10	21H2
dgrfbc3	Windows10	21H2
dh8dl33	Windows10	21H2
dhbfbc3	Windows10	21H2
djlzl33	Windows10	21H2
djrj8c3	Windows10	21H2
djy09c3	Windows10	21H2
dk029c3	Windows10	21H2
dk8zgs3	Windows10	21H2
dkfbl33	Windows10	21H2
dlf8sq2	Windows10	21H2
dlh1kw2	Windows10	21H2
dlj6gs3	Windows10	21H2
dlwrl33	Windows10	21H2
dlzq8c3	Windows10	1909
dm2dl33	Windows11	21H2
dm5yym2	Windows10	21H2
dmbt8c3	Windows10	21H2
dn9lkw2	Windows10	21H2
dnk29c3	Windows10	21H2
dnq29c3	Windows10	21H2
dnt19c3	Windows10	21H2
dp6q8c3	Windows11	21H2
dq9lkw2	Windows10	21H2

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Device Name	OS Platform	OS Version
dqjp433	Windows10	21H2
dqmp433	Windows10	21H2
dqprl33	Windows10	21H2
dqrm433	Windows10	21H2
dr5k353	Windows10	21H2
drh1593	Windows10	21H2
drnhf33	Windows10	21H2
drnjf33	Windows10	21H2
drnkf33	Windows10	21H2
drnlf33	Windows10	21H2
drnmf33	Windows10	21H2
drp5tt2	Windows10	21H2
drpbf33	Windows10	21H2
drpcf33	Windows10	21H2
drpdf33	Windows10	21H2
drpff33	Windows10	21H2
drpgf33	Windows10	21H2
drphf33	Windows10	21H2
drpjf33	Windows10	21H2
drpkf33	Windows10	21H2
drplf33	Windows11	21H2
drpmf33	Windows10	21H2
drqbf33	Windows10	21H2
drqcf33	Windows10	21H2
drqdf33	Windows10	21H2
drqff33	Windows10	21H2
drqgf33	Windows10	21H2
drqhf33	Windows10	21H2
drqkf33	Windows10	21H2
drqlf33	Windows10	21H2
drqmf33	Windows10	21H2
drrbf33	Windows10	21H2
drrcf33	Windows10	21H2
drrdf33	Windows10	21H2
drdff33	Windows10	21H2
drrgf33	Windows10	21H2
drrhf33	Windows10	21H2
drrijf33	Windows10	21H2
drrkf33	Windows10	21H2
drrlf33	Windows10	21H2
drrmf33	Windows10	21H2
drs6353	Windows10	21H2
drsbf33	Windows10	21H2
drscf33	Windows10	21H2

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Device Name	OS Platform	OS Version
drsd33	Windows10	21H2
drsf33	Windows10	21H2
drsg33	Windows10	21H2
drsh33	Windows10	21H2
drsj33	Windows10	21H2
drsk33	Windows10	21H2
drsl33	Windows10	21H2
drsm33	Windows10	21H2
drt28s3	Windows10	21H2
ds8lkw2	Windows10	21H2
dsq29c3	Windows10	21H2
dst28s3	Windows10	21H2
dstc3s3	Windows10	21H2
dt0q8c3	Windows10	21H2
dt79433	Windows10	21H2
dtnjlg3	Windows10	21H2
dv8x8c3	Windows10	21H2
dv9v333	Windows10	21H2
dvkq8c3	Windows11	22H2
dvrj3b3	Windows10	21H2
dwjdb33	Windows10	21H2
dwkdb33	Windows11	21H2
dwrj3b3	Windows10	21H2
dws6353	Windows11	21H2
dx4gbc3	Windows10	21H2
dxjk453	Windows10	21H2
dy4wqv2	Windows11	21H2
dyd6y33	Windows10	21H2
dygv8c3	Windows10	21H2
dykm433	Windows10	21H2
dyt5353	Windows10	21H2
dz3bkw2	Windows10	21H2
dz8vl33	Windows10	21H2
dzykk02	Windows10	1803
f10q433	Windows10	2004
f14bkw2	Windows10	21H2
f1wnk02	Windows10	21H2
f2039c3	Windows10	21H2
f24bkw2	Windows10	21H2
f2qf6y1	Windows10	21H2
f2qg6y1	Windows10	2004
f2rd6y1	Windows10	2004
f2rf6y1	Windows10	2004
f2sf6y1	Windows10	2004

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Device Name	OS Platform	OS Version
f2sg6y1	Windows10	21H2
f2tf6y1	Windows10	2004
f2vg6y1	Windows10	2004
f2wd6y1	Windows10	21H2
f2xd6y1	Windows10	2004
f3053z2	Windows10	21H2
f367tg3	Windows10	21H2
f3f29c3	Windows10	21H2
f3rw8c3	Windows10	21H2
f4029c3	Windows10	21H2
f41bkw2	Windows10	21H2
f41wl33	Windows10	21H2
f43rl33	Windows10	21H2
f4g0m13	Windows10	21H2
f4rl433	Windows10	21H2
f54bkw2	Windows10	21H2
f5lqm13	Windows10	21H2
f5nj433	Windows10	21H2
f63n433	Windows10	21H2
f6bt533	Windows10	21H2
f6cxym2	Windows10	21H2
f6rk353	Windows10	21H2
f6x0433	Windows10	21H2
f71wl33	Windows10	21H2
f7lz333	Windows10	21H2
f7p80r2	Windows10	1909
f7rp433	Windows10	21H2
f8763z2	Windows10	21H2
f881js3	Windows10	1909
f9629c3	Windows10	21H2
fb36tt2	Windows10	21H2
fbj1gb3	Windows11	21H2
fcj39c3	Windows10	21H2
fcyp433	Windows11	21H2
fdfl33	Windows10	21H2
fdlzl33	Windows10	21H2
fdrn433	Windows10	21H2
fdsxhl3	Windows10	21H2
fdzs8c3	Windows11	21H2
ff4gbc3	Windows10	21H2
ff9lkw2	Windows10	21H2
fffhfb3	Windows10	21H2
ffxk353	Windows10	21H2
fg25353	Windows10	21H2

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Device Name	OS Platform	OS Version
fg3bkw2	Windows10	21H2
fgwy2b3	Windows10	21H2
fjrn433	Windows10	21H2
fk8zgs3	Windows10	21H2
fkcf7y2	Windows10	21H2
fkn8353	Windows10	21H2
fkrn433	Windows10	21H2
fkrz6s3	Windows10	21H2
fl0dl33	Windows10	21H2
flh1kw2	Windows10	21H2
flj6gs3	Windows10	21H2
fltv8c3	Windows10	21H2
fmfrx33	Windows10	21H2
fmnwg02	Windows10	21H2
fmy0r73	Windows10	21H2
fn8x8c3	Windows10	21H2
fn9lkw2	Windows10	21H2
fncl433	Windows10	21H2
fnr0r73	Windows10	21H2
fp7bl33	Windows10	21H2
fp8lkw2	Windows10	21H2
fprdbc3	Windows11	21H2
fq5k353	Windows10	21H2
fqb0dv2	Windows10	21H2
fqr5dv2	Windows10	2004
fqrzyw2	Windows10	21H2
fqs0dv2	Windows10	21H2
fqs1dv2	Windows10	2004
fqtbl33	Windows10	21H2
fqwp433	Windows10	21H2
fr2v8c3	Windows10	21H2
fr8n433	Windows10	21H2
frhn453	Windows10	21H2
frt28s3	Windows10	21H2
fstz333	Windows10	21H2
ftmp433	Windows11	21H2
fvq2tt2	Windows10	21H2
fw1gbc3	Windows11	22H2
fwprl33	Windows11	21H2
fwrj353	Windows10	21H2
fx54tt2	Windows10	21H2
fxkyjw2	Windows10	21H2
fxly4y2	Windows10	21H2
fxpp433	Windows10	21H2

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Device Name	OS Platform	OS Version
fxxp433	Windows10	21H2
fyhf6y2	Windows10	21H2
fyqyfl3	Windows10	21H2
fyvdbc3	Windows10	21H2
fywt8c3	Windows10	2004
fz0q8c3	Windows10	21H2
fzql433	Windows10	21H2
fzw09c3	Windows10	21H2
g02pgb2	Windows10	1909
g02qgb2	Windows10	21H2
g07wl33	Windows10	21H2
g08bl33	Windows11	21H2
g0f29c3	Windows11	21H2
g0h29c3	Windows10	21H2
g11tds3	Windows10	21H2
g24bkw2	Windows10	21H2
g2fxym2	Windows10	21H2
g2rp4h2	Windows10	21H2
g3419c3	Windows10	21H2
g367tg3	Windows10	21H2
g3f0433	Windows10	21H2
g3fcl33	Windows10	21H2
g3hy333	Windows10	21H2
g3scl33	Windows10	21H2
g43x8c3	Windows10	21H2
g48bl33	Windows10	21H2
g4ck453	Windows10	21H2
g5039c3	Windows10	21H2
g7029c3	Windows10	21H2
g72fbc3	Windows10	1909
g7g19c3	Windows10	21H2
g7kw8c3	Windows10	21H2
g7x0433	Windows10	21H2
g8rxm53	Windows10	21H2
g8y64b3	Windows10	21H2
g8yx333	Windows10	21H2
g9339c3	Windows10	21H2
g9m0433	Windows10	21H2
gb8v8c3	Windows10	21H2
gbrfbc3	Windows10	21H2
gbrk353	Windows10	21H2
gd2fbc3	Windows10	21H2
gd9qr73	Windows10	21H2
gdddbc3	Windows10	21H2

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Device Name	OS Platform	OS Version
gdvk353	Windows10	21H2
gfjhfb3	Windows10	21H2
gfqk353	Windows10	21H2
gg4k353	Windows10	21H2
ggbqx33	Windows10	21H2
ggct6d3	Windows10	21H2
ggh1kw2	Windows10	21H2
gglzl33	Windows10	21H2
ggtk353	Windows10	21H2
ggym433	Windows10	21H2
gh8yr73	Windows10	21H2
gh8zgs3	Windows10	21H2
gj0dl33	Windows10	21H2
gj9r8c3	Windows10	21H2
gjwk353	Windows10	21H2
gk1bkw2	Windows10	21H2
gkh1kw2	Windows10	21H2
gkrz6s3	Windows11	21H2
gkwp433	Windows10	21H2
gl01dv2	Windows10	2004
gl2dl33	Windows11	21H2
gl36dv2	Windows10	21H2
gl9lkw2	Windows10	21H2
glc6dv2	Windows10	1909
gm5dbc3	Windows11	21H2
gm5k353	Windows10	21H2
gm8zgs3	Windows10	21H2
gn95353	Windows10	21H2
gn9lkw2	Windows10	21H2
gnl6y33	Windows10	21H2
gnmdl33	Windows10	21H2
gp2r433	Windows10	21H2
gp3y333	Windows10	21H2
gpl6y33	Windows10	21H2
gpqfbc3	Windows10	21H2
gpt43z2	Windows10	21H2
gptz333	Windows10	21H2
gpw4353	Windows10	21H2
gpydl33	Windows10	21H2
gqbt8c3	Windows10	21H2
gqtz333	Windows10	21H2
gr8lkw2	Windows10	21H2
grt28s3	Windows10	21H2
gsw4353	Windows10	21H2

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Device Name	OS Platform	OS Version
gt0l433	Windows11	21H2
gtms6s2	Windows10	1909
gtxl433	Windows10	21H2
gv11f63	Windows10	21H2
gv6w8c3	Windows10	1909
gv8lkw2	Windows11	22H2
gvl0433	Windows10	21H2
gvtbl33	Windows10	21H2
gw8n433	Windows10	21H2
gwjt2	Windows11	21H2
gx1ymq2	Windows10	21H2
gx8sds3	Windows10	21H2
gxmp433	Windows10	21H2
gxms333	Windows10	21H2
gy1gbc3	Windows10	21H2
gyjyw2	Windows10	21H2
gyl0433	Windows10	21H2
gylcl33	Windows10	21H2
gz2x8c3	Windows10	21H2
gz57353	Windows10	21H2
h11tds3	Windows10	21H2
h13bkw2	Windows10	21H2
h14bkw2	Windows10	21H2
h18bl33	Windows10	21H2
h1hv8c3	Windows10	21H2
h1q4353	Windows10	21H2
h24bkw2	Windows10	21H2
h28sl33	Windows10	21H2
h2hn433	Windows10	21H2
h2kdbc3	Windows11	21H2
h2rzl33	Windows10	22H2
h31w8c3	Windows10	21H2
h33l453	Windows10	21H2
h4rmqj3	Windows10	21H2
h4z6353	Windows10	21H2
h50w8c3	Windows10	21H2
h5ddbc3	Windows10	21H2
h706tt2	Windows10	21H2
h770433	Windows10	21H2
h7fcl33	Windows10	21H2
h7sj353	Windows10	21H2
h7xk433	Windows11	21H2
h881js3	Windows10	1909
h8hr8c3	Windows10	21H2

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Device Name	OS Platform	OS Version
h91gbc3	Windows10	21H2
h9lp433	Windows10	1909
hb3n433	Windows10	21H2
hbg8353	Windows10	21H2
hbkw8c3	Windows10	21H2
hblw8c3	Windows10	21H2
hbrzl33	Windows10	21H2
hbvsl33	Windows10	21H2
hbwrl33	Windows10	21H2
hcf3q73	Windows10	21H2
hcgx8c3	Windows10	21H2
hcm0433	Windows10	21H2
hcwrl33	Windows10	21H2
hdm8353	Windows10	21H2
hdq9wt2	Windows10	21H2
hfjqx33	Windows10	21H2
hfn8353	Windows10	21H2
hhwp433	Windows10	21H2
hj6q8c3	Windows10	21H2
hj70433	Windows10	21H2
hj8lkw2	Windows10	21H2
hj8sl33	Windows10	21H2
hjfl33	Windows10	21H2
hjh1kw2	Windows10	21H2
hk2dl33	Windows10	21H2
hk2v8c3	Windows10	21H2
hkrz6s3	Windows10	21H2
hl25353	Windows10	21H2
hlc29c3	Windows10	21H2
hlt29c3	Windows10	21H2
hm7fbc3	Windows10	21H2
hm8fl33	Windows10	21H2
hn8zgs3	Windows10	21H2
hn9lkw2	Windows10	21H2
hnqk453	Windows10	21H2
hp5k353	Windows10	21H2
hpb1gb3	Windows10	21H2
hql5rp2	Windows10	21H2
hqm0rp2	Windows10	2004
hqm3rp2	Windows11	22H2
hqm5rp2	Windows11	21H2
hqmzqp2	Windows10	21H2
hqn7rp2	Windows10	2004
hqn9rp2	Windows10	21H2

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Device Name	OS Platform	OS Version
hqp4rp2	Windows10	21H2
hqp5rp2	Windows11	21H2
hqp8rp2	Windows10	21H2
hqs6353	Windows10	21H2
hr7cl33	Windows10	21H2
hrmv8c3	Windows10	21H2
hrr0r73	Windows10	21H2
hs3y333	Windows10	21H2
hst19c3	Windows11	21H2
htmz333	Windows10	21H2
htqbsq2	Windows10	21H2
htr09c3	Windows10	1909
hv3y333	Windows10	21H2
hvhrl33	Windows10	21H2
hvp5tt2	Windows10	21H2
hvrj3b3	Windows10	21H2
hwjyjw2	Windows10	21H2
hwprl33	Windows10	21H2
hwrj3b3	Windows10	21H2
hwvr8c3	Windows10	21H2
hx0m433	Windows10	21H2
hx6ffb3	Windows10	21H2
hxgr433	Windows10	21H2
hxnv8c3	Windows10	21H2
hy9r8c3	Windows10	21H2
hyqyfl3	Windows10	21H2
hz0gbc3	Windows10	21H2
j05fbc3	Windows11	21H2
j09x8c3	Windows10	21H2
j11tds3	Windows10	21H2
j1szm13	Windows10	21H2
j2rl433	Windows10	1909
j2sw8c3	Windows10	21H2
j36l433	Windows10	21H2
j3ch1t2	Windows10	21H2
j3kw8c3	Windows10	21H2
j3t3q73	Windows10	21H2
j41q8c3	Windows11	21H2
j46l433	Windows10	21H2
j470433	Windows10	2004
j4g19c3	Windows10	21H2
j53x8c3	Windows10	21H2
j595353	Windows10	21H2
j5np433	Windows10	21H2

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Device Name	OS Platform	OS Version
j65zw13	Windows10	21H2
j69rl33	Windows11	21H2
j6hy333	Windows10	21H2
j6l5tt2	Windows10	2004
j6sj353	Windows10	21H2
j7f0433	Windows10	21H2
j7jrl33	Windows10	1909
j7p1593	Windows10	21H2
j7xk453	Windows10	21H2
j806tt2	Windows10	21H2
j88fbc3	Windows10	21H2
j8pcf42	Windows10	21H2
j8q6f42	Windows10	1909
j8snzf2	Windows10	21H2
j9mrx33	Windows10	21H2
j9y09c3	Windows10	21H2
j9ydbc3	Windows10	21H2
jbm0433	Windows10	21H2
jbm8pv2	Windows10	21H2
jbp39c3	Windows10	21H2
jc0bbl3	Windows10	21H2
jdfhfb3	Windows11	21H2
jdlp433	Windows10	21H2
jdym433	Windows10	21H2
jf8sl33	Windows10	21H2
jff6353	Windows10	21H2
jfp9jl3	Windows10	21H2
jg4fl33	Windows10	21H2
jgxx353	Windows10	21H2
jh0q433	Windows10	21H2
jh5k353	Windows11	21H2
jh5qr73	Windows10	21H2
jh1kw2	Windows10	21H2
jjdt433	Windows10	21H2
jjh1kw2	Windows10	21H2
jjvp433	Windows10	21H2
jkjt8c3	Windows10	21H2
jkrz6s3	Windows10	21H2
jkxx353	Windows10	21H2
jl8zgs3	Windows10	21H2
jl98353	Windows10	21H2
jlkn9t2	Windows10	21H2
jlln9t2	Windows10	2004
jllp9t2	Windows10	21H2

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Device Name	OS Platform	OS Version
jlvn9t2	Windows10	21H2
jlwp433	Windows10	21H2
jlx29c3	Windows10	21H2
jlwk353	Windows10	21H2
jm8zgs3	Windows10	21H2
jmn8353	Windows10	21H2
jmsp433	Windows10	21H2
jmt29c3	Windows11	21H2
jn0p9t2	Windows10	21H2
jn5s9t2	Windows10	21H2
jn7p9t2	Windows10	21H2
jnfp9t2	Windows10	2004
jnfr9t2	Windows10	2004
jnpr9t2	Windows10	21H2
jnp433	Windows10	21H2
jpm19c3	Windows10	21H2
jqh1593	Windows10	21H2
jql433	Windows10	21H2
jqsx33	Windows10	21H2
jrf9433	Windows10	21H2
jrm19c3	Windows10	21H2
jrm133	Windows10	21H2
jrjz72	Windows10	21H2
jrrk353	Windows10	21H2
jrrm433	Windows10	21H2
js2v8c3	Windows10	21H2
jt703h2	Windows10	21H2
jtyw8c3	Windows10	21H2
jv57353	Windows10	21H2
jvrj3b3	Windows10	21H2
jw529c3	Windows10	1909
jw629c3	Windows10	21H2
jw6cds3	Windows10	21H2
jx4v6s2	Windows10	21H2
jx7gbc3	Windows10	21H2
jxl0433	Windows10	21H2
jxm0m13	Windows10	1909
jxsp433	Windows10	21H2
jyg7593	Windows10	21H2
jz4fbc3	Windows11	21H2
jz60433	Windows10	21H2
jzhl33	Windows10	21H2
knxdc1	WindowsServer2019	1809
lp03176	Windows10	1909

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Device Name	OS Platform	OS Version
nwdist01	WindowsServer2016	1607
orldist01	WindowsServer2019	1809
pb000000	Linux	20.4
pb000001	Linux	20.4
pbdr000000	Linux	20.4
pbdr000001	Linux	20.4
ppb000000	Linux	20.4
ppb000002	Linux	20.4
pprt000000	Linux	20.4
pprt000001	Linux	20.4
prrt000000	Linux	20.4
prrt000001	Linux	20.4
prtdr000000	Linux	20.4
prtdr000001	Linux	20.4
qa000000	Linux	20.4
qa000002	Linux	20.4
sur002174752953	Windows10	21H2
sur002566251553	Windows10	21H2
sur036538350753	Windows10	21H2
sur037657791557	Windows10	21H2
sur049111570353	Windows11	21H2
sur049412170353	Windows11	21H2
sur049874364353	Windows10	21H2
uac-as400new	WindowsServer2008R2	6.1
vm-boxarchive-e	WindowsServer2022	21H2
VMDU-CONDB-E001	Linux	8.8
VMDU-CONDS-E001	Linux	20.4
VMDU-CONHF-E001	Linux	20.4
VMDU-CONHF-E002	Linux	20.4
vmdv-condc-e001	WindowsServer2019	1809
vmdv-condc-e002	WindowsServer2019	1809
vmdw-conac-e001	WindowsServer2019	1809
vmdw-conbl-e001	WindowsServer2019	1809
vmdw-conbl-e002	WindowsServer2019	1809
vmdw-conbl-e003	WindowsServer2019	1809
vmdw-conbl-e004	WindowsServer2019	1809
vmdw-conbl-e005	WindowsServer2019	1809
vmdw-conbl-e006	WindowsServer2019	1809
vmdw-conbs-e001	WindowsServer2019	1809
vmdw-concr-e001	WindowsServer2019	1809
vmdw-condj-e001	WindowsServer2019	1809
vmdw-confn-e002	WindowsServer2016	1607
vmdw-confr-e001	WindowsServer2019	1809
vmdw-confr-e002	WindowsServer2019	1809

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Device Name	OS Platform	OS Version
vmdw-confs-e001	WindowsServer2019	1809
vmdw-confs-e002	WindowsServer2019	1809
vmdw-conll-e001	WindowsServer2019	1809
vmdw-conls-e001	WindowsServer2019	1809
vmdw-conng-e001	WindowsServer2019	1809
vmdw-conng-e002	WindowsServer2019	1809
vmdw-conqs-e001	WindowsServer2019	1809
vmdw-conuc-e001	WindowsServer2019	1809
VMPU-DOAGENT-T1	Linux	20.4
vmpw-adosq-e001	WindowsServer2019	1809
vmpw-botor-e001	WindowsServer2019	1809
vmpw-botra-e001	WindowsServer2019	1809
vmpw-botra-e002	WindowsServer2019	1809
vmpw-botra-e003	WindowsServer2019	1809
vmpw-botra-e004	WindowsServer2019	1809
vmpw-botra-e005	WindowsServer2019	1809
vmpw-botra-e006	WindowsServer2019	1809
vmpw-botra-e007	WindowsServer2019	1809
vmpw-botra-e008	WindowsServer2019	1809
vmpw-botra-e009	WindowsServer2019	1809
vmpw-botra-e010	WindowsServer2019	1809
vmpw-botra-e011	WindowsServer2019	1809
vmpw-botra-e012	WindowsServer2019	1809
vmpw-botra-e013	WindowsServer2019	1809
vmpw-botra-e014	WindowsServer2019	1809
vmpw-conac-e001	WindowsServer2019	1809
vmpw-conac-e002	WindowsServer2019	1809
vmpw-conad-e001	WindowsServer2019	1809
vmpw-conbl-e003	WindowsServer2019	1809
vmpw-conbl-e004	WindowsServer2019	1809
vmpw-conbl-e005	WindowsServer2019	1809
vmpw-conbl-e006	WindowsServer2019	1809
vmpw-conbl-e007	WindowsServer2019	1809
vmpw-conbl-e008	WindowsServer2019	1809
vmpw-conbl-e009	WindowsServer2019	1809
vmpw-conbl-e010	WindowsServer2019	1809
vmpw-conbl-e011	WindowsServer2019	1809
vmpw-conbl-e012	WindowsServer2019	1809
vmpw-conbl-e013	WindowsServer2019	1809
vmpw-conbl-e014	WindowsServer2019	1809
vmpw-conbl-e015	WindowsServer2019	1809
vmpw-conbl-e016	WindowsServer2019	1809
vmpw-conbl-e017	WindowsServer2019	1809
vmpw-conbl-e018	WindowsServer2019	1809

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Device Name	OS Platform	OS Version
vmpw-conbl-e019	WindowsServer2019	1809
vmpw-conbz-e001	WindowsServer2019	1809
vmpw-conbz-e002	WindowsServer2019	1809
vmpw-concr-e001	WindowsServer2019	1809
vmpw-concr-e002	WindowsServer2019	1809
vmpw-condc-e001	WindowsServer2019	1809
vmpw-condc-e002	WindowsServer2019	1809
vmpw-condc-w001	WindowsServer2019	1809
vmpw-condc-w002	WindowsServer2019	1809
vmpw-condv-e001	WindowsServer2019	1809
vmpw-conee-e001	WindowsServer2019	1809
vmpw-conee-e002	WindowsServer2019	1809
vmpw-conel-e001	WindowsServer2019	1809
vmpw-conel-e002	WindowsServer2019	1809
vmpw-confa-e001	WindowsServer2019	1809
vmpw-confa-e002	WindowsServer2019	1809
vmpw-confa-e003	WindowsServer2019	1809
vmpw-confn-e001	WindowsServer2019	1809
vmpw-confn-e002	WindowsServer2019	1809
vmpw-confp-e001	WindowsServer2019	1809
vmpw-confw-e001	WindowsServer2019	1809
vmpw-confw-e002	WindowsServer2019	1809
vmpw-confw-e003	WindowsServer2019	1809
vmpw-conhx-e001	WindowsServer2019	1809
vmpw-conhx-e002	WindowsServer2019	1809
vmpw-conlg-e001	WindowsServer2019	1809
vmpw-conlg-e002	WindowsServer2019	1809
vmpw-conlr-e001	WindowsServer2019	1809
vmpw-conlr-e002	WindowsServer2019	1809
vmpw-conlr-e003	WindowsServer2019	1809
vmpw-conlr-e004	WindowsServer2019	1809
vmpw-conlr-e005	WindowsServer2019	1809
vmpw-conng-e001	WindowsServer2019	1809
vmpw-conng-e002	WindowsServer2019	1809
vmpw-conpg-e001	WindowsServer2019	1809
vmpw-conpg-e002	WindowsServer2019	1809
vmpw-conqs-e001	WindowsServer2019	1809
vmpw-conqs-e002	WindowsServer2019	1809
vmpw-conrf-e001	WindowsServer2019	1809
vmpw-conrl-e001	WindowsServer2019	1809
vmpw-consel-e01	WindowsServer2019	1809
vmpw-consel-e02	WindowsServer2019	1809
vmpw-consq-e001	WindowsServer2019	1809
vmpw-contb-e001	WindowsServer2019	1809

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Device Name	OS Platform	OS Version
vmpw-contb-e002	WindowsServer2019	1809
vmpw-contrs-e001	WindowsServer2019	1809
vmpw-conuc-e001	WindowsServer2019	1809
vmpw-conuc-e002	WindowsServer2019	1809
vmpw-conud-e001	WindowsServer2019	1809
vmpw-doagent-01	WindowsServer2019	1809
vmpw-doagent-dr	WindowsServer2019	1809
vmpw-topap-e001	WindowsServer2019	1809
vmpw-topdc-e001	WindowsServer2019	1809
vmpw-topdc-e002	WindowsServer2019	1809
vmpw-vdiadm-13	Windows10WVD	22H2
vmpw-vdiadm-14	Windows10WVD	21H2
vmpw-vdiadm-15	Windows10WVD	21H2
vmpw-vdiadm-16	Windows10WVD	21H2
vmpw-vdiadm-17	Windows10WVD	21H2
vmpw-vdiadm-25	Windows10WVD	21H2
vmpw-vdiadm-26	Windows10WVD	21H2
vmpw-vdiadm-27	Windows10WVD	21H2
vmpw-vdialm-0	Windows10WVD	21H2
vmpw-vdialm-1	Windows10WVD	21H2
vmpw-vdibas-0	Windows10WVD	21H2
vmpw-vdibas-1	Windows10WVD	21H2
vmpw-vdibas-10	Windows10WVD	21H2
vmpw-vdibas-11	Windows10WVD	21H2
vmpw-vdibas-2	Windows10WVD	21H2
vmpw-vdibas-3	Windows10WVD	21H2
vmpw-vdibas-4	Windows10WVD	21H2
vmpw-vdibas-5	Windows10WVD	21H2
vmpw-vdibas-6	Windows10WVD	21H2
vmpw-vdibas-7	Windows10WVD	21H2
vmpw-vdibas-8	Windows10WVD	21H2
vmpw-vdibas-9	Windows10WVD	21H2
vmpw-vdidev-1	Windows10WVD	21H2
vmpw-vdidev-10	Windows10WVD	21H2
vmpw-vdidev-11	Windows10WVD	21H2
vmpw-vdidev-12	Windows10WVD	22H2
vmpw-vdidev-13	Windows10WVD	21H2
vmpw-vdidev-15	Windows10WVD	22H2
vmpw-vdidev-16	Windows10WVD	22H2
vmpw-vdidev-17	Windows10WVD	22H2
vmpw-vdidev-18	Windows10WVD	21H2
vmpw-vdidev-19	Windows10WVD	22H2
vmpw-vdidev-2	Windows10WVD	22H2
vmpw-vdidev-20	Windows10WVD	21H2

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Device Name	OS Platform	OS Version
vmpw-vdidev-21	Windows10WVD	22H2
vmpw-vdidev-22	Windows10WVD	21H2
vmpw-vdidev-23	Windows10WVD	21H2
vmpw-vdidev-24	Windows10WVD	22H2
vmpw-vdidev-26	Windows10WVD	21H2
vmpw-vdidev-27	Windows10WVD	21H2
vmpw-vdidev-28	Windows10WVD	21H2
vmpw-vdidev-29	Windows10WVD	21H2
vmpw-vdidev-3	Windows10WVD	21H2
vmpw-vdidev-30	Windows10WVD	22H2
vmpw-vdidev-31	Windows10WVD	21H2
vmpw-vdidev-32	Windows10WVD	21H2
vmpw-vdidev-33	Windows10WVD	21H2
vmpw-vdidev-34	Windows10WVD	22H2
vmpw-vdidev-35	Windows10WVD	21H2
vmpw-vdidev-36	Windows10WVD	21H2
vmpw-vdidev-37	Windows10WVD	22H2
vmpw-vdidev-38	Windows10WVD	21H2
vmpw-vdidev-39	Windows10WVD	21H2
vmpw-vdidev-4	Windows10WVD	21H2
vmpw-vdidev-40	Windows10WVD	21H2
vmpw-vdidev-41	Windows10WVD	21H2
vmpw-vdidev-42	Windows10WVD	21H2
vmpw-vdidev-43	Windows10WVD	21H2
vmpw-vdidev-44	Windows10WVD	21H2
vmpw-vdidev-45	Windows10WVD	21H2
vmpw-vdidev-5	Windows10WVD	21H2
vmpw-vdidev-7	Windows10WVD	22H2
vmpw-vdidev-8	Windows10WVD	21H2
vmpw-vdidev-9	Windows10WVD	21H2
vmpw-vdillb-0	Windows10WVD	21H2
vmpw-vdishr-0	Windows10WVD	21H2
vmpw-vdishr-1	Windows10WVD	22H2
vmpw-vditcs-0	Windows10WVD	21H2
vmpw-vditst-0	Windows10WVD	22H2
vmpw-vditst-1	Windows10WVD	21H2
vmpw-vditst-10	Windows10WVD	21H2
vmpw-vditst-11	Windows10WVD	21H2
vmpw-vditst-12	Windows10WVD	21H2
vmpw-vditst-13	Windows10WVD	21H2
vmpw-vditst-14	Windows10WVD	22H2
vmpw-vditst-15	Windows10WVD	21H2
vmpw-vditst-3	Windows10WVD	22H2
vmpw-vditst-5	Windows10WVD	21H2

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Device Name	OS Platform	OS Version
vmpw-vditst-6	Windows10WVD	21H2
vmpw-vditst-7	Windows10WVD	21H2
vmpw-vditst-8	Windows10WVD	21H2
vmpw-vditst-9	Windows10WVD	21H2
vm-red-dog-e001	WindowsServer2019	1809
vm-red-dog-e003	WindowsServer2019	1809
vm-red-dog-e004	WindowsServer2022	21H2
vm-red-dog-e005	WindowsServer2022	21H2
vm-red-dog-e006	WindowsServer2019	1809
vm-red-fox-004	Windows10	22H2
VM-RED-FOX-E006	Linux	20.4
VM-RED-FOX-E009	Linux	18.4
vm-red-fox-e010	WindowsServer2019	1809
VM-RED-FOX-E012	Linux	20.4
VM-RED-FOX-E013	Linux	18.4
VM-RED-FOX-E014	Linux	18.4
VM-RED-FOX-E015	Linux	18.4
VM-RED-FOX-E016	Linux	18.4
VM-RED-FOX-E019	Linux	8.8
vm-red-hog-e001	WindowsServer2019	1809
vm-red-hog-e002	WindowsServer2019	1809
vm-red-hog-e004	WindowsServer2019	1809
vm-red-hog-e005	WindowsServer2012R2	6.3
vm-red-owl-e001	WindowsServer2019	1809
vm-red-owl-e003	WindowsServer2019	1809
vm-red-owl-w001	WindowsServer2019	1809
vm-red-owl-w002	WindowsServer2019	1809
vm-red-ram-e005	WindowsServer2019	1809
vm-red-ram-e011	WindowsServer2019	1809
vm-red-ram-e016	WindowsServer2019	1809
vm-red-ram-e017	WindowsServer2019	1809
vm-red-ram-e020	WindowsServer2019	1809
vm-red-ram-e021	WindowsServer2019	1809
vm-red-ram-e022	WindowsServer2019	1809
vm-red-ram-e023	WindowsServer2019	1809
vm-red-ram-e024	WindowsServer2019	1809
vm-red-ram-e025	WindowsServer2019	1809
vm-red-ram-e026	WindowsServer2019	1809
vm-red-ram-e027	WindowsServer2019	1809
vm-red-ram-e028	WindowsServer2019	1809
vm-red-ram-e029	WindowsServer2019	1809
vm-red-ram-e033	WindowsServer2019	1809
vm-red-ram-e034	WindowsServer2019	1809
vm-red-ram-e035	WindowsServer2012R2	6.3

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Device Name	OS Platform	OS Version
vm-red-ram-e036	WindowsServer2019	1809
vm-red-rat-e001	WindowsServer2022	21H2
vm-red-rat-e002	WindowsServer2022	21H2
vmss-cona000000	WindowsServer2019	1809
vmss-cona000001	WindowsServer2019	1809
vmss-cona000002	WindowsServer2019	1809
vmss-cona000003	WindowsServer2019	1809
vmss-cona00001g	WindowsServer2019	1809
vmss-cona00003c	WindowsServer2019	1809
vmss-cona00003i	WindowsServer2019	1809
vmss-cona00003k	WindowsServer2019	1809
vmss-cona00003l	WindowsServer2019	1809
vmss-cona00003m	WindowsServer2019	1809
vmss-cona0000ko	WindowsServer2019	1809
vmss-cona0000lm	WindowsServer2019	1809
vmss-cona0000lw	WindowsServer2019	1809
vmss-conw000000	WindowsServer2019	1809
vmss-conw000001	WindowsServer2019	1809
vmss-conw000002	WindowsServer2019	1809
vmss-conw000003	WindowsServer2019	1809
vmss-conw000007	WindowsServer2019	1809
vmss-conw000008	WindowsServer2019	1809
vmss-conw00001a	WindowsServer2019	1809
vmss-conw00001b	WindowsServer2019	1809
vmss-conw00001c	WindowsServer2019	1809
vmss-conw00009f	WindowsServer2019	1809
vmss-conw0000a6	WindowsServer2019	1809
vmss-conw0000a7	WindowsServer2019	1809
vmss-conw0000a8	WindowsServer2019	1809
vmss-conw0000a9	WindowsServer2019	1809
vmss-conw0000aa	WindowsServer2019	1809
vmss-conw0000ab	WindowsServer2019	1809
vmss-conw0000ac	WindowsServer2019	1809
vmss-conw0000ad	WindowsServer2019	1809
vmss-conw0000ag	WindowsServer2019	1809
vmss-conw0000au	WindowsServer2019	1809
vmss-conw0000av	WindowsServer2019	1809
vmss-conw0000aw	WindowsServer2019	1809
vmss-conw0000ax	WindowsServer2019	1809
vmss-conw0000ay	WindowsServer2019	1809
vmsv-aahyb-e001	WindowsServer2019	1809
vmsv-aahyb-e002	WindowsServer2019	1809
vmtu-condb-e001	Linux	8.7
VMTU-CONDB-E003	Linux	8.8

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Device Name	OS Platform	OS Version
vmtw-botor-e001	WindowsServer2019	1809
vmtw-botra-e001	WindowsServer2019	1809
vmtw-botra-e002	WindowsServer2019	1809
vmtw-botra-e003	WindowsServer2019	1809
vmtw-conac-e001	WindowsServer2019	1809
vmtw-conac-e002	WindowsServer2019	1809
vmtw-conad-e001	WindowsServer2019	1809
vmtw-conal-e001	WindowsServer2019	1809
vmtw-conal-e002	WindowsServer2019	1809
vmtw-conbl-e001	WindowsServer2019	1809
vmtw-conbl-e002	WindowsServer2019	1809
vmtw-conbl-e003	WindowsServer2019	1809
vmtw-conbl-e004	WindowsServer2019	1809
vmtw-conbz-e001	WindowsServer2019	1809
vmtw-conbz-e002	WindowsServer2019	1809
vmtw-concr-e001	WindowsServer2019	1809
vmtw-concr-e002	WindowsServer2019	1809
vmtw-condc-e001	WindowsServer2019	1809
vmtw-condc-e002	WindowsServer2019	1809
vmtw-confn-e002	WindowsServer2019	1809
vmtw-conft-e001	WindowsServer2019	1809
vmtw-conhx-e001	WindowsServer2019	1809
vmtw-conhx-e002	WindowsServer2019	1809
vmtw-conhx-e003	WindowsServer2019	1809
vmtw-conlr-e001	WindowsServer2019	1809
vmtw-conlr-e002	WindowsServer2019	1809
vmtw-conlr-e003	WindowsServer2019	1809
vmtw-conlr-e004	WindowsServer2019	1809
vmtw-conng-e001	WindowsServer2019	1809
vmtw-conpg-e001	WindowsServer2019	1809
vmtw-conqs-e001	WindowsServer2019	1809
vmtw-conqs-e002	WindowsServer2019	1809
vmtw-conrl-e001	WindowsServer2019	1809
vmtw-consq-e001	WindowsServer2019	1809
vmtw-contb-e001	WindowsServer2019	1809
vmtw-contl-e001	WindowsServer2019	1809
vmtw-contl-e002	WindowsServer2019	1809
vmtw-conuc-e001	WindowsServer2019	1809
vmtw-conuc-e002	WindowsServer2019	1809
vmtw-firap-e001	WindowsServer2019	1809
vmtw-firap-e002	WindowsServer2019	1809
vmtw-firap-e003	WindowsServer2019	1809
vmtw-firwb-e001	WindowsServer2019	1809
vmtw-firwb-e002	WindowsServer2019	1809

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Device Name	OS Platform	OS Version
vmtw-topap-e001	WindowsServer2019	1809
vm-vdi-dol-0	Windows10WVD	21H2
vm-vditcsdv-0	Windows10WVD	22H2
vm-vditcsdv-1	Windows10WVD	22H2
vm-vditcsdv-10	Windows10WVD	21H2
vm-vditcsdv-11	Windows10WVD	21H2
vm-vditcsdv-12	Windows10WVD	21H2
vm-vditcsdv-13	Windows10WVD	21H2
vm-vditcsdv-14	Windows10WVD	21H2
vm-vditcsdv-15	Windows10WVD	21H2
vm-vditcsdv-16	Windows10WVD	22H2
vm-vditcsdv-17	Windows10WVD	21H2
vm-vditcsdv-18	Windows10WVD	21H2
vm-vditcsdv-19	Windows10WVD	21H2
vm-vditcsdv-2	Windows10WVD	21H2
vm-vditcsdv-20	Windows10WVD	22H2
vm-vditcsdv-21	Windows10WVD	21H2
vm-vditcsdv-22	Windows10WVD	21H2
vm-vditcsdv-3	Windows10WVD	21H2
vm-vditcsdv-4	Windows10WVD	21H2
vm-vditcsdv-5	Windows10WVD	21H2
vm-vditcsdv-6	Windows10WVD	21H2
vm-vditcsdv-7	Windows10WVD	21H2
vm-vditcsdv-8	Windows10WVD	21H2
vm-vditcsdv-9	Windows10WVD	22H2
vm-vditcsts-0	Windows10WVD	22H2
vm-vditcsts-1	Windows10WVD	22H2
vm-vditcsts-2	Windows10WVD	22H2
vm-vditcsts-3	Windows10WVD	22H2
vm-vditcsts-4	Windows10WVD	21H2
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vm-yel-ram-e004	WindowsServer2019	1809
vm-yel-ram-e005	WindowsServer2019	1809
vm-yel-ram-e007	WindowsServer2019	1809

SCHEDULE IV-B FOR FL WINS PROGRAM

For Fiscal Year 2024-25




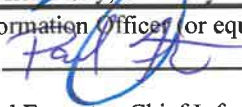

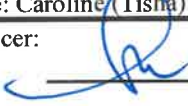

July 1, 2024

DEPARTMENT OF COMMERCE

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Commerce	Schedule IV-B Submission Date: September 15, 2023
Project Name: FL WINS	Is this project included in the Agency's LRPP? ____ Yes ___X___ No
FY 2024-25 LBR Issue Code: N/A	FY 2024-25 LBR Issue Title: N/A
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Caroline (Tisha) Womack, 850-245-7126, Caroline.Womack@commerce.fl.gov	
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: 9/15/23
Printed Name: J. Alex Kelly, Secretary	
Agency Chief Information Officer (or equivalent): 	Date: 9.12.23
Printed Name: Paul Forrester, Chief Information Officer	
Budget Officer: 	Date: 9/12/23
Printed Name: Caroline (Tisha) Womack, Chief Financial Officer	
Planning Officer: 	Date: 9/14/23
Printed Name: Adam Callaway, Chief of Staff	
Project Sponsor: 	Date: 9/14/23
Printed Name: Lindsay Volpe, Deputy Secretary, Workforce Services	
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
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Risk Analysis:	Kent Whittington, 850-245-7406 Kent.Whittington@commerce.fl.gov
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Project Planning:	Lindsay Volpe, 850-245-7427 Lindsay.Volpe@commerce.fl.gov

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

A. Background and Strategic Needs Assessment

In 2021, the Florida Legislature passed House Bill 1507, establishing the Reimagining Education and Career Help (REACH) Act. Governor Ron DeSantis signed the REACH Act into law on June 24, 2021. This innovative, system-wide approach to workforce development and education in Florida will create opportunities for meaningful employment and economic freedom for Floridians. The “Core Workforce Partners” include FloridaCommerce, the REACH Office (REACH), the Florida Department of Children and Families (DCF), the Florida Department of Education (DOE), CareerSource Florida (CSF), and Florida Digital Services (FL[DS]). If implemented successfully, this initiative will create a “more efficient pipeline from the classroom to the workplace” and will:

- Improve access and opportunity
- Enhance transparency and accountability of workforce programs
- Promote self-sufficiency
- Target investments to enhance career readiness and successful, long-term employment in high-demand, high-earning occupations

FL WINS is a multiyear program that employs a range of strategies, including modernization, integration, and coordination of information systems; realignment of program oversight; data-driven and performance-based decision-making; programmatic reform; and the adoption of new solutions, aimed at reimagining the state’s workforce development system and driving toward a “one-workforce strategy.” This effort will require collaboration between the workforce partners to streamline processes and minimize duplicative data entry from both individuals and workforce-related programs by creating and establishing a common intake form, public facing portal, and a data hub connecting the existing workforce related programs.

1. Business Need

Currently, Floridians who may benefit from employment, training, and/or self-sufficiency programs must navigate through multiple locations (physical and digital) and complete applications for each program separately. There is no formal data sharing or referral system in place between partner entities, thus making it difficult for Floridians to seamlessly access programs and services offered by different partners.

To achieve the objectives of the REACH Act each of the Core Workforce Partner agencies will need to adapt in one way or another – either to extend existing capabilities to support other agencies or build new capabilities which will enhance the interoperability between these programs. To determine a path to successful implementation of FL WINS, FloridaCommerce engaged KPMG, Inc. to provide an assessment of the current systems in use by the Core Workforce Partners. Recommendation areas in the KPMG assessment were streamlined services, empowered individuals, universal access, and increased accountability. As further elaborated below, the assessment identified a strategy that outlines both the business and technology related procurements that are fundamental for all workforce partners to achieve successful project completion. The initial state assessment findings and ongoing Business Process Reengineering (BPR) efforts are categorized into four focus areas consisting of:

- **Business Integration**
- **Policy and Program Management**
- **Customer Service and Experience**
- **Technical Requirements.**

The key findings identified in the current state assessment for each of these four focus areas include:

Business Integration Considerations

- Each agency is predominantly operating strictly according to the requirements of their program policies. Programs have integrated vertically with their partners – such as DOE data sharing with educational institutions – but not horizontally between programs / agencies.
- Data sharing between programs does occur, but these efforts appear to directly address specific program requirements – such as DCF identifying new cases with workforce requirements to FloridaCommerce, who respond with identified compliance issues.
- No data sharing or referrals exist beyond these basic requirements. There is no use of master data to

share common demographic data or documents to validate identity, income, or work / educational status.

- Referring customers to other programs which could assist their self-sufficiency efforts are predominantly made as ad hoc suggestions directly to customers based on the knowledge of the individual case worker and do not leverage case management systems.
- Each agency has established its own customer channels (e.g., online portals, phone support), requiring applicants and customers to contact each agency separately.

Policy and Program Management Considerations

- While not desirable, it is common across other states to require applicants to follow multiple intake processes for each individual workforce program.
- A workforce technology solution that can interface with WIOA agencies and partners will decrease data entry processes while increasing data quality and streamlining service delivery to customers.
- Multiple states have had success sharing contact channels as an integration point; fewer have implemented a shared data hub or shared case management system.
- There is a complex series of federal, state, as well as corporate rules, laws, and regulations which govern the full spectrum of workforce related programs and services and their required data collection, use, and sharing.
- In addition to the policy driven data collection and management requirements, there is a complex set of privacy and security rules which govern the sharing of data and the matching of records required to do so.
- Detailed planning and design will require a concerted effort of a legal and policy working group to identify detailed policy barriers and address options to mitigate such limitations.

Customer Service and Experience Considerations

- The in-scope systems cover a wide spectrum of workforce services across the Workforce Partners.
- A universal web portal across Commerce, CareerSource Florida, DCF, and DOE that would provide fully integrated services directly to Floridians does not exist today.
- For the feasibility of a common intake form and the broad leveraging of customer data, the analysis is still pending as we study the very large data intake forms and their associated data models.

Technical Requirements Considerations

- The Workforce Partner system architecture is extremely diverse, including some very modern systems and some running on aging and challenging technologies.
- The technology mixtures range from first generation mainframe technology to second generation client-server technologies, to more modern technology ecosystems around cloud and Software as a Service end-to-end solutions.
- Adherence to Florida’s cloud first strategy.

2. Business Objectives

The primary business objective is to bring to fruition the Workforce Innovation and Opportunity Act’s goal of establishing a more unified system for providing workforce services, education, and public benefits. First, this project seeks to improve the fundamental customer experience of job seekers and employers by better aligning, coordinating, and integrating **Workforce Innovation and Opportunity Act (WIOA) core programs** with one another and with required American Job Center (AJC) partner programs. Second, the project promotes the alignment of the workforce, education, and economic development systems in support of a comprehensive, accessible, and high-quality workforce development system. Third, this project creates the opportunity to provide continual feedback that will support the Workforce Partners in providing the best services possible. The assessment and recommendations are focused on:

- **Streamlining services:** Florida’s workforce systems must be coordinated and consolidated to best serve participants.
- **Empowering individuals:** Individuals must be able to make informed decisions including all options to

- meet their workforce development needs through a “No Wrong Door” approach.
- **Universal access:** Services must be streamlined and consumer-friendly to ensure widespread accessibility to all Floridians.
- **Increased accountability:** The state must be able to measure and assess return on investment for the utilization of public funds to provide services to Floridians.

B. Baseline Analysis

An ongoing review of the current Workforce Partner systems is being conducted from both a functional and technical perspective to develop a current state assessment. The scope of the assessment is to develop an understanding of the current systems and functional capabilities, technical environments, applicable state and federal rules and laws, and program requirements across all partners and systems. The current state assessment also includes an evaluation of the services available through the Workforce Partner systems and the current system technical architecture so that a baseline could be established for the development of functional and technical requirements needed to improve the delivery of these services. The major project areas include:

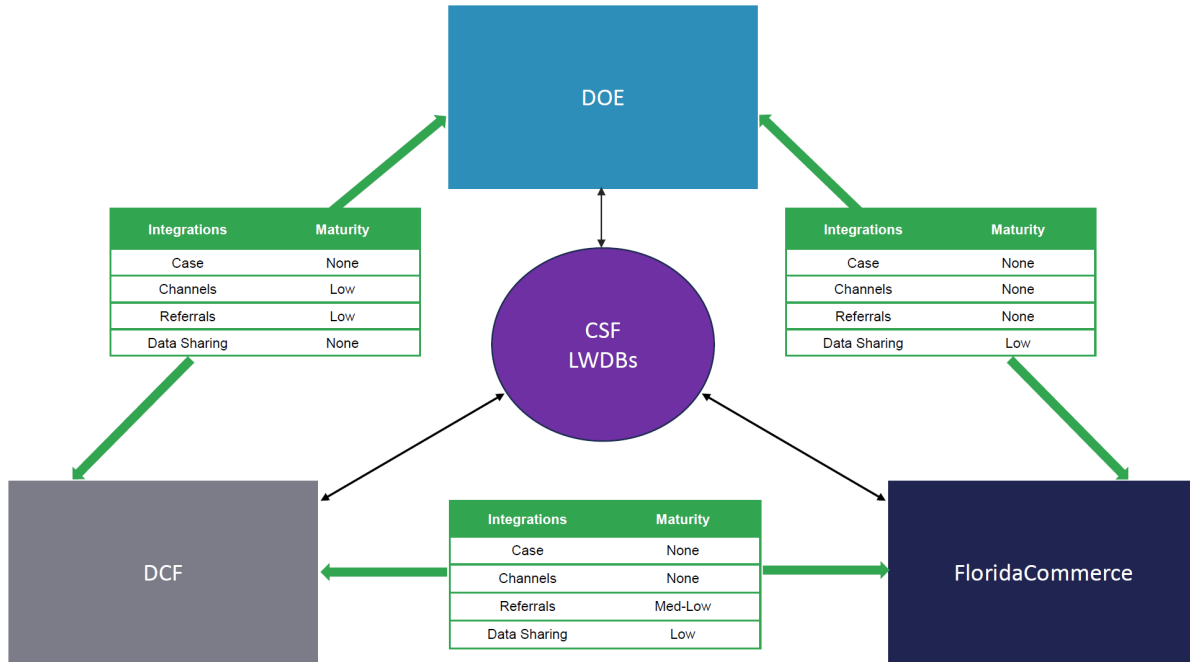
- Project Management and Governance Support
- Planning and Communications
- IT Operations, Data, and Architecture
- Systems Integration
- Data Integration Hub
- Analytics and Reporting
- Customer Portal
- Core Technologies

1. State of the Program

Each of the Workforce Partners has established their operational structure and service delivery capabilities in strict accordance with the program policies that fund and govern program administration. Because there do not appear to have been any policy instruments prior to The REACH Act that specifically direct interoperability between these agencies, each has followed a development and improvement path that focuses on the needs of their clients within the boundaries of their own program. As such, access, coordination, collaboration, incentivization, and accountability are the central drivers of this reform. Systems rationalization and modernization also serve as key enablers.

In the current state, FloridaCommerce implements multiple automated information systems to deliver and manage services and hosts the state’s online labor exchange. The current labor exchange and case-management system—Employ Florida—does not presently integrate with the state’s Supplemental Nutrition Assistance Program (SNAP) or Temporary Assistance for Needy Families (TANF) case management system, ACCESS Florida. The numerous entities that partner to make up the WDS individually operate their own information- and case-management systems. According to the Bill Analysis that was prepared by the State House of Representatives Staff, these “fragmented case management systems and siloed data collection...hinder coordination of service delivery.” The REACH Act advances several initiatives to streamline case management systems and data collection efforts to better coordinate service delivery.

The current and ongoing interactions among Workforce Partner systems are shown in the graphic below from both a functional and technical perspective. Workforce Partners’ levels of data sharing consists of manual referrals and transfers and are fairly immature where they exist. There appear to be sufficient differences in how agencies interact with clients and broader stakeholders that encourage silos and increase barriers to integration. This lack of coordination presents significant missed opportunities in serving Floridians.



There are varying levels of automation and standardization in how Floridians who are participating in one program are informed about other complementary programs. For example, DCF provides automated referrals through data transfers of updated caseloads, yet this referral strategy is not reciprocated by FloridaCommerce. Case workers simply provide clients with information on how they can apply to DCF programs if they feel that the client might be eligible. Whether or not a customer is referred to other programs (which could assist them gain self-sufficiency) is highly dependent on the skills and experience of the case worker to which they are assigned. Because FloridaCommerce provides referral information only to the customer, it is extremely difficult to track the association of FloridaCommerce referrals to DCF applications. FloridaCommerce’s reciprocal information sharing is limited to informing DCF of clients to be sanctioned for failing to fulfil their TANF workforce requirements. Referral activity to and from DOE is fairly limited as few students or prospective students interact directly with the agency unless there are specialized programs such as vocational rehabilitation from which the individual gets direct case management support.

Logically, each agency has developed their service delivery models to predominantly operate according to the requirements of their specific program policies. Programs have integrated vertically with their partners – such as data sharing between DOE and educational institutions – and are horizontally integrated between programs/agencies to directly address specific program requirements – such as DCF identifying new cases with workforce requirements to FloridaCommerce, who responds with identified compliance issues; however, this basic information sharing and some warm-transfer referral calls are the extent of current integration between the Workforce Partners. Each agency maintains its own client portals, its own call centers or phone support, and separate physical office locations. There has been no integration of customer support operations to simplify customer contact points and train intake staff to triage requests to potentially support multiple programs. Each agency is independently responsible for collecting the data that it requires through its dedicated channels.

2. Assumptions and Constraints

Based on the analysis of the current state, we found that some of the core Workforce Partner systems have been recently developed on modern technical platforms, and others still operate on aging technologies. Based on

workshops and discussions with departmental staff, we also evaluated their abilities to meet business needs. The following assumptions can be made about the current systems and likelihood for integration, interoperability, improvements, or replacement:

Maintain / Consolidate

Employ Florida and the DBS/DVR Aware systems are both modern systems that have the capacity to perform well against integration requirements listed later in this document.

Improve Business Functionality

EMOP and WIDb are all special purpose data-based systems that perform well for only a subset of requirements. These systems – especially EMOP – have the capacity to be invested in to perform enterprise level data management functions.

Improve Technical Structure

Both RECONNECT and ACCESS Florida have some strong capabilities that could be leveraged, but the aging technology of the core systems are expected to require more effort to integrate with other workforce systems. ACCESS Florida in particular comprises multiple components, some of which would score much higher if considered independently, while others would not score as well.

The business value and technical quality (BV/TQ) of these current state systems was assessed in the initial IV-B. However, in the past year the Business Process Reengineering project validated in-scope programs and applications and found the original assessment to be incomplete. To ensure that the BV/TQ of each in-scope program and system is accurate, there are ongoing efforts to conduct gap analyses and to ensure that the FL WINS Program accounts for other Workforce Partner modernization efforts. This is a continuous and ongoing initiative throughout the life of the Program.

Collaboration

Implementation of the FL WINS program will require continuous collaboration and “buy-in” among REACH, FloridaCommerce, DCF, DOE, CSF, and FL[DS].

A known constraint is establishing and maintaining a shared vision among the workforce partners. This is a critical dependency for the long-term success of the program, as different visions could arise among workforce partners that could hinder the success of the program. It is crucial for workforce partners to agree on a shared vision from the start and sustain it throughout the life of the projects and program.

The core workforce partner agencies will be required to review their resource needs specific to the FL WINS program and identify resources to contribute to project success throughout their programs. Each agency will determine whether existing agency staff are available to allocate to the FL WINS program or if staff must be hired or procured to meet those needs. Program resources may fluctuate in the amount of time required on project activities throughout the life of the program. Workforce partner agencies will need to identify resources available in each applicable legal, budget, contract, program area, and information technology (IT) office. In addition, each workforce partner agency may need to submit a legislative budget proposal to acquire additional staff to allocate to this program.

Cost Specific Assumptions:

- Existing Program costs for FY 2022-23 were provided for each system by the responsible agency. Future year costs were straight-lined using the 2022-23 data where additional cost data was not available.
- This project will primarily utilize vendor resources (Managed Services) for development, implementation, and project management. State-managed personnel needs are assumed to be minimal (10 FTE and 5 OPS). Costs have been adjusted to reflect higher Applications Maintenance (Managed Services and Software) costs.
- Cost estimates were developed by researching comparable large scale transformation projects and leveraging industry experiences on some of those transformation projects. The effort and cost required for the integration development for each of the existing systems, however, is difficult to estimate

without more detailed IT cost data. In addition, there are always some cost differences even with comparable projects due to scope differences and the competitive marketplace at the time of procurement.

- Cost estimates were developed for integration of college and university systems; however more specific estimates will be required when more detail is available on college systems.
- Costs could increase should the State’s requirements include a broader set of functionalities than the baseline comparators used in the feasibility study.
- The total project cost assumes transitional operations and maintenance costs only. Transitional operations and maintenance are costs that occur in the six months following full implementation, which may be needed to address defects or deficiencies. Ongoing costs for operations and maintenance following this six-month transitional period are not reflected. The reason for this treatment is that the IV-B is not a request for ongoing operating funds, but a request for non-recurring funds needed to implement the project. Any costs necessary for ongoing systems operations and maintenance will be requested separately.
- The CBA was developed with the assumption that all aspects of the project would be funded using General Revenue (either supplemented with State Fiscal Recovery Funds or with state GR). It is possible that federal administrative dollars provided to each agency could be used for some implementation and/or ongoing/transitional costs.

C. Business Process Requirements

1. Business Process Requirements

As outlined in II.A.1. The business process requirements are grouped into four focus areas:

- **Business Integration**
- **Customer Service and Experience**
- **Policy and Program Management**
- **Technical Requirements**

Business Integration

- The ability to provide coordinated services among Workforce Partners.
- The ability to inform Floridians on all complementary programs available through different agencies via:
 - A wholistic integrated system that is designed to serve all Floridians across all possible service scenarios including integrated eligibility and enrollment logic for public assistance, reemployment benefits, labor exchange, and education and training.
 - Career counselors, case workers, and local workforce development centers.

Policy & Program Management

- The ability to evaluate each Workforce Partner and whether they are meeting program requirements.
- The ability to provide customer profiles and customer segmentation statistics.
- The ability to provide volume metrics across each program area with DOE, DCF, and Commerce.
- The ability to compare performance capabilities against similar systems in other states.
- Measurable results to assess the return on investment for the public funds used to provide services to Floridians.

Customer Service and Experience

- Reduction in burden on the customer by providing consistent self-service options and information intake.

- Individuals must be able to make informed decisions including all options to meet their workforce development needs through a “no-wrong-door-entry strategy” approach.
- Reduction in duplicate interactions across programs through improved data sharing.
- Improved transparency to track customer progress across programs.

Technical Requirements

- Application Architecture (modern COTS (commercial off-the-shelf) software applications vs. older custom development models) including application integration (end-to-end application elegance, self service capabilities).
- Platform Architecture (On premise vs. modern cloud technology) and the necessary Security structure for each.
- Application Maintainability Factors (source code, modularity, outsourced vs. insourced, code brittleness, modern application programming interfaces (APIs) are available).
- Data Management Architecture (data as an Asset) ability to extend from reporting to advanced analytics.
- Master Data Management / Common Client Identifier

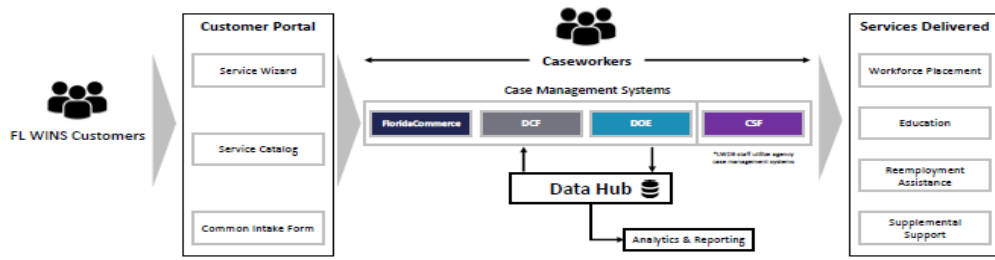
2. Recommended Business Solution

Hybrid Integration

To move from the current state of the workforce partner’s systems to the future integrated state, Commerce procured a vendor in 2021 to complete a Feasibility Study to gather a baseline of existing business and technical capabilities from each workforce partner to establish the requirements needed to improve the delivery of services to Floridians. A hybrid integration option was selected as the best option to move forward with for implementation. This option addresses functional and technical requirements in six areas of integration:

- | | |
|-------------------|---------------------------|
| • Data management | • Analytics and reporting |
| • Case management | • Referrals |
| • Public access | • Application/intake |

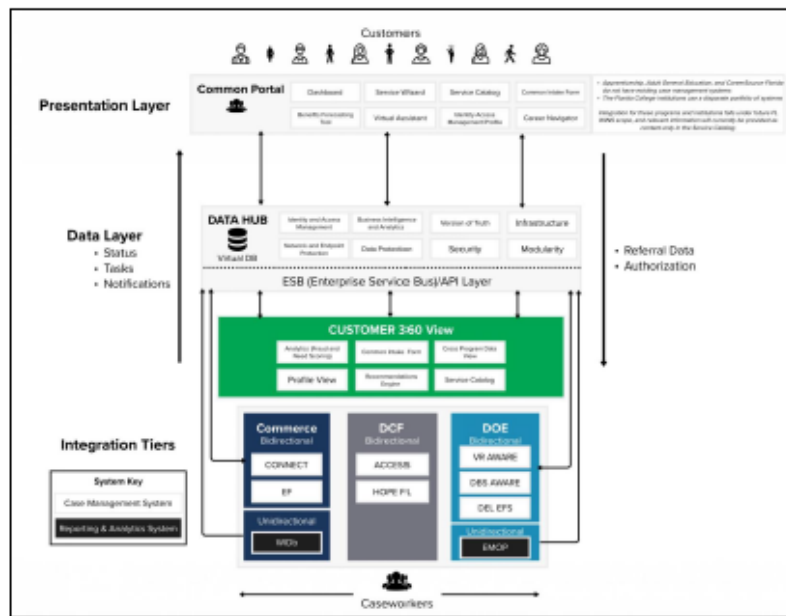
The integration of core workforce partner systems will remove barriers to interoperability among services provided to Floridians and will provide a no-wrong-door point of entry to access information from all participating Workforce Partners. This will result in improved and efficient alignment of workforce services for Floridians across state agencies and streamlined processes that will minimize duplicative data entry from both individuals and workforce related programs. Integration will enable more comprehensive data in one place to enhance analytics and outcome performance measurement. There are no existing, comprehensive market solutions available to completely replace the existing Workforce Partner systems, and as the Workforce Partner programs currently operate with very different data definitions, case lifecycles, business rules, and processes, a system to replace all of those would require a great deal of custom development, configuration, and data conversion, which presents a very high level of complexity and risk.



The addition of the shared customer portal will provide a centralized location where Floridians can access information about services available from the Workforce Partners. Floridians will be able to create an account and use it to apply or access a variety of self-service options. Implementation of a public portal will improve access, communication, and opportunity; promote self-sufficiency; drive efficiency; and improve the overall experience of interacting with the workforce system. It also promotes the following benefits for the partnership: streamlined eligibility; reduced manual data-entry; more consistent applicant and client data; and reduced levels of effort required for making referrals, noticing and reminding, and providing information and support. It could also improve back-office data management and provide a rich source of data for analytics.

With a single account sign-on, common data elements and documents collected from customers can be directly stored at the integration layer rather than collecting and disseminating them from existing systems. This is being planned and developed in major phases, operating in parallel with existing portals at first to reduce risk. The common portal will start with an initial shared account for collecting basic household data and document management and then add a single dynamic intake form in time.

FL WINS Technical Architecture Diagram



Hybrid integration’s front and back-office enhancements can advance the state’s strategic objectives and do so without the complex case-record changes that would be needed for a large-scale public portal. In addition, this model addresses the functional and technical requirements established for this workforce transformation.

- **Data Management:**
 - Data integration capabilities will enable data sharing across agency partners. Existing systems will remain in use.
 - Data will be extracted, transformed, validated, integrated, and accessible by appropriate Workforce Partners and customers.
 - Data will flow in and out using the enterprise service layer, and the entire system will stay in sync.
- **Case Management:**
 - Preserves existing and familiar case-management applications.
 - With data sharing and integration through the integration effort, the analytics and dashboard components can provide perspectives approaching a 360-degree client view.
- **Public Portal:**
 - The portal included will enable a range of public-facing functionality.
 - Implementation of the portal will follow a well-developed roadmap, with initial steps providing links to the existing systems and extension of general information.
 - Additional features will be deployed to the public portal as they are developed and tested.
 - More powerful account management and self-service offerings can also be supported.
- **Analytics and Reporting:**
 - Integration will allow more comprehensive data from across the Workforce Partner systems to be accessed by appropriate Workforce Partner staff, which will enable enhanced analytics.
 - Information extraction can yield a wide range of choices with focused perspectives.
 - Access to more data will encourage better insights and enable utilization of artificial-intelligence techniques, such as recommended referrals when options are available.
 - On-going analysis will promote improved reporting consistency.
- **Referral:**
 - Hybrid integration and a public portal could support a broad range of common, high-value referral tools.
 - Self-service options can also be offered.
- **Application / Intake:**
 - Will support functionality ranging from retention of current intake processes to the extension of a centralized application that can support program choice and dynamic, coordinated questioning, eliciting the information needed by any or all programs.

While there are clear advantages to this approach, the needed process and data integrations will still present design and development challenges.

D. Functional and Technical Requirements

This section outlines the high-level system requirements that define an integrated and coordinated workforce-partnership program. With the vision of the REACH Act in mind, business objectives were explored with agency stakeholders in relation to their needs and the needs of their partners and clients. This ongoing evaluation of the current capabilities will open opportunities to leverage technology to enhance capabilities, quality, and accountability. The requirements that follow are the result of this effort.

Three kinds of requirements are included: “Functional” requirements answer “what” questions: What must the system do? The answers describe system features and use. “Data” requirements describe how information flows

through the system and answer how information is collected and shared. Finally, “technical” (or “non-functional”) requirements address “how” questions, describing how the system is to be built. Collectively, the answers shed light on the three pathways, and support directional choice.

1. Functional Requirements

Future State Functional Requirements – Client Portal

TITLE	REQUIREMENT
Information Access	Provide information about programs and services for which users may qualify and links to other sites and events.
Login/Logout	Provide a page that will create and manage an individual’s login account and username and password information.
Single Sign-On	Have a single sign-on account for all clients that can access personal data from multiple programs.
Data Wallet	Manage personal, basic information, such as name, address, phone, and email.
Case Information	Provide a capability that will maintain the history of all: referrals submitted, approved consents, and forms or documents submitted by or on behalf of the user.
Communications	Provide an interface that will support access to communication channels, such as a ChatBot, e-mail, and phone. The interface must support bi-directional interactions and channel transmission of notifications about upcoming events and opportunities.
Mobile Access	Enable a user to access the portal and all portal functionality from a mobile device.
Document Management	Provide the ability to upload documents and forms, such as: identification, proof of employment, and home address, among others.
Search	Provide search functionality, enabling users to find available programs and offers (e.g., job boards, training, tech, higher education, etc.), using keywords, search criteria, and filters.
eNotices	Provide the ability to opt in to electronic-notification access via their accounts and to receive electronic notifications instead of mailed, paper notices.
Program Management	Provide the ability to view case information, such as: the status of all open and relevant cases, case-management assignments, upcoming requirements, milestones, etc.

Future State Functional Requirements – Application/Intake

TITLE	REQUIREMENT
Dynamic Intake	Common intake processes will include dynamic forms that only solicit the data that is required, based on information provided and programs selected.
Intake Form	Grant access for users to submit and manage an intake form.
Potential Intake Options	Elicit and utilize user input to recommend programs; support dynamic, common intake form.

TITLE	REQUIREMENT
Process Information	Provide information about upcoming activities that are related to submitted and received referrals.
Alerts and Notifications	Send notifications, such as: confirmation of intake-form receipt, existence and availability of created drafts, and reminders of upcoming meetings, outstanding intake forms, or the need to submit referral requests.
Related Programs	Allow the user to view information about other programs or services for which they may be eligible.

Future State Functional Requirements – Case Management

TITLE	REQUIREMENT
Alert and Notifications	When a client is actively enrolled in multiple programs, send an alert to a program when the case record for another related program is created or changed.
Information Management	When a client is actively enrolled in multiple programs, data entered in a case record for one program must be automatically added to case records for other active, related cases.
Case Definitions	Individual case definitions must be supported for each program’s requirements.
Multiple Case Association	Solution must be able to associate the same individual with one or more cases or multiple individuals to the same case, as some case types may include more than one person.
360 Degree Client View	Provide a 360-degree view of the client, such that data entered in the case record for one open or closed case can be displayed in the case records for other active, related programs.
Casework Allocation	Support assignment of work and information sharing for either case-based or task-based case-management systems.
Program Review Cycle	Coordinate periodic program reviews for multiple, active cases.
Activity Monitoring	Activities and interactions that have taken place in one active or closed program may be displayed in other active, related cases.
Information Sharing Restrictions	Information shall only be shared if permitted by law, policy, or configurable accessibility settings. Sending and receiving programs shall have the ability to configure the sharing rules for individual programs, program groups, and data types.
Case Manager Communications	Case managers must have the ability to communicate with other identified case managers who are supporting an individual or group in other common, active cases.

Future State Functional Requirements – Referrals

TITLE	REQUIREMENT
Program Recommendations	System must be able to support eligibility screening and program suggestions.
Program Selection	Users shall have the ability to electronically initiate application for programs or services that are of interest to them. Users shall have the ability to electronically initiate a referral request.
Additional Information	Users must be able to electronically add information or upload documents supporting a referral request. The system must be configurable, such that the additional information or documentation can be program specific.
Consent	Users must be able to electronically create and sign consent for treatment or information sharing. System must be able to automatically to share information, as specified.
Referral Tracking	The system shall log, generate, and display a list of all referral requests. The list shall include the name of the referee, the date the referral was sent, and the referral status.
Alerts and Notifications	The system must be able to send notifications of referrals sent, drafts created, and reminders to consider new programs and opportunities for which they may be eligible.
Case Manager Referral	Case managers must be able to initiate referrals. System must support automation of specified referral functionality.
Referral Data Sharing	When a referral is made across programs, applicant or client data shall be made available to receiving programs and providers. Information shall only be shared if permitted by law, policy, or accessibility settings. Sending and receiving programs shall have the ability to configure the sharing rules for individual programs, program groups, and data types.
Referral Format	Establish a consistent format for referral information that is shared across programs with consistent referral data, which includes referral to, referral from, case history, and other pertinent information.

Future State Functional Requirements – Data Management

TITLE	REQUIREMENT
Common Client Identifier	Establish a common client identifier that can clearly map authoritative identification of an individual and their household relationships.

TITLE	REQUIREMENT
Client Account Matching	As a condition of cross-program data sharing, systems shall verify that the data to be shared matches the requirements of the receiving system. Verification shall be based on configurable, field-specific rules.
Common Data	Data that is created by one program shall be available for use by other programs.
Shared Verifications	<p>Before verification information or documentation is solicited from an applicant or client, the requesting system shall ascertain whether the information has already been verified by searching a repository of verified data.</p> <p>The repository mechanism shall include data from internal and external sources, as well as information or documentation that the applicant or client submitted previously.</p> <p>The repository mechanism of verified data shall include level-of-trust information. Trust levels shall be based on configurable factors that shall include the date the information was verified and the methodology that was used to verify the information.</p> <p>Requesting systems shall utilize trust levels to determine whether pre-verified information shall be accepted.</p> <p>If the verified information satisfies the receiving system’s configurable trust levels, the receiving system shall accept the information as verified, and not generate a new verification request.</p>
Validation Status	Sending and receiving systems shall have the ability to track data-validation status, timing, and source of all data that is received from other programs.
Data Availability	Data that is collected in one system shall be made available to other programs (real-time to batch).
Verification Method	To maximize data protection and validation, systems must utilize stringent, configurable, verification methods.
Data Sharing Rules	<p>Information shall only be shared if permitted by law, policy, or configurable accessibility settings.</p> <p>Sending and receiving programs shall have the ability to configure the sharing rules for individual programs, program groups, and data types.</p>

Future State Functional Requirements – Analytics and Reporting

TITLE	REQUIREMENT
Common Information Reporting	A configurable subset of common information from all programs shall be available to all programs for analytical purposes.
Standardized Reporting	The system must be able to generate standardized reports that are based on the most current available data. Reports must be available to authorized users.
Data Availability	The system must support real-time inquiries about the availability and status of operational data.
Data Planning	Reporting functionality must have access to de-identified, aggregated data for policy and planning purposes.
Program Outcome Tracking	The system must be able to generate and provide macro and case-level reports on program outcomes and accountability.
Trend Analysis	The solution must have the ability to identify a program’s trend impacts, based on requirements that are configured for other programs.
Report Generation	Reports must be available on demand.
Demographic Tracking	The system must have the analytical capability to report on demographics and trends across programs.

2. Technical Requirements

The following areas of consideration are critical for effective technology solutions:

- **Portal:** Applicants, clients, partners, and departmental staff interact with a solution or a system via a portal, which typically serves as the face of the solution.
- **Data:** Compiling and analyzing data from multiple sources will provide organizations with crucial information. Data analytics and visualization methods can greatly assist organizations with turning raw data into meaningful, valuable, and actionable insights and trends.
- **Security:** Properly securing a system protects against fraudulent activities, data loss, and negatively impacted system performance.
- **Others:** Self-diagnosing and self-healing.

Future State Technical Requirements – Portal

TITLE	REQUIREMENT
Portal Accessibility and Compatibility	<p>The portal must be responsive, user-friendly, compatible with all mainstream browsers, and easily accessible from desktop computers, as well as mobile devices.</p> <p>All intended users must be able to access the portal. It must fully comply with the Americans with Disabilities Act (ADA), and any other applicable state or federal accessibility standards.</p>

TITLE	REQUIREMENT
Portal Availability	The portal must be available 99.999% of the time.
Proactive Validations	The portal must offer front-end format validation to avoid any inclusion of bad or corrupt data, accurately inform the user about incorrect inputs, and provide pointers like “caps lock.”
Informing Unavailability	Using approved languages, the portal must accurately inform users about the unavailability of a component or content, due to scheduled maintenance.
Printing	When users employ supported browsers, the portal must support the printing of webpage content and the downloading of content in HTML and PDF formats.
Colors	The visible colors and combinations used within portal must be compliant with state and federal guidelines.
Preferred Language Selection	Users must be able to choose their preferred language, as required by state and federal policies, and the portal must be compatible with available translation tools.
Privacy of Information	Based on configurable rules, all sensitive or confidential data must be either encrypted or blocked. Access to all information must be regulated by configurable role and person-based rules and comply with applicable state and federal law and policy. The portal must log user access to the system and to data.
Effective Communication	Portal design must ensure that, when they use a production system, users do not see technical implementation details in error messages. Any error messages must not impact the user experience.
Unsupported Browser	When the portal website is accessed through an unsupported or under-supported browser type, the system must display a dismissible alert.
Helpful Features	The portal must provide online help, a site map, and frequently asked questions and responses.

Future State Technical Requirements - Data

TITLE	REQUIREMENT
Data Recovery	The data solution must offer failover, backup, and disaster recovery (DR) including a business continuity plan (BCP) plan.
Data Expansion	Data integration capabilities must be cloud native and should offer scalability.
Data Security	Data integration capabilities must ensure that data at rest or in transit is encrypted as specified in the organization’s guidelines.
Data Privacy	Data sharing across organizations must comply with applicable state and federal laws and policy.
Data Speed	The data solution must be a commercial Off-the-Shelf (COTS) or a commercially supported open-source platform, providing the needed transaction speed by the state.

TITLE	REQUIREMENT
Data Quality	The data hub must have data-cleansing and quality modules to correlate and merge duplicate data with 99.999% accuracy.
Data Integration	Data integration capabilities solution must be able to integrate with all in-scope systems, including legacy technology, like mainframe IMS.
Data Hosting	Data integration solution must be hosted on a state-approved public cloud or state data center or SaaS solution, as required by the state.
Data Environments	Data integration capabilities must include all environments necessary to develop and test changes and to support the solution-implementation lifecycle.
Data Bandwidth	Data integration solution provider must review the existing network architecture, determine the network and bandwidth requirements, and support any enhancements needed to achieve state-mandated performance levels.
Data Governance	Data integration solution must support governance capabilities, such as metadata management, data quality, and master data management (MDM).
Data Compliance	Data integration solution must maintain compliance with current state data policies.
Data Monitoring	Data integration solution must provide, configure, and operate tools and a monitoring function to monitor state-approved key performance indicators.
Data Tracking	Data Integration solution must offer a dashboard that is capable of displaying performance indicators.
Data Architecture	Data integration solution must have an architecture with no single point of failure. It must support fault tolerance and failover of web, applications, database, storage devices, and secondary devices such as load balancer.
Data Resiliency	The overall solution must ensure that the production integration layer, including its associated portals and interactions, are available 99.999% of the time.
Data Auditing	The solution must ensure that all incoming and outgoing transaction data is logged, archived in human-readable formats, and reasonably available to support audit reporting and other business needs.
Data Retention	The solution must comply with any applicable state and federal confidentiality requirements regarding the collection, maintenance, use, and protection of data.
Data Log Naming Convention	Data integration solution must store all log files and audit logs in a file with a standard, state-approved naming convention.
Integration Compatibility	The enterprise integration platform must act as the communication broker for all in-scope organizations.
Log File Naming Convention	All portal error reports and audit trails must be stored in a file with a standard, state-approved naming convention.

Future State Technical Requirements – Security

TITLE	REQUIREMENT
User Authentication	The solution must include centralized identity access management (IAM) that is synchronized with the active directory of all in-scope organizations and must be able to authenticate users from state directory services.
Security Enrichment	The solution or portal must provide a mechanism for multi-factor authentication and set-up authentication.
Security Monitoring	The solution, portal, and data integration solution(s) must have a monitoring and reporting tool to continuously assess security posture to find and fix vulnerabilities.
Sensitive Information	The solution or portal must include authentication and authorization services to protect sensitive information.
Data Transfer Security	The solution or data integration solution must securely transfer data over public and private networks, using a state-approved transfer protocol.
Virus Scanning	The solution or portal must have the capability to automatically scan all incoming files for viruses and other security-related vulnerabilities.
Access Control	IAM must provide the ability to individually provision user-specific access, as well as role-based access.
Security Dashboard	The IAM must provide a reporting dashboard and event alerting that will display IAM activity actions involving users, groups, roles, key, authentication (Single Sign-On and Multifactor Authentication), and IAM policies.
Security Storage	The IAM must provide secure, encrypted storage of credential information and align with the state record-retention policy.
Session Authentication	The IAM must have a mechanism to provide authentication session management to establish and revoke user sessions.
Access Denial Communication	The solution or the portal must display an informational message providing the user with information about who the user should contact if access is denied.
Unauthorized Access Prevention	The solution or portal must prevent unauthorized use, abuse, disclosure, disruption, or modification of data.
Password Reset	The solution shall have alternative password reset capabilities that comply with state requirements.

Future State Technical Requirements – Other

TITLE	REQUIREMENT
Environments	The solution must include test, development, performance, and production instances.
System Reliability	The solution must include an automated system-availability function that routinely determines whether all integration points and portals are returning expected results and meeting individual requirements.

TITLE	REQUIREMENT
Monitoring and Alerts	The solution must monitor and log all transactions and send notifications of all unsuccessful transactions in accordance with an agreed-upon timeline.
Future Enhancement	The solution must have the ability to host and invoke SOAP and REST APIs for any future enhancement.
Electronic Data Interchange	The solution must implement EDI transactions and manage the tool that supports state standards.
Financial Tracking	The solution must have a dashboard for consumptions and financials.

III. Success Criteria

A number of quantitative and qualitative factors will be used to determine the successful integration of the Core Workforce Partners and the FL WINS overall program. The table below describes many of these factors in the form of success criteria, including:

- A brief description of the criteria
- The means for measuring or assessing the criteria
- Those who should benefit from the success criteria
- The Fiscal Year (FY) when the success criteria will begin being realized through demonstrable change. These Realization Start Dates represent the earliest time-period when the success criteria begin to be realized. Full realization of the success criteria could take significantly longer based on complexity and the number of individual projects involved

SUCCESS CRITERIA TABLE				
#	Description of Criteria	How will the Criteria be measured/assessed?	Who benefits?	Realization Start Date (FY)
1	The solution creates an online opportunity portal to provide Floridians access to available state, federal, and local services and evaluative tools to determine short-term employability and long-term self-sufficiency.	Implementation of central portal providing information and guidance related to available services Implementation of self-service functionality to identify services potentially available to an individual user Provision of access to evaluative tools to determine short-term employability and long-term self-sufficiency	Citizens System Users	FY 2023-24
2	The solution creates an online portal that provides broader access to education and training options, real-time labor market information, career planning and career	Implementation of central portal providing information and guidance related to available services Access to information related	Citizens System Users	FY 2023-24

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SUCCESS CRITERIA TABLE				
	services tools, and other support available for workforce training and education linked to middle- and high-wage in-demand jobs.	to available education and training options Provision of real-time labor market information		
3	The solution will positively impact user experience by expanding self-service capabilities.	Utilization of self-service options Ability to access self-service options for all associated programs in a central portal	Citizens System Users	FY 2023-24
4	The solution will positively impact user experience/employee satisfaction through reducing manual, time-consuming processes.	Number of manual processes automated through implementation of new solution Number of manual vs. automated processes compared to baseline	Citizens System Users Workforce Partner Agencies	FY 2023-24
5	The solution will positively impact user experience/employee satisfaction through providing ease of use through application integration, a reduction in duplicative data entry, and increased efficiency in serving clients.	Employee survey results Customer survey results Audits and review results Reduction in duplicative data entry	Citizens System Users Workforce Partner Agencies	FY 2023-24
6	The solution will provide common intake capabilities for applicable programs across the Workforce Partners.	Percentage of applicable programs addressed in common intake functionality Percentage of programs receiving identified data from the data integration capabilities to begin intake process within associated application	Citizens System Users Workforce Partner Agencies	FY 2024-25
7	The project and solution will introduce a formal cross-departmental workgroup to collaboratively identify and address legal and/or policy issues arising from integrating the Workforce Partner programs, which contributes to the WIOA vision of aligning programs and services to provide the greatest value to citizens.	Implementation of Legal and Policy Working Group	Citizens System Users Workforce Partner Agencies State of Florida	FY 2021-22

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SUCCESS CRITERIA TABLE				
8	The project and solution will introduce a formal cross-departmental Enterprise Architecture (EA) function to establish standards, requirements, and processes to ensure the solution’s technical design aligns with business needs. EA will also establish a framework to guide ongoing technical decisions and ensure future technical sustainability.	Implementation of Enterprise Architecture Establishment of Target Shared Architecture	Workforce Partner Agencies	FY 2022-23
9	The solution will incorporate modern technology with modular, reusable components, which enable lower costs and increased flexibility to incorporate emerging technologies in the future.	Implementation of service integration platform Implementation of data integration capabilities Time required for future implementation of other technologies Cost required for future implementation of other technologies	Citizens System Users Workforce Partner Agencies State of Florida	FY 2023-24
10	The solution will provide improvements in the efficiency and timeliness of data sharing between the Workforce Partners.	Percentage of applications integrated Timeliness of data updates shared with the data integration capabilities Timeliness of data updates accessible to other applications	Citizens System Users Workforce Partner Agencies	FY 2023-24
11	The solution will integrate program data from across the Workforce Partners, creating a consolidated central client record and providing a holistic view of clients served, which should result in improved collaboration/communication between the Workforce Partner programs and more individualized service provision to Floridians to achieve self-sufficiency.	Percentage of applications integrated Achieve ability to track clients being served by multiple programs Number of cross-program customers identified and served holistically	Citizens System Users Workforce Partner Agencies	FY 2023-24
12	The solution will utilize cloud-based hosting of the data integrations, which will enable the versatility to make on-	Implementation of data integration capabilities Time required to implement	Citizens System Users Workforce Partner	FY 2023-24

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SUCCESS CRITERIA TABLE				
	demand changes to the solution and contribute to a high degree of scalability to expand and evolve as needed.	future changes	Agencies State of Florida	
13	The solution will provide enhanced reporting and analytics for quality assurance and strategic planning, which supports the REACH Act goal of enhancing transparency and accountability of workforce programs.	Measured against baseline of analytics and reports currently available	Citizens System Users Workforce Partner Agencies State of Florida	FY 2024-25
14	The solution will improve the efficiency and timeliness of referrals between programs through enhanced data sharing and integration.	Achieve ability to track referrals between programs Establish baseline against which to measure number and timeliness of referrals between programs	Citizens System Users Workforce Partner Agencies	FY 2024-25
15	The solution will include reporting and analytics platform that can expand, scale, and evolve as needed to incorporate required data and information necessary for federal and state reporting requirements.	Comparison to baseline of reporting capabilities currently available	System Users Workforce Partner Agencies State of Florida	FY 2023-24
16	The solution will enable the Workforce Partners to identify and safeguard sensitive personal information to comply with statutory data sharing requirements.	Audits and review results	Citizens System Users Workforce Partner Agencies	FY 2023-24
17	The solution will meet all federal and state requirements for system development and certification.	Audits and review results Implementation time for future changes in federal or state requirements Implementation cost for future changes in federal or state requirements	System Users Workforce Partner Agencies State of Florida	FY 2022-23
18	The project(s) will be completed on-schedule, in accordance with an approved project plan(s).	Adherence to established program roadmap Interim project milestones	Citizens System Users Workforce Partner Agencies	FY 2021-22

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

A. Benefits Realization Table

The Benefits Realization Table below presents key benefits of the FL WINS program. These benefits contribute to the applicable goals of the REACH Act and will improve coordination among workforce partners which will, in turn, improve the delivery of workforce related services to Floridians leading to greater self-sufficiency.

The Realization Start Dates indicated in the table below represent the earliest time-period when initial benefits begin to be realized. Full realization of benefits could vary based on complexity and the number of individual projects involved. These dates are also based on the following assumptions:

- **The roadmap shown in Section VII. Schedule IV-B Project Management Planning** begins on January 1, 2022, and is adhered to throughout the program.
- Required procurements are completed timely.

BENEFITS REALIZATION TABLE					
#	Description of Benefit	Who receives the benefit?	How is benefit realized?	How is the realization of the benefit measured?	Realization Start Date (FY)
1	Improved access to and opportunity from Florida’s workforce, education, and public benefit programs, including a “No-Wrong-Door” entry strategy	Citizens Workforce Partner Agencies State of Florida	Central portal Common intake Improved referral capabilities	Decreased customer time required to find and apply for services Successful integration of common intake across applicable programs Decreased staff time required to submit referrals	FY 2023-24
2	Enhanced transparency and accountability of workforce programs	Citizens Workforce Partner Agencies State of Florida	Improved data management Increased access to data Enhanced reporting and analytics	Improved program management Published dashboards displaying KPIs and relevant metrics	FY 2023-24
3	Improved self-sufficiency for Floridians	Citizens State of Florida	Central portal Common intake Increased self-service capabilities	Improved results for key self-sufficiency metrics	FY 2023-24
4	Targeted investments to enhance career readiness and successful, long-term employment in high demand, high-	Citizens Workforce Partner Agencies State and Local Partner	Improved access to services Increased collaboration and partnership between programs	Increased employment opportunities in targeted occupations Increased employment attainment in targeted	FY 2023-24

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BENEFITS REALIZATION TABLE					
	earning occupations	Organizations State of Florida		occupations	
5	Increased access to employment opportunities for Floridians	Citizens State of Florida	Integrated education and training opportunities with job openings and labor market trends	Increased number of Floridians who participate in training and find jobs	FY 2023-24
6	Simplified application process for Floridians	Citizens Workforce Partner Agencies State and Local Partner Organizations	Central portal provides the ability for Floridians to apply for multiple programs through a single portal and improved referrals	Improved ability to track participant applications across all programs Increase in the number of programs applied for by Floridians	FY 2024-25
7	Improved efficiency and timeliness of referrals between programs	Citizens Workforce Partner Agencies State and Local Partner Organizations	Data sharing and rules logic that connects eligible participants to other available programs across agencies/programs	Improved ability to track referrals between/across programs Increase in number of Floridians referred for services to other programs	FY 2023-24
8	Improved efficiency and timeliness of data sharing between the Workforce Partners	Workforce Partner Agencies State and Local Partner Organizations	Shared data resources support data analytics and strategic policy setting	Incremental improvements in identifying target industries and employment and training opportunities and adapting policy to those opportunities	FY 2023-24
9	Integrated service delivery that provides seamless and comprehensive services to customers	Citizens Workforce Partner Agencies State of Florida	Business process alignment based on shared data and analytics Service delivery that reflects collaborative business processes	Decreased customer time required to find and apply for services Successful integration of common intake across applicable programs Decreased staff time required to submit referrals	FY 2023-24
10	Improved programmatic	Citizens Workforce	Shared data resources support	Incremental improvements in	FY 2023-24

BENEFITS REALIZATION TABLE					
coordination and management based on shared data that will support improved employment and training outcomes and remove barriers to employment	Partner Agencies State and Local Partner Organizations State of Florida	coordination, data analytics, and strategic policy setting	identifying target industries and employment and training opportunities and adapting policy to those opportunities		

B. Cost Benefit Analysis (CBA)

The chart below summarizes the required CBA Forms which are included as Appendix A in this document and use the CBA Forms on the Florida Fiscal Portal.

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 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"> • Return on Investment • Payback Period • Breakeven Fiscal Year • Net Present Value • Internal Rate of Return

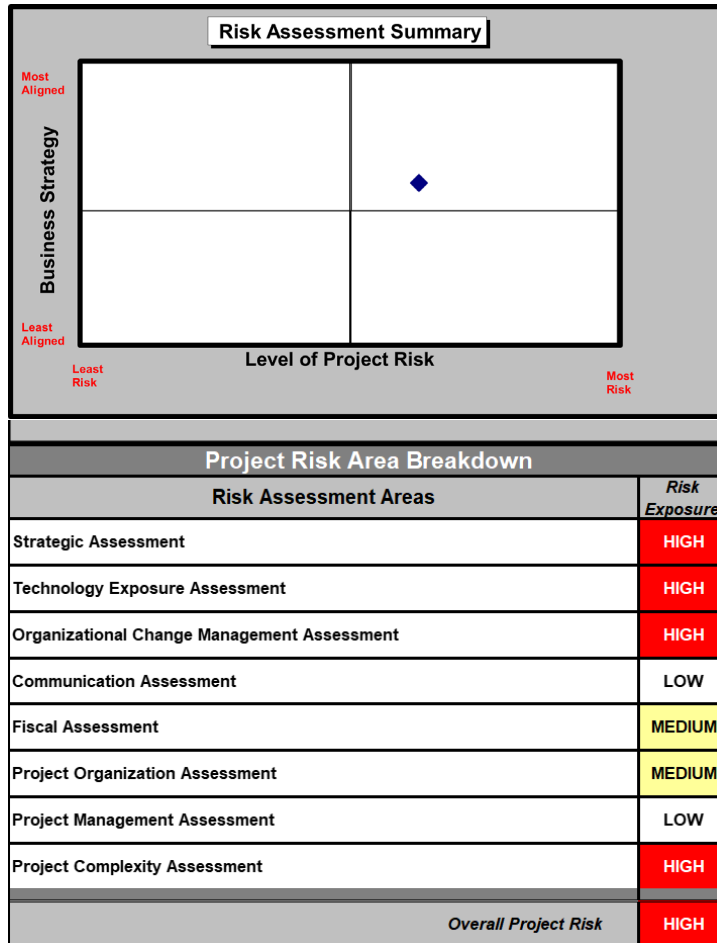
1. Cost Benefit Analysis Results

FL WINS is a multi-year program with costs estimated throughout the life of the project on an order of magnitude basis. This methodology assumes a total implementation cost of \$186,500,000 and transitional operations and maintenance costs of \$13,500,000. The methodology uses existing system cost data ratios, modified by specific project assumptions (outlined in II.B.2.), to allocate the total implementation cost to the FL WINS Program strategy and roadmap are assessed continually, with estimates being fine-tuned to incorporate new information. As such, cost amounts may change year-over-year as the FL WINS strategy evolves and planned activities are conducted.

As there have been no significant changes in the estimated total cost of the FL WINS Program, the Cost Benefit Analysis will not be updated until the end of FY 2023-24, after the first major procurement has been completed.

V. Schedule IV-B Major Project Risk Assessment

The Workforce Information System project is a large, complex project with impacts across multiple state agencies and to citizens who access services and benefits from the state. A risk assessment has been conducted in accordance with state guidelines and is represented below, the full updated risk assessment can be found in the appendices.



Overall Project Risk – High

While the overall major risk score remains the same, progressive elaboration of the FL WINS Program is providing sustained mitigation detailed below and in Section VII, Project Management Planning. Those questions in the Risk Assessment Tool were answered with the following considerations:

CATEGORY	PROPOSED MITIGATION ACTIONS (WITHIN ONE YEAR)
Strategic Risk	The project charter will be developed, approved, and signed by the executive sponsors;

	<p>The project governance structure will be defined with buy-in and support from Workforce Partner Agency Leadership; and</p> <p>Stakeholders will sign off on clearly documented project objectives.</p> <p>The three above risks have been mitigated by the Charter for the Program being signed by Executive Program Sponsors (Executive Program Sponsors are located at the REACH Office; FLCommerce; Division of Workforce Services, Business Area; and FLCommerce Office of Information Technology, Technology Area) on August 31, 2022, and updated on December 19, 2022, and April 12, 2023. A three-tiered governance structure was approved on December 19, 2022, by the FL WINS Program’s Executive Steering Committee, that has representation from the six Partner Agencies involved in this initiative.</p>
<p>Organizational Change Management Risk</p>	<p>The Workforce Partners will develop, approve, and implement the Organizational Change Management Plan; and</p> <p>The Workforce Partners will further define and document the target operating model (TOM) and business process changes.</p> <p>The two above risks have been known and planned for by procuring a vendor-led Transformational Change Management Project to operationalize a Transformational Change Management Office, that was established in May 2023. The Target Operating Model (TOM) is being developed through a Business Process Reengineering Project.</p>
<p>Communication Risk</p>	<p>The Workforce Partners will develop and approve the overall Communications Strategy, including performing the following for the entire program and establishing standards to require individual projects throughout the roadmap to include Communications Plans that incorporate, at a minimum, the following elements:</p> <ul style="list-style-type: none"> • Identifying affected stakeholders for inclusion in the Communications Plan; • Identifying all communication channels which will be used in the Communications Plan; • Identifying key messages to document in the Communications Plan; • Developing desired message outcomes and success measures to document in the Communications Plan; • Developing and documenting strategies in the Communications Plan that will promote the collection and routine use of feedback; and • Identifying and assigning required staff responsible for executing Communications Plan activities. <p>The identified areas of risk for Communications is being handled and managed by Overall Program and project communications are being managed by and through the Transformational Change Management Office.</p> <p>To-date, these key activities have established the foundation for mitigating Communication Risk:</p> <ul style="list-style-type: none"> • Created and managed a Transformational Change Management Project • Created and operationalized the Transformational Change Management Office in May 2023 • Completed a Stakeholder Analysis, which was approved in June 2023 • Completed a Change Readiness Assessment in June 2023 • Created a Change Management and Communication Plan in June 2023
<p>Fiscal Risk</p>	<p>The Workforce Partners will develop and approve a spending plan template to be used for the project lifecycle;</p>

	<p>The Workforce Partners will identify and document all project expenditures in the Spending Plan;</p> <p>The cost estimates for the project will be accurate within +/- 10-100% (Order of Magnitude); and</p> <p>The Workforce Partners will further develop the Procurement Strategy to incorporate documented requirements for the use of a multi-stage evaluation process and the requirement for proofs of concept or prototypes to be included as part of bid responses.</p> <p>The Program’s Spend Plan is based off the Operational Work Plan standard template. The Spend Plan is continually maintained, and end of month versions are provided with monthly updates.</p>
<p>Project Organization Risk</p>	<p>The Workforce Partners will further define, document, and formally implement the project organization and governance structure;</p> <p>The Workforce Partners will develop a project Staffing Plan to identify and document all staff roles and responsibilities; and</p> <p>A formal change review and control board, including representation from all key project stakeholders, will be established to address proposed changes in project scope, schedule, or cost.</p> <p>The FL WINS Program’s three-tiered governance structure includes an escalation path based on impacts to scope, schedule, budget, and quality. Defined thresholds place responsibility of change control within appropriate tiers. Change is managed through the Change Management Plan and the companion Standard Operating Procedure.</p>
<p>Project Management Risk</p>	<p>Detailed program and project management standards will be developed to ensure individual projects along the roadmap utilize appropriate project management plans and processes (e.g., risk management, issue management, quality management, schedule management, etc.);</p> <p>The Workforce Partners have planned to consider procuring a vendor to augment Project Management responsibilities;</p> <p>Detailed requirements and specifications will be defined and documented;</p> <p>All requirements and specifications will be traceable to business rules;</p> <p>All project deliverables and associated acceptance criteria will be identified;</p> <p>The Work Breakdown Structure will be defined to the work package level;</p> <p>A project schedule will be created for the entire project lifecycle and will specify all project activities, go/no-go decision points, critical milestones, and resource requirements;</p> <p>Formal project status reporting processes will be developed and implemented;</p> <p>Formal risk and issue management processes will be developed and implemented to effectively manage and proactively mitigate risks and issues; and</p> <p>Documented processes for standard change request, review, and approval will be developed and implemented.</p> <p>The FL WINS Program is managed according to a Program Management Plan (PgMP) which consists of a main body supported with component plans. The PgMP was developed by a vendor with an initial submission in October 2022, and approved in December 2022. Since then, the PgMP went through several revisions and remediations to improve quality. Projects are supported with individual Project</p>

	Management Plans, which reference the PgMP as appropriate. This Program operates under a hybrid method of Traditional Waterfall and Agile disciplines due to the complexity and the collaborative effort needed from each partner to be successful. The PgMP is reviewed on a monthly, quarterly, and annual basis for continuous improvement activities.
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VI. Schedule IV-B Technology Planning

A. Current Information Technology Environment

1. Current Systems

The table in this section provides technical details for the identified in-scope systems. The ongoing assessment provides an understanding of the current systems and functional capabilities, technical environments, applicable state and federal rules and laws, and program requirements across all partners and systems.

Description of Current Systems

The Workforce Partner system components that have been included in the scope of this current state assessment include the following:

IDENTIFIED PROGRAMS & SYSTEMS

	DIVISION OF WORKFORCE SERVICES	Employ Florida CONNECT/Reemployment Assistance Workforce Information Database (WIDb)
	OFFICE OF ECONOMIC SELF-SUFFICIENCY	ACCESS Florida HopeFL System*
	DIVISION OF CAREER & ADULT EDUCATION	AWARE EMOP Career Planning & Work-Based Learning Coordination System
	DIVISION OF VOCATIONAL REHABILITATION	Division of Early Learning - DELC System
	DIVISION OF BLIND SERVICES	Florida College Systems* Local School Districts*
		* - Partially in scope

It is important to note that several in-scope systems are under development or undergoing parallel modernization efforts:

Systems in development (currently):

- Hope Florida
- EMOP
- Division of Early Learning System
- Career Planning & Work-Based Learning Coordination System

Systems undergoing modernization efforts:

- ACCESS
- RECONNECT
- EmployFL
- AWARE & VR AWARE

Current System Resource Requirements

Current Systems Assessment

System assessments were performed for each organization, encompassing the four major technical requirements below. There is increasing recognition that these four technology requirements, as interpreted here, can greatly impact the overall ongoing investment, whereby some of the older technology can drive towards a lower Return on Investment (ROI) and the newer technologies and architecture can drive to a much higher ROI. There was a scope change request completed in June 2023 in which DOE’s Division of Early Learning Program and System were added to the Scope. Additionally, DCF’s HopeFL Program and system were approved to be in-scope. DOE’s Division of Career and Adult Education has been separated into three scope categories: Adult General Education, that is fully in-scope; Apprenticeship, that is fully in-scope; and Florida College System and school district technical colleges, that are partially in-scope (from a technology standpoint, they will be informational only).

- **Application Maintainability Factors:** Source code, modularity, outsourced versus insourced, code brittleness, availability of modern APIs
- **Data Management Architecture (data as an asset):** Ability to extend from reporting to advanced analytics
- **Application Architecture:** Modern COTS software applications versus older custom development models, application integration (end-to-end application elegance, self service capabilities)
- **Platform Architecture:** On premises versus modern cloud technology, security structures for each

Antiquated	Better	Best
<ul style="list-style-type: none"> • Millions of lines of custom code • High degree of Code Maintenance 	<ul style="list-style-type: none"> • Modern APIs to connect various COTS software solutions • COTS Integration 	<ul style="list-style-type: none"> • SaaS

System	Application Maintainability Factors	Data Management Architecture	Application Architecture	Platform Architecture
Employ Florida System	Best	Better/Best	Better	Best
RECONNECT System	Antiquated/Better	Antiquated	Better	Antiquated
Workforce Information Database (WIDb)	Better/Best	Better	Better	Better
ACCESS Florida System – Modernization effort underway	Antiquated	Antiquated	Antiquated	Antiquated

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System	Application Maintainability Factors	Data Management Architecture	Application Architecture	Platform Architecture
DCF Self Service Portal (SSP) – Modernization effort underway	Better	Better	Better	Better
DCF Worker Portal (AMS) – Modernization effort underway	Better	Better	Antiquated/Better	Better
Division of Blind Services Aware Case Management System	Better/Best	Better	Better/Best	Better/Best
Vocational Rehabilitation Information Management System	Better	Better	Better/Best	Better/Best
Division of Early Learning - - Modernization effort underway	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated
Career & Technical Education Data Analytics Dashboard	Best	Best	Best	Best
Education and Career Meet Opportunity Platform - - Modernization effort underway	Better/Best	Best	Best	Best
HopeFL - - Modernization effort underway	Not Evaluated	Not Evaluated	Not Evaluated	Not Evaluated

Current System Performance

As mentioned earlier, each of the Workforce Partners has established their operational structure and service delivery capabilities in strict accordance with the program policies that fund and govern program administration. The Workforce Partners individually operate their own information and case management systems and have followed a development and improvement path that focuses on the needs of their clients within the boundaries of their own program. This disparate model, while sufficient for satisfying the requirements of their individual programs, has limited their ability to achieve the level of integration needed to effectively manage very high

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volumes of business traffic and provide truly coordinated services.

These systems collect a host of data needed to determine program and participant eligibility and to administer the many individual programs and services that support the state’s efforts to educate, train, and support current and future generations of Florida’s workforce. They also provide the information that must be analyzed to evaluate, incentivize, and regulate participant achievement, as well as gather the data that must be collected and processed to satisfy the plethora of reports and evaluations required by federal, state, and local funding and regulating entities. Based on the current state assessment performed, the following summarizes some of the key opportunities and challenges for each department.

FOCUS AREA	COMMERCE	DCF	DOE
Business Integration	Has been able to establish some basic information sharing with other agencies, but no reciprocal or real time data sharing that could significantly improve the quality or timeliness of data shared or received.	Through previous efforts such as integrated eligibility, DCF has established deeper business integration capabilities that could be leveraged and built on to achieve workforce objectives.	Relationships with other agencies and partners are largely ad hoc. Each program within DOE seems to operate independently with little internal integration.
Policy & Program Management	Policies from all agencies are extremely complex in their treatment of information collection, storage, access, and sharing requirements and limitations. The interrelated and cross referenced federal and state rules will complicate efforts to identify and address policy limitations that could impede progress toward the REACH Act’s objectives.		
Customer Service & Experience	Has established multiple positive customer support and transaction capabilities with self-service portals for FloridaCommerce programs for case management services, and shared SNAP & TANF clients benefit from some level of data sharing with DCF.	Established multiple channels to be able to support customers in different ways, including efficient self-service options and more automated information verification services that reduce client documentation requirements.	Customer interactions are not directly automated by electronic self-service channels. They are supported in person with information keyed into case management systems manually.
Technical Requirements	Both the Employ Florida and Connect systems operate on a modern technology platform with effective integration capabilities that may represent opportunities to build from for future data sharing and integration. The RA modernization project will present additional	Partially operates on a modern technology platform with opportunistic integration possibilities while older components are less open to easy integration to build from for future data sharing and integration.	Much of the transactional technology is independently owned and operated at the local level, creating challenges for near term integration. The data & analytics technology is undergoing a massive modernization effort that will accelerate the capabilities

FOCUS AREA	COMMERCE	DCF	DOE
	opportunities for further collaboration.		needed for this effort.

Based on the initial findings of the original feasibility study and Schedule IV-B, the current Business Process Reengineering project and the Information Technology efforts will continue to build upon the original conclusions drawn to mitigate, resolve, or solve discrepancies throughout the life of the Program.

2. Information Technology Standards

Each Workforce Partner has department-specific information technology standards to which their individual systems are held. In addition to those internal information technology standards, these systems must also adhere to standards and guidelines published by the Florida Department of Management Services (DMS), including those listed below.

- Florida Information Technology Project Management and Oversight Standards described in Florida Administrative Rule 60GG-1.001 through 60GG-1.009, F.A.C.
- Florida Cybersecurity Standards described in Florida Administrative Rule 60GG-2.001 through 60GG-2.006, F.A.C.
- Florida Cloud Computing Standards described in Florida Administration Rule 60GG-4.001 through 60GG-2.006, F.A.C.
- Information Technology Architecture Standards described in Florida Administrative Rule 60GG-5, F.A.C.

B. Current Hardware and/or Software Inventory

This project does not propose to replace the current hardware and/or software of the Workforce Partner systems. Instead, this project proposes to incorporate additional technology to integrate the existing Workforce Partner systems and enable them to work together more seamlessly to achieve the associated goals of the REACH Act.

C. Proposed Technical Solution

There are a variety of methodologies and routes to consider when integrating systems. There are foundational technical requirements that are critical for an organization to operate efficiently and effectively and to prepare for the future. It is important that the technical capabilities of a solution are well-aligned with core business priorities to ensure the systems and technologies enable the business to realize their vision. It is also important to establish service level agreements between the technology and business teams that are tracked, measured, and reported on. This will help ensure that the selected technology is serving the business in the expected manner.

The following provides details regarding important technical aspects considered when determining the most effective technology solution.

- **Portal:** Applicants, clients, partners, and departmental staff interact with a solution or a system via a portal, which typically serves as the face of the solution. A portal should: be easy to use and navigate; be accessible to applicants, clients, staff, and other designated users at all times; provide users with key and easily digestible information about organizations, programs, benefits, and services; and be easy to modify to adapt to changing business needs. All intended users must be able to access the portal. It must fully comply with the Americans with Disabilities Act (ADA) and any other applicable state or federal accessibility standards.
- **Data:** Data is critical in today’s world, and the amount of data used by organizations grows exponentially every day. So that it can be retrieved easily and quickly when required, it is imperative that data is maintained in a clean and organized way. Many data types can also be confidential or sensitive, so it is important that the right data is only accessible to the right person, at the right time. When dealing with integrated systems, compiling and analyzing data from multiple sources can provide organizations with crucial information. Data analytics and visualization methods can greatly assist

organizations with turning raw data into meaningful, valuable, and actionable insights and trends.

- **Security:** It is vital that an integrated system is appropriately secured so that data is protected, the system is utilized appropriately, and appropriate business functions are enabled. The number of potential system security vulnerabilities increases every day, so properly securing a system protects against fraudulent activities, data loss, and negative impacts to system performance.
- **Others:** There are other factors that are needed for a solution to be self-sufficient. For example, a solution should trigger alerts when there is a component that is unhealthy, and it should also be capable of automatically correcting issues. In technical terms, this is referred to as self-diagnosing and self-healing. In other words, the goal is a cognitive solution that can perform most of the maintenance work without significant human involvement.

To satisfy the business objectives, the proposed solution must meet the functional and technical requirements identified in **Section II.D.II Functional and Technical Requirements**.

1. Technical Solution Alternatives

The initial feasibility study of the workforce partners presented three alternatives forward:

- Alternative 1: Centralized System would provide a high level of alignment with the strategic objectives of the REACH Act and would provide great benefit to the Florida Workforce System, but it is the most complex and costly approach, has the longest timeline, and presents the most risk
- Alternative 2: Integrated Systems is the least complex, involves the lowest cost approach, has the shortest timeline, and presents the least amount of risk, but this approach fails to meet some of the primary strategic objectives of the REACH Act and would not provide many of the benefits intended by the legislation
- Alternative 3: Hybrid Integration would provide a level of strategic alignment and benefit comparable to Alternative 1 while being much less costly and complex, requiring a shorter anticipated timeline, and presenting less overall risk for implementation

	Strategic Alignment	Complexity	Timeline	Implementation Cost	Benefit	Risk
1 Centralized System 	 Very Strong	 Very High	 10+ Years	 \$350M – \$550M	 Very High	 Very High
2 Integrated Systems 	 Moderate	 Medium	 0 – 3 years	 \$125M – \$215M	 Medium	 Low
3 Hybrid Integration 	 Strong	 High	 3 – 6 years	 \$165M – \$290M	 High	 Moderate

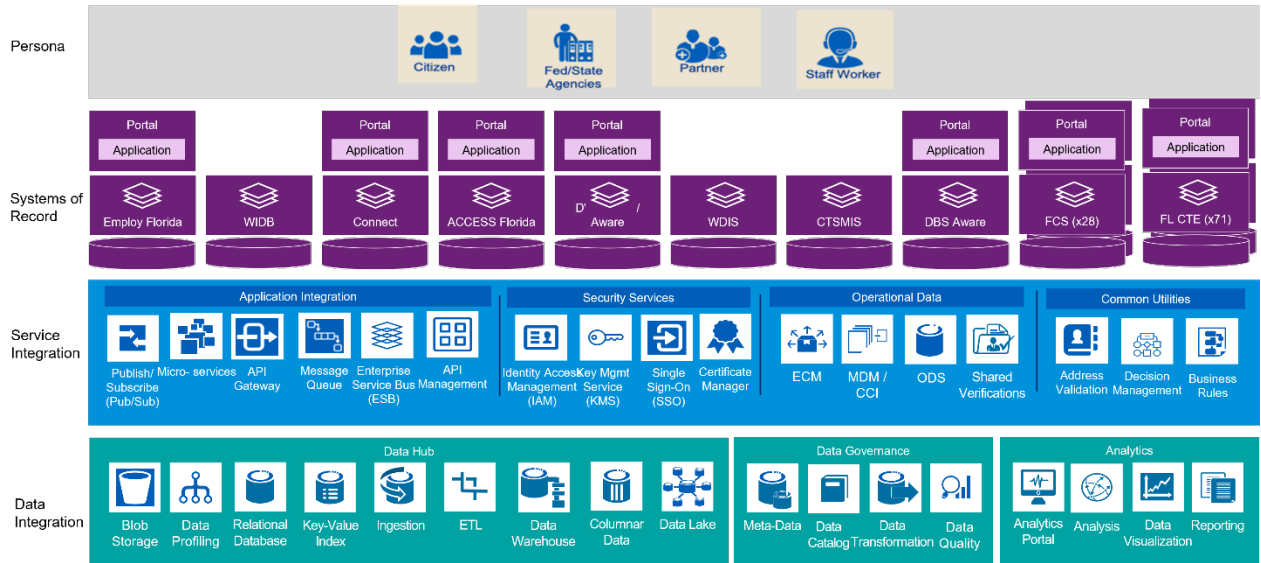
2. Rationale for Selection

Detailed assessments were conducted for each of the three strategic options so they might be compared and evaluated for strategic alignment. Selection from these future state alternatives required a decision framework that identified key criteria and an objective scoring approach, which was used to evaluate each of the three alternatives.

3. Recommended Technical Solution

The hybrid integration alternative incorporates all the back-office integration capabilities included in the overall

integrated systems option but adds an enhanced and shared public portal. Like the large-scale public portal alternative this hybrid integration alternative will provide a no-wrong-door point of entry into the workforce-partnership enterprise. Floridians will use the portal anonymously to access information. The portal could also support program screening. Floridians will create an account and use it to apply or access a variety of self-service options. Implementation of a public portal could improve access, communication, and opportunity; promote self-sufficiency; drive efficiency; and improve the overall experience of interacting with the workforce-partner ecosystem. It could also promote benefits for the partnership: It could streamline eligibility, reduce manual data-entry, ensure more consistent applicant and client data, and reduce the level of effort required for making referrals, noticing, and reminding, and providing information and support. It could also improve back-office data management and provide a rich source of data for analytics.



- All system users will be described within the **Persona section**. This will include Floridians seeking services, state employees delivering services, in-scope departments and agencies, federal departments and agencies, and workforce development system partners. Functionality to allow system access to specialized, next-generation applications (for example, AI/Machine Learning, IVR, and Chat Bot applications), is also contained in the Persona section.
- Users will access the system through the **engagement layer section**. This will include a public portal, a portal for state employees, and a third portal for all others.
- The model will contain modern application services architecture, such as an application integration hub. This functionality is needed to extend critical capabilities to all in-scope systems. **Application integration services** are needed to extend common client data/intake data and case management/referral data into the existing applications via APIs, service brokers, or other innovative techniques.
- **Security Services, Operational Data services, and Common Utilities** will be the same as and they would deliver standardized services for consumption by the **107** existing systems.
- The **systems of record layer** would have to be significantly modified to consume and interact with the new service and data integration architecture components. The same would be true for the new portal layer that would replace any existing portals.
- The newly provided data integration functions are designed as readily consumable services within the **data integration layer**.
- The **data integration section** allows for optimum data storage, data consumption, and data transmission techniques. As with Alternative 2, the data hub would be designed to share and transmit common client data/intake data and case management/referral data across all existing systems.
- The **analytics section** provides the necessary analytic engines (advanced queries, statistical analysis,

forecasting/predictive analytics, randomization, etc.), visualizations and reporting/publishing capabilities.

- The **data governance section** provides vital data classification and data control capabilities.

The Hybrid Integration model includes three primary scope elements – building for data integration capabilities, implementing a common customer portal, and including in the portal a shared intake/application form for in-scope systems. The purpose of these scope elements is to share data among existing agency systems of record and enhance user experiences. Successful integration and data sharing will require more than shared systems of new technologies. Building a shared technology service will require coordinated management of the program across the Core Workforce Partners.

Developing a roadmap to build these new business and technical capabilities employed phasing strategies and industry benchmarks to estimate the timing required for each phase. It is assumed that there will be a vendor support strategy that will require business supports and systems integration, though it is still unknown if there will be a vendor-procured systems integrator or if this will be requested for inclusion in the solution build phase. The first set of procurements included (in this order) the procurement of an Independent Verification and Validation vendor (7/2022), the procurement of a Business Supports and Technical Advisory vendor, (08/2022) and the release of a Business Process Reengineering and Transformational Change Management vendor(s), executed in 12/2022. The Business Process Reengineering and Transformational Change Management procurement was deployed in the first set of procurements to develop the Target Operational Model, which will drive the remaining solution build procurements, which are set to be completed by the end of 2024.

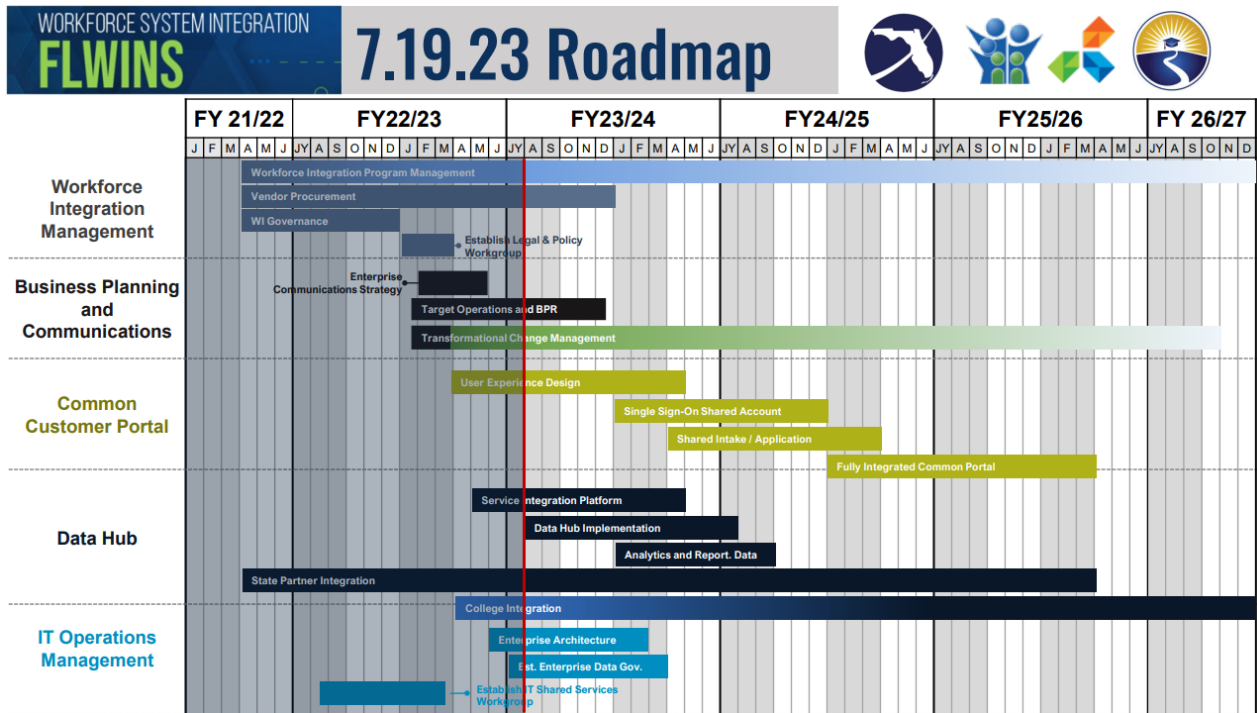
The Program’s roadmap includes a series of projects. These projects fall into the following categories and have updated information regarding what has been completed to date:

- **Workforce Integration Management:** Develop program and project management and governance standards for shared technology operations and establish a working group(s) to identify and address legal and policy barriers to information sharing.
 - **Updated information:** This project was initiated with the establishment of the Program Management Office (PMO) via the Business Support and Technical Advisory contractor. While the PMO, PgMP, Center of Excellence (COE), and workgroups are intact and functional today, the contract for Business Support and Technical Advisory was terminated for convenience and a new Request for Quotes to provide PMO Services is under development (and is expected to release in August). It was realized in execution of the Business Supports and Technology Advisory procurement, that the established program governance was robust enough not to require the presumed consulting services that the vendor was trying to impose on the program. The procurement that will be released for a new PMO vendor, specifies that only business supports by way of PMO functions are needed.
- **Business Planning and Communications:** Design a new business operating model and processes and establish a communications and change management plan to assist with the understanding and adoption of the changes.
 - **Updated Information:** This project recommendation was satisfied with one contract (same vendor) to initiate two individual projects: Business Process Reengineering and Transformational Change Management. The Business Process Reengineering’s main deliverable is the Target Operating Model, which is a predecessor to future state requirements, which are needed for the larger (infrastructure and development) procurements. The Transformational Change Management project helped establish a Transformational Change Management Office, which is responsible for organizational change management and communication management.
- **IT Operations:** Develop the data governance and enterprise architectures required to design the future of systems integration and data sharing.
 - **Updated Information:** Within the IT Operations category and not operationalized as a normal project, this recommendation is satisfied as data governance and enterprise architecture are being developed as part of the Program Management Plan and Standard Operating Procedures

through the IT Shared Services Core Team Workgroup and specific focal area workgroups that will allow for maximizing Workforce Partner staff time and resources by focusing on drafted problem statements and providing recommendations back to the Core Team for either adopting or escalating to the appropriate governance tier (depending on the established Decision Matrix Scoring level).

- **Data Integration Capabilities:** Develop the systems and data integration capabilities to share data between existing systems of record in an effective and efficient way leveraging modern technologies and cloud-based solutions.
 - **Updated Information:** A Program-logged decision was approved on 6/2/2023 as the Program shifted focus to initiating the Customer Portal project. The strategy is to let the customer and case worker drive the user experience, which in turn will drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects.
- **Customer Portal:** Enhance the customer experience through a single shared account which provides a common access point to update personal information, access program information, and submit common intake applications.
 - **Updated Information:** Work on this project has been ongoing with pre-initiation activities in June and July. Formal initiation through a charter and project plan will occur in August 2023.

The updated Program Roadmap from July 2023 Represents the efforts that have occurred and what has changed since the initial writing of the Schedule IV-B.



The expedited timeline in this roadmap reflects a realistic but aggressive approach that will require significant state resources to support procurement and program establishment.

Additionally, the updated roadmap reflects the shift in focus to initiating the Customer Portal project before initiating the Data Integration Capabilities project. While continuous updates to the roadmap (sequencing and duration of activities) are expected, the overall timeline remains the same, except the end date of the Program is now earlier – December 31, 2026 – to align with funding constraint deadlines. It is notable to know that this roadmap is the latest Executive Program Sponsor approved roadmap, however, it will be updated once the

Customer Portal Project releases a Request for Information in August/September of 2023.

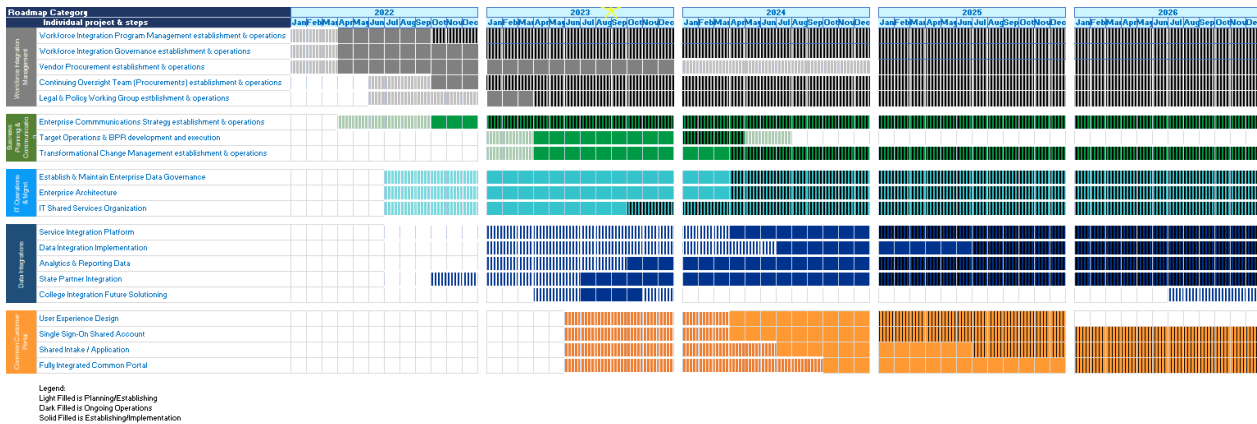
D. Capacity Planning (historical and current trends versus projected requirements)

In terms of capacity requirements, as the implemented solution will not be replacing the existing technical infrastructure of the current Workforce Partner systems, historical and current trends of the current systems do not necessarily provide a reliable depiction of the capacity and utilization the new solution will support. As the new solution will only support specific data-sharing functions between the current systems, future decisions made regarding the volume of data shared, transactions tracked, and information stored will help to clarify the required capacity. However, scalability and flexibility are among the benefits of the proposed technical infrastructure of the data hub and should enable the solution to meet any capacity needs the Workforce Partners have.

VII. Schedule IV-B Project Management Planning

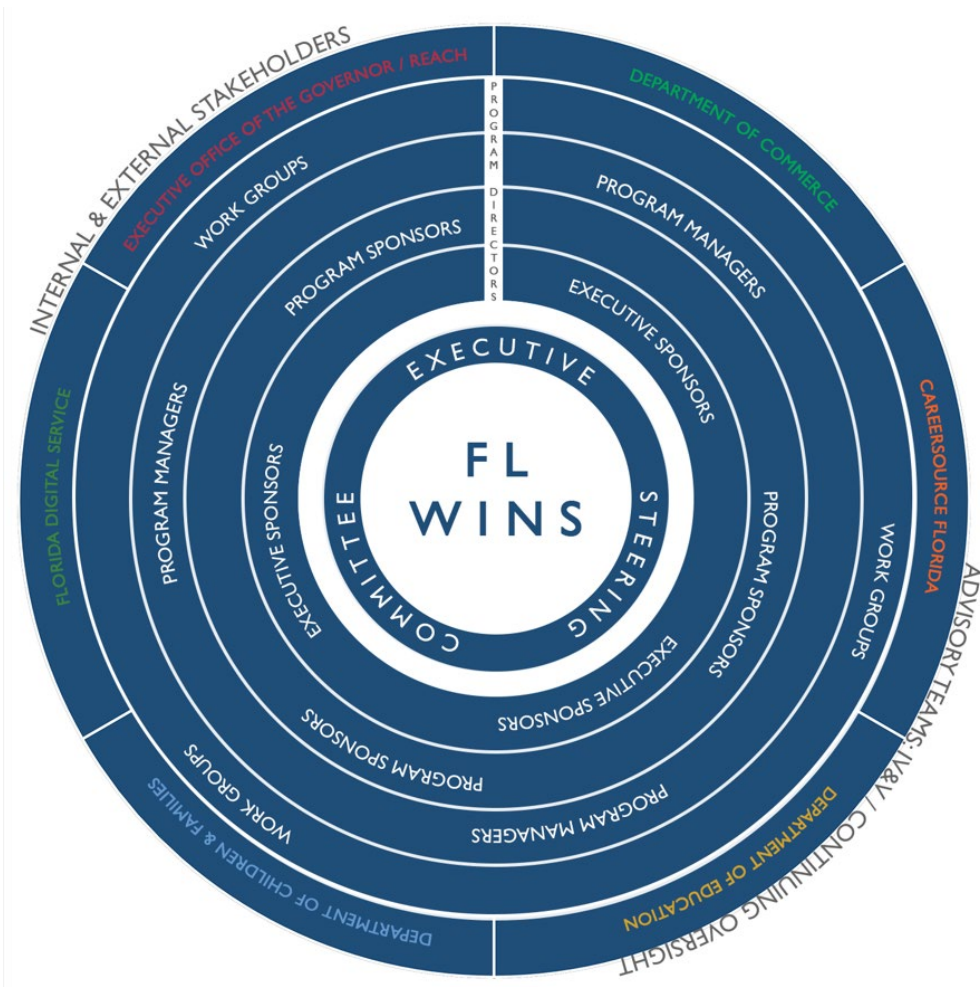
A. Project Phasing Plan/Baseline Schedule

The Project Roadmap was jointly developed through workshops with the Workforce Partners during the feasibility study. Individual projects were identified that will establish a business framework to manage the transformation program, establish new business capabilities, implement new technologies, and modify existing systems if needed. The Workforce Partners have reviewed the identified projects and their proposed scope, and validated an overall timeframe, including what capabilities will need to be in place for specific milestones. This plan establishes the implementation strategy and identifies timing and key dependencies which will exist between individual projects as part of the complete roadmap.



B. Project Organization

The project’s organization consists of an Executive Steering Committee, various governance bodies focused on primary functions, such as overall program management, project management, architecture, data governance, and legal and policy issues. These are described in further detail in the Implementation Plan section below. Below is a graphic representing the extensive collaboration that is needed from each Workforce Partner in this effort.



C. Implementation Plan

This section identifies and outlines the individual projects required to establish a business framework necessary to manage the envisioned transformation program, establish new business capabilities, implement new technologies, and modify existing systems.

- Overall timeframe, including what capabilities will need to be in place for specific milestones
- Implementation strategies, including where incremental development or ‘big bang’ implementations are preferred as timing will be affected by these strategies
- Timing and key dependencies between individual projects documented through a complete roadmap for all individual projects and the milestones that are expected to be operational by implementation completion

Each of these individual project areas were developed based on several assumptions and these assumptions are provided within each project section.

D. Implementation of Category and Individual Projects:

1. Workforce Integration Management

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce Partner Integration Management	Transformational Program Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Program Charter & Standards		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Program Management Team		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Enterprise PMO Operations & Reporting		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Project Resource & Contract Management	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Transformational Program Governance	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Governance Charter & Standards		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Governance Operations		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Executive Steering Committee establishment		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Information Technology Shared Services Core Team establishment		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Legal & Policy Working Group		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Resource identification		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Issue identification & prioritization		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Issue review & planning		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Issue resolution		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Continuing Oversight Team (Procurements)	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Resource identification	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Team Planning & Process Defining		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	Team Reviewing & Monitoring		█	█	█		█	█	█		█	█	█		█	█	█		█	█	█
	IV&V Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Support (PMO) Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Process Reengineering & Transformational Change Management		█	█	█		█	█	█												
	Establish requirements & SOW		█	█	█		█	█	█												
	Request for proposals		█	█	█		█	█	█												
Negotiations & mobilization		█	█	█		█	█	█													

The key assumptions used to develop the detail for the Workforce Integration Management project included:

- Vendor shall adhere to state protocols, processes, and other key requirements in development of requirements, SOW, and mobilization (and will make recommendations on better practices as necessary)
 - Updated Information: Procured vendors on the FL WINS Program are not expected to participate in any other procurement negotiations

- Standard procedures across agencies will be established to streamline processes and align priorities
 - Updated Information: Due to the complexity of this initiative and its collaborative nature, this will be an ongoing effort.
- Vendor shall adhere to/consider state requirements (including the use of the Project Management Institute’s Project Management Body of Knowledge (PMBOK)) in the development of the program charter and standards
 - Updated Information: Program Charter and Program Management Plan have been developed and are utilized within the Program Standards.
- State will provide fully dedicated resources to support overall program management in connection with vendor(s) and/or contractors
 - Updated Information: Each Workforce Partner is represented in multiple areas of the Program’s governance structure to provide the most collaborative and aligned vision for the future state.
- Vendor shall provide integrated programmatic reporting (overall program and individual project statuses, risks, issues, etc.) to provide leadership (and other key stakeholders) with information required to make business decisions
 - Updated Information: This is currently being handled by monthly status reporting and through the Transformational Change Management Office. When the Program Management Office (PMO) re-release of procurement goes out in late summer early fall of CY 2023, the expectation is to have the PMO manage the programmatic reporting on a more frequent basis than monthly.
- Transformation management office should have the authority to make program management-based decisions based on standards defined in the program charter and Program Management Plan (PgMP)
- State shall assign key leadership resources to provide input into the workforce integration management governance standards
 - Updated Information: This is currently being met through the robust governance structure of the Program, which allows for full collaboration and participation of Partners.
- State shall identify participants for the Executive Steering Committee
 - Updated Information: The Executive Steering Committee was established and met in December 2022 and recently in July 2023; this group will meet on an ad-hoc or quarterly basis as needed.
- State shall identify participants for the IT Shared Services Workgroup
 - Updated Information: The IT Shared Services “Core Team” Workgroup has been established and is brought together on an ad-hoc basis to resolve identified problem statements that have been submitted by the encompassing Focal Area workgroups within the workgroup is also expected to evaluate and decide on proposed recommendations or escalate to the appropriate governance tier for decision making.
- Vendor shall incorporate existing governance structures, SOPs, and processes into the development of the workforce integration management governance model
 - Updated Information: The Program has a robust 3-tier governance structure that is in place.
- At this time, Systems Integrator (SI) services have not been secured, nor has this avenue been completely removed. The Program is still evaluating this original recommendation and looking to the vendor community to make the business case on solving for this with an upcoming Request for Information tool that will be released at the end of August 2023. It is important to note that the decision to include a standalone SI vendor, is at the discretion of Program Leadership for FL WINS.

The first two project categories in the roadmap (Workforce Integration Management and Business Planning and Communications) are primarily composed of non-technical projects that help the organization create a framework for coordinating and implementing the changes in strategy, policy, organization, business operations, and technology needed to transition to the desired target state. These projects will have a cross-department and program-wide approach. They should be undertaken as soon as possible and continue in conjunction with the Business & Technology Projects.

Given the complexity and extensiveness of FL WINS, structural components for cross-departmental transformation are essential. Without a proper governance structure in place, the project will not be sustainable in its implementation, operational, and enhancement phases.

This project category is focused on establishing the governance model and structural processes which will guide Workforce Partner systems integration projects to support this inter-agency initiative. This will include standards for setting priorities, project management, decision-making, issue escalation and resolution, legal and policy alignment, and tracking progress against expectations.

It is recommended to establish the following functions and governing boards for decision-making and delegation of authority:

Workforce Integration Program Management

Program Management Team

The Program Management Team should comprise key leaders from each of the Workforce Partner agencies and other applicable stakeholders of Florida's workforce programs. This team should establish the Program Charter and Standards and define the scope for the entire FL WINS initiative and should be accountable for ensuring the initiative adheres to the vision and meets the related objectives of the REACH Act.

The Program Management Team should be responsible for oversight of all efforts associated with achieving the related goals and objectives of the REACH Act, including both project and non-project efforts. This includes accountability for key stakeholder communication strategies and oversight of all project management office (PMO) activities. A key aspect of the communication strategy for the Program Management Team should be to ensure a consistent message is articulated to make certain that all stakeholders are aligned on the goals and outcomes of the initiative. This will ensure the target population is aware of ongoing progress and objectives, as well as increase the likelihood of stakeholder engagement and support of the initiative.

Updated Information: Situated in tier-2 of the 3-tier governance structure, the Program Management Team was established in the initial Program Management Plan and further elaborated in subsequent versions. Roles and responsibilities are established for Program Sponsors from each Workforce Partner Agency, who lead the Program Management Team. Each Workforce Partner Agency is supported with a Program Manager. Escalations within the Program Management Team, and up/down to other tiers, are led by two Program Directors – one from the REACH office and one from FloridaCommerce.

Enterprise Project Management Office (PMO)

The PMO will serve a significant role throughout the entirety of the program roadmap by upholding established project management standards and overseeing the ongoing progress of roadmap projects, both individually and collectively. The PMO can be comprised of a combination of existing project and program management staff across the agencies, as well as an externally procured vendor that provides project management oversight services.

One of the key functions of the PMO should be to establish, and ensure the consistent utilization of, high-quality project management standards and practices. These should be developed based on industry-standard methodologies and techniques, incorporating existing agency practices as appropriate, and should satisfy all applicable State of Florida requirements for project management activities. Adhering to these standards will help to maintain project timelines and costs, ensure adequate project planning and execution, and mitigate or avoid unanticipated setbacks.

The PMO should also contribute to effective governance by providing ongoing reporting of project performance and facilitating timely communication to Program leadership of project status, risks, and issues to enable

informed decision-making.

The above described PMO was designed and constructed by the Business Support and Technical Advisory contractor. Now known as the FL WINS PMO, the PMO has been through several revisions and mediations. To address deficiencies identified by the Program’s Independent Verification and Validation contractor, the BSTA contractor conducted a major overhaul of the PMO in April 2023. Today, the FL WINS PMO is fully functional, backed by a Center of Excellence, Central Repository, and Project Management Information System.

Project Resource and Contract Management

As resource needs are identified for projects throughout the initiative, each agency will review those needs to determine whether existing agency staff are available to allocate to the project(s) or if staff must be hired or procured to meet those needs. Once staff are allocated to projects, agency management and the PMO will coordinate to direct, manage, and monitor staff resources.

It is expected that implementing the roadmap projects will result in multiple procurements, whether they are through renegotiating existing contracts or contracting for new services or solutions. As Florida continues to move towards integrated or shared services, contract management will be necessary for negotiating, contracting, and monitoring vendors and contracts.

Roadmap Phasing and Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transformational Program Management																				
Program Charter & Standards																				
Program Management Team																				
Enterprise PMO Operations & Reporting																				
Project Resource & Contract Management																				
Transformational Program Governance																				
Governance Charter & Standards																				
Governance Operations																				
Executive Steering Committee establishment																				
Information Technology Shared Services Core Team establishment																				

KEY STEPS	DEPENDENCIES
1. Program Charter & Standards – Completed. Identify goals and expectations, accountabilities, structure, roles & responsibilities, etc.	Identification of Program Management Team members
2. Program Management Team – Completed. Accountable for ensuring the initiative adheres to the vision and meets the related objectives of the REACH Act Establish and manage communication strategies for key stakeholders Establish and oversee the PMO	Program Charter ratification
3. Enterprise PMO Operations & Reporting – Established and Ongoing. Identify available PMO staff and hire or procure a vendor that performs project management oversight services, if desired Establish project management and reporting standards, considering existing documentation and standards from each agency and FLDS	Establishment and staffing of PMO

KEY STEPS	DEPENDENCIES
Regular communication of project progress, risks, issues, etc.	
4. Project Resource & Contract Management – Established and Ongoing Identify staff from each agency who will serve as project resources for the initiative Identify gaps which may need to be filled through hiring external resources Identify agency points of contact for ongoing contract management	

Updated Information: To date, the above key steps have been satisfactorily achieved: The Charter has been executed; The Program Management Team is established and operating; The PMO is established, operating, and is currently staffed with Workforce Partner Agency Staff, Staff Augmentation resources, and contractor (vendor) staff; and the Project and workgroups are adequately resourced.

Additionally, the contract management functions are bolstered by the creation and operation of a multi-agency Continuing Oversight Team (Reference 287.057(26)(a-c), Florida Statutes), that includes members from each Workforce Partner Agency (excluding CSF currently).

Anticipated Business & Process Impact:

Establishing a cross-departmental PMO will be necessary due to the impact of the FL WINS program as a whole and the nature of it spanning across three separate agencies. This will be especially important for this integration-based program as so much of the work will involve applications and systems that are currently under modernization efforts. These individual endeavors will need to be coordinated to ensure that – ultimately – all the “dots” connect to form a new and relatively seamless whole. The executive governance structures established or reformulated to guide this program will significantly impact ongoing program and project management, project resource allocation, and contract management for the initiative.

Due to the size and scope of the initiative, agencies will likely need to assign dedicated resources to this initiative, which could have significant impacts on existing agency priorities in the technology, programmatic, and procurement areas.

Anticipated Technology Impact:

To enable the PMO and its associated processes to develop appropriately, the Workforce Partners should assess the available tools and utilize those that will best enable the management of shared resources and track project status, issues, decisions, and performance.

Benefits of the Approach:

One of the key benefits of incorporating these elements will be alignment across the Workforce Partners on program goals and objectives. As indicated throughout the roadmap details of this report, maintaining a shared vision and alignment across the Workforce Partners will have a significant contribution to the success of the program. This alignment should also contribute to streamlined communications about the program to promote awareness for all stakeholders regarding project status, upcoming initiatives, risks and issues, system changes, and other updates.

Identifying and documenting processes to guide the program and individual projects should ensure continuity throughout all projects of the roadmap and prevent process ambiguity that can potentially result in confusion, delays, and unaddressed risks and issues. Documenting defined processes, roles, and responsibilities for decision-making authority, escalation of risks and issues, and project management standards should create a framework that enables both leadership and project teams to be proactive in performing their duties and responsive if issues arise. Additionally, establishing effective resource management practices should provide focus on the availability of critical staff throughout the program.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent Workforce Partner participation and investment of time and effort.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three agencies that could hinder the effectiveness of program operations and success of projects throughout the program. It will be crucial for the Workforce Partners to align on a shared vision from the start and ensure it persists throughout the life of the program.

Another potential challenge could be availability of staff resources across the Workforce Partner agencies. Resource requirements for FL WINS will likely conflict with existing priorities for critical staff within each agency. Prioritization of key resources will be critical to the success of this initiative.

E. Procurement Strategy

The scope of the recommended alternative requires a significant level of investments into transformation of both business and technical operations. With the complexity of these changes and the level of effort that they require, the state is going to require support from a variety of vendors with a wide spectrum of specialties. Naturally, there are several different strategies that could be employed to procure the products and services that will meet these needs.

Product and Service Procurement Requirements

To successfully manage and execute the integration required by the REACH Act and identified in the Alternatives Analysis, the state will need to deepen its business and technical capabilities and capacity in several different ways. Integration at this level needs more than the implementation of new and shared technologies to share data and enhance customer experiences, it also needs business-level integration to facilitate development and operations of a shared service that will support all workforce integration partners in their efforts.

Option C – Best of Breed Vendors

By selecting vendors individually, the state will have the maximum flexibility in selecting vendors that align best to their priorities and preferred technical solutions. With more specialized vendors, lock-in to any one vendor will be effectively eliminated, providing the state with the most long-term flexibility. Based on experiences with previous procurement efforts, it is expected that much smaller procurements will each benefit individually from a faster, less complicated process with few diverse requirements to consider.

With this flexibility, however, comes an increased challenge in vendor contract management and oversight that will be required. A diverse set of vendors also has the potential to add challenges with performance management, where deliverables are all interdependent on each other any issues could lead to finger pointing and a difficult culture. A large number of procurements also has the potential to add significant time required to the overall roadmap to allow for procurement, selection, negotiations, and potential conflict and/or issue resolution.

Introduction

Multiple procurements could potentially take place to contribute to the success of this initiative; therefore, it will be critical for the Workforce Partners to employ a procurement strategy which provides flexibility in deciding whether to utilize a single vendor to address multiple needs or to selectively utilize different vendors to address different needs based on expertise. Regardless of the approach chosen, it will be important to establish a consistent structure for managing procurements to enable cooperation and collaboration between the Workforce Partners throughout the initiative.

The recommended approach employs a procurement strategy that will utilize vendor partners to provide both business transformation services and technical development and integration services, in addition to the required utilization of an Independent Verification and Validation (IV&V) vendor. This approach assumes a minimum of three (3) procurements for these services but also provides for the procurements to be constructed in a manner that will allow the Workforce Partners the flexibility to be selective of individual vendor partners for particular services and/or consolidate other aspects if desired. Each of the three primary procurements is described in brief detail below.

Business Support and Technical Advisory

The program should procure a vendor partner(s) to assist in establishing a foundation of professional services and support, as well as advise and provide support in the development of key technical aspects to guide the Workforce Partner systems integration program. The Business Support and Technical Advisory Vendor(s) should provide the consulting expertise needed to develop a strategic plan for the Workforce Partner systems integration program, as well as provide initial and ongoing strategic, technical, and programmatic support for several foundational elements of the program. In collaboration with the Workforce Partners, the Business Support and Technical Advisory Vendor(s) should develop and manage governance for the overall program, manage individual projects, develop data and technical standards, develop and maintain information and technical architecture documentation, and establish a data security plan.

A Request for Quote to procure Business Support and Technical Advisory services was release in May 2022, which resulted in a contract that was fully executed in August 2022, after which the contractor was onboarded and operating. The contractor crafted many of the above foundational elements of the FL WINS Program. Additionally, the contractor supported the Program for nearly 11 months with key contributions of establishing and remediating the Program Management Plan (and designing and building the Program Management Office), operating the Program, and initiating two projects and two workgroups. Ultimately, staffing, work quality, and contract concerns led to termination of the contract on June 23, 2023. As a result, the FL WINS Program is pursuing a three-pronged approach to staffing the Business Support and Technical Advisory function: 1. Redistribution of the work amongst the Workforce Partner Agencies (with the addition of two full-time resources from the Business Process Reengineering contractor), 2. Pursuit of additional short-term resources through a staff augmentation Request for Quotes (release accepted in August 2023), and 3. Pursue a new Business Support and Technical Advisory contractor to provide long-term resources through a Request for Quotes (release excepted in August 2023).

Systems Integrator

At the time the original Schedule IV-B was developed in 2021 the recommendation was to have a systems integration as one of the main three procurements. However, the Program leadership at the time determined that a Target Operating Model needed to be developed prior to solutioning for the technology build. This was incorporated into the Business Process Reengineering Project and is currently underway.

The Systems Integrator Vendor(s) option has not been concluded yet and may still be an option for upcoming procurements in the Program. Avoiding a Systems Integrator to this point has enabled Program costs to remain low and added flexibility to empower the Program to secure the best solution (along with the right implementation model). The upcoming Request for Information to help inform the procurement for the customer portal will help define the implementation model (and/or need for a Systems Integrator).

The Program is still evaluating this original recommendation and looking to the vendor community to make the business case on solving for this with an upcoming Request for Information tool that will be released at the end of August 2023. It is important to note that the decision to include a standalone SI vendor, is at the discretion of Program Leadership for FL WINS.

Independent Verification and Validation (IV&V)

The IV&V Vendor should provide an objective, neutral, and independent assessment of deliverables produced throughout the Workforce Partner systems integration program. The IV&V Vendor should also assess and report on the Workforce Partner systems integration program's organization and planning, procurement, management, and technical solution development and implementation.

IV&V services are required pursuant to the Florida Information Technology Project Management and Oversight Standards found in rules 60GG-1.001 through 60GG-1.009, Florida Administrative Code (F.A.C).

A Request for Quotes to procure an Independent Verification and Validation contractor was released in February 2022, resulting in a contract that was fully executed in June 2022, after which the contractor was onboarded and began operating in July 2022.

Roadmap Phasing and Timing:

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce Partner Integration Management	Continuing Oversight Team (Procurements)	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Resource identification	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Team Planning & Process Defining			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Team Reviewing & Monitoring				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	IV&V Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Support (PMO) Vendor Procurement	█	█	█	█																
	Establish requirements & SOW	█	█	█	█																
	Request for proposals		█	█	█																
	Negotiations & mobilization		█	█	█																
	Business Process Reengineering & Transformational Change Management			█	█				█												
	Establish requirements & SOW	█	█	█	█				█												
	Request for proposals		█	█	█				█												
Negotiations & mobilization			█	█				█													

As all procurements require time to advertise and award, incorporating a higher number of procurements will extend the timeline of the overall initiative timeline.

Anticipated Business & Process Impact:

In addition to time, the procurement process requires staff resources to perform the tasks of drafting language, reviewing and evaluating responses, and managing contracts. A high volume of procurements could require large commitments of staff resource time.

Benefits of the Approach:

The primary benefit of this approach will be providing the Workforce Partners with adequate flexibility in selecting the vendor(s) to provide services required throughout the program. This flexibility should help enable the Workforce Partners to select the vendor(s) whose services will provide the most value to Floridians and the State of Florida.

Another benefit of this approach is the establishment of a clear framework and processes for procurement development, advertisement, evaluation, and award. This should help to prevent negative schedule and budget impacts caused by confusion and delays that result from undefined roles, responsibilities, and procedures.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It will be vital to have consistent Workforce Partner participation and investment of time and effort.

Potential Challenges:

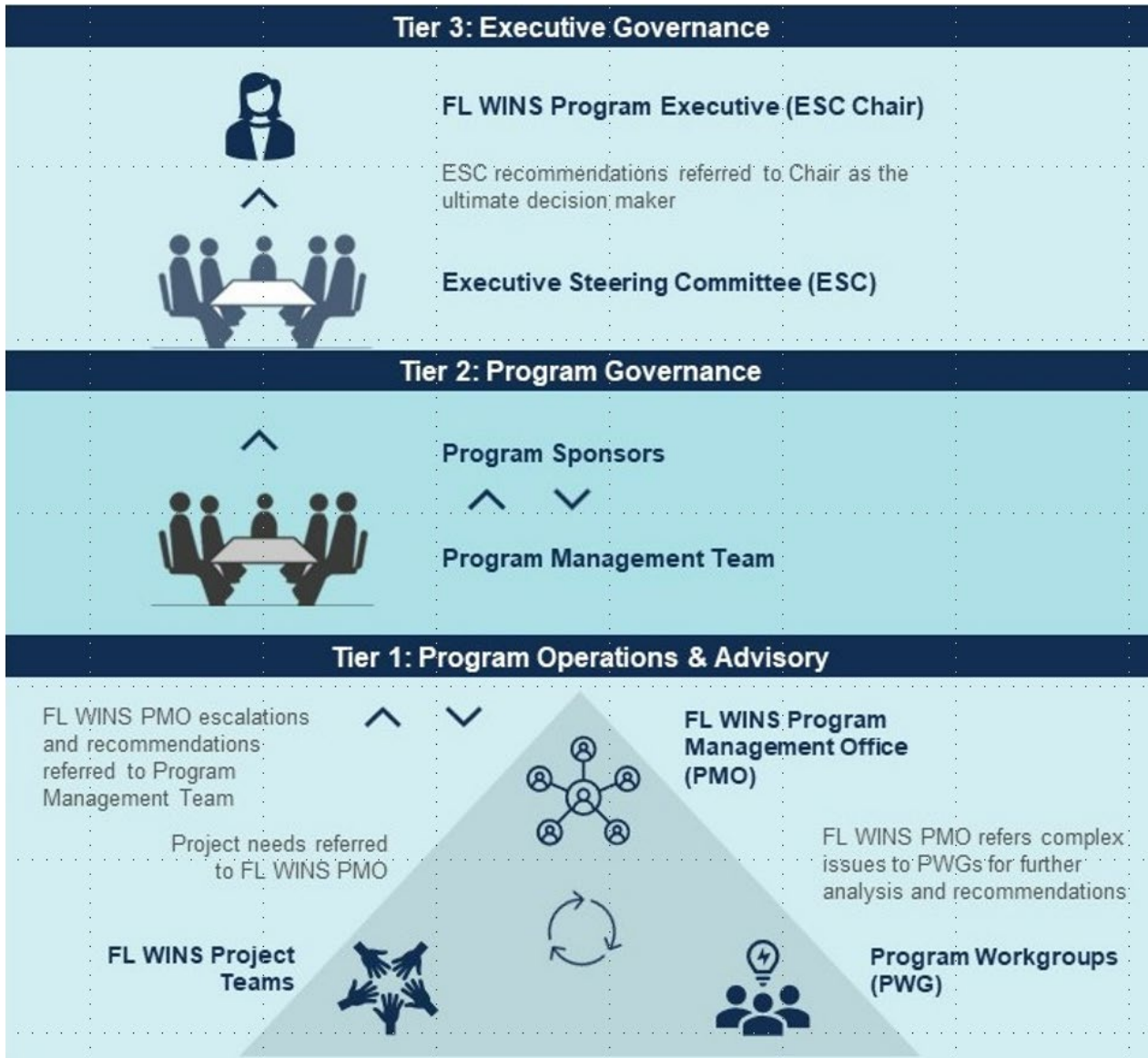
Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three agencies that could hinder the effectiveness of program operations and success of projects throughout the program. It will be crucial for the Workforce Partners to align with a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the Workforce Partners, the program’s individual projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make

decisions on prioritization.

1. Workforce Integration Governance

Introduction

An overarching governance framework will put in place critical structural components to ensure the success of this transformational initiative. Governance should lay the foundation for key processes which enable informed, collaborative decision-making that will continue advancing the goals and vision for Florida’s Workforce Partners. Below is a graphic representing the implemented robust 3-tier governance structure that is intended to allow for layers of Workforce Partner coordination and collaboration. This is intentional to ensure that complete alignment on vision is maintained throughout the life of the Program.



Executive Steering Committee

The Executive Steering Committee will be responsible for serving as ultimate decision making authority, they are responsible in engaging in matters that cannot be resolved by the Executive Program Sponsors or the Program Management Team, responsible for decisions impacting program activities aligned to the strategy including scope, budget, timeliness, or quality changes (decision scoring metric has been established) and they

are responsible for championing the Program throughout their represented entity. The Executive Steering Committee membership is made up of Departmental and delegated leadership staff that represent each Workforce Partner. The inaugural Executive Steering Committee (ESC) meeting was held on December 19, 2022, thus establishing membership of the ESC. Membership is comprised of Secretary/Department head level representation. At this same meeting, the ESC approved a three-tiered governance structure.

The formal processes for resolving these conflicts should be developed collaboratively by the Workforce Partners based on shared, agreed-upon values and priorities to enable timely, objective decision-making.

Steering Committee membership: Departmental / Program leadership or delegates able to make decisions on behalf of their organizations

Role: Evaluate escalated issues from individual projects, make decisions on strategic program elements, address cross-departmental implications

Information Technology Shared Services Workgroup Core Team

Program Leadership chose not to establish an Architecture Review Board. Instead, the above-described functions have been shifted to the IT Shared Services Workgroup. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift was based on the strength of the Program’s governance structure and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, recommendations are generated by the IT Shared Services Focal Groups (specialists in specific areas like architecture) and through the IT Shared Services Core Group (designated IT leaders from each Workforce Partner Agency) to the appropriate governance tier for approval.

The Information Technology Shared Services Workgroup (ITSSWG) should serve as a governance body that ensures each technology solution is designed to meet any applicable federal and state standards and guidelines and that each solution aligns with state information technology goals and objectives. The ITSSWG will have a “Core Team” that will include leaders from each Partner in this collaborative effort. The ITSSWG Core Group will be provided recommendations from the larger ITSSWG, that have specific focal areas. The ITSSWG is responsible for the:

- Define the technical architecture design standards, policies, and principles.
- Establish architecture roadmaps that are consistent with the overall roadmap for the initiative.
- Oversee all technical aspects of the solution.
- Ensure that the solution design aligns with industry best practices.
- Provide guidance and technical recommendations.
- Lead architecture reviews.
- Approve project architecture.
- Oversee the system development lifecycle (SDLC) and all program initiatives.

ITSSWG Core Team Membership: The ITSSWG Core Team is made up of each Workforce Partner’s Chief Information Officer or Chief Technology Officer and the FL[DS] Chief Data Officer.

Role: The ITSSWG’s overarching purpose should be to oversee the design and development of compliant and quality Workforce Partner information technology solutions.

Roadmap Phasing and Timing:

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Transformational Program Governance	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Governance Charter & Standards		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Governance Operations	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Executive Steering Committee establishment		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Information Technology Shared Services Core Team establishment		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

KEY STEPS	DEPENDENCIES
1. Governance Charter & Standards – Completed and updated regularly. Identify goals and expectations, accountabilities, structure, roles and responsibilities, processes, meeting cadence, etc.	Senior leadership approval from all agencies
2. Executive Steering Committee establishment - Completed Identify Departmental / Program leadership to serve on Committee Schedule initial review and ratification of the Charter	Initial Charter
3. Information Technology Shared Services Workgroup Core Team establishment - Completed Identify business and system owners to serve as members of ITSSWG Establish technical architecture standards	Initial Charter
4. Governance Operations – Established and ongoing Regular meetings in accordance with Charter and standards Expand on initial Charter scope over time	Establishment of Governance Charter and Standards, Executive Steering Committee, and Architecture Review Board

Anticipated Business & Process Impact:

Establishing a new governance structure will be necessary due to the impact of the FL WINS program as a whole and the nature of it spanning across three separate agencies. The new or augmented executive governance structures should enable a model of continuous modernization of the Workforce Partner systems and will have a significant impact on the processes associated with decision-making, resource allocation, and setting priorities for future enhancements and/or modifications, among others. Chartering of executive governance will help establish the guardrails of where and how FL WINS governance processes will be engaged in the context of overall management across the Workforce Partner agencies. Program executive operations and decision-making will also need to adapt to accommodate the FL WINS governance bodies and their associated increased dependency/interoperability between agencies and on shared services.

Architecture governance will impact the business of managing technology assets across the Workforce Partner Systems domain. Architectural strategies should take into account the overall initiative instead of focusing on individual projects within the initiative.

Anticipated Technology Impact:

The Workforce Partners should consider incorporating a technical architecture team to manage the initial implementation more easily and effectively and to help facilitate the ongoing maturation of the enterprise architecture and associated processes. Architecture tools can help govern the increasingly shared IT environments, actively manage shared requirements, and support federal certifications, as appropriate.

Benefits of the Approach:

This approach should provide a clear framework of roles, responsibilities, and processes for FL WINS

governance, decision-making, escalation, and communication. Establishing these cross-departmental governance processes should create a structure to enable collaborative prioritization for future enhancements and systems changes. The governance framework should also guide the Workforce Partners in appropriately preparing for, and managing the impacts of, those changes.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent Workforce Partner participation and investment of time and effort. Additionally, plans should be established for future integration of FCS and CTE programs and institutions into the FL WINS purview, including representation in the program’s governance bodies.

Potential Challenges:

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three agencies that could hinder the effectiveness of shared governance. It will be crucial for the Workforce Partners to align on a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the Workforce Partners, the program’s individual projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on prioritization.

Legal & Policy Working Group (LPWG)

Introduction

The LPWG should ensure the accurate, timely, collaborative, and consistent implementation of all relevant laws, regulations, and policies relating to system design and development throughout the initiative. It should also play a leading role in the development and implementation of new state laws, regulations, and policies—as well as the amendment of existing authority—needed to effectively integrate the Workforce Partner systems.

The LPWG must be prepared for intensive activity prior to the initiation of system implementation and throughout the design phase of the program. During this time, the LPWG will research all existing authority relating to the initiative. The LPWG will:

- Identify issues that must be resolved prior to implementation.
- Support the negotiation and drafting any cross-program memoranda of understandings (MOUs) or service-level agreements (SLAs) needed to effectuate integration.
- Draft policy specification documents that will guide system design.
- Pursue any remedies needed to ameliorate legal, regulatory, or policy hurdles impeding the achievement of the desired level of integration.
- Participate in requirements-development work sessions to ensure that the solution design adheres to applicable laws, regulations, and policies (e.g., federal, state, local, accessibility).
- Complete an early and comprehensive evaluation of the applicable standards governing system accessibility and provide the oversight needed to ensure delivery of a compliant, accessible, and user-friendly solution.

The LPWG will continue to support the initiative throughout development, but at a less intensive pace. After implementation, the LPWG will continue to function on an ad hoc basis to address any emergent legal or policy issues.

The Legal and Policy Workgroup (LPWG) was chartered in April 2023, with an inaugural meeting held on April 5, 2022. The key steps listed above have been achieved: 1. Membership of the LPWG Program was established and is documented, 2. Issues have been established and regular workgroups have occurred, 3. Issues review/planning has occurred, and 4. Ongoing resolution is being achieved. In pursuit of continuous improvement, the LPWG is being streamlined to meet only when there is something to resolve – prompted by a “problem statement.” To ensure effectiveness of the LPWG, resources have been assigned to provide business analysis and technical writing services. In this manner, a symbiotic relationship is created in which the LPWG

guides assigned resources on content that needs to be created; in turn the resources provide content to the LPWG for evaluation and recommendation (if necessary).

Workgroup membership: LPWG members should be legal and policy experts, representing the programs that have a stake in the design and operation of integrated Workforce Partner systems. The LPWG should serve as the escalation point for legal and policy issues that arise out of design workshops and other activities that support solution design and development. When points of conflict cannot be resolved by the LPWG, they should be further escalated to the appropriate entities for resolution. The LPWG can expand to include additional personnel on an ad hoc basis to address specific program areas under consideration or any issues affecting cross-program functionality.

Roadmap Phasing and Timing:

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
on Management	Legal & Policy Working Group																				
	Resource identification																				
	Issue identification & prioritization																				
	Issue review & planning																				
	Issue resolution																				

KEY STEPS	DEPENDENCIES
1. Resource Identification Identify legal and policy experts to serve on the LPWG	
2. Issue Identification & Prioritization Establish process for identifying and tracking issues Regular and/or ad hoc meetings to discuss and prioritize issues identified	LPWG resource identification
3. Issue review & planning Meet, as necessary, to further review issues and establish plans for resolution identification Escalate issues that cannot be resolved to appropriate parties	Issue identification
4. Issue resolution Ongoing resolution of issues as they arise	Issue review and planning

Anticipated Business & Process Impact:

The LPWG is primarily intended to address policy challenges that present barriers to increased interoperability between programs. Additionally, having the LPWG will provide an opportunity to evaluate new policy changes in each program in the context of other program’s policies.

Benefits of the Approach:

This approach should provide a clear framework of roles, responsibilities, and processes for addressing legal and policy issues between programs, as well as escalation and decision-making authority, as necessary. An effective LPWG and processes should guide how legal issues, policy changes, and associated impacts are managed and communicated to stakeholders.

Project Dependencies:

The success of the initiative will be dependent upon having a high level of commitment, stakeholder buy-in, and executive support. It is vital to have consistent Workforce Partner participation and investment of time and effort.

Additionally, plans should be established for future integration of FCS and CTE programs and institutions into the FL WINS purview, including representation in the LPWG.

Potential Challenges:

As with any new initiative pertaining to programs regulated by federal and state laws and policies, there is the potential for conflicting legal and policy issues that do not have a clear current resolution. Due to this, there may be certain legal and policy issues which require a larger investment of time and resources to reach conclusions.

2. Business Planning and Communications

The key assumptions used to develop the detail for the Business Planning and Communication project included:

- Communications and change management will be required throughout the program.
- Adequate time will be allotted for approval of Targeted Communications through the Governor’s Office and/or other agency review processes to ensure all identified stakeholders receive the appropriate communications.
- All Workforce Partners will be involved in both Joint Application Requirements (JAR) sessions using an agile approach with cross-functional teams to identify requirements and business process redesign sessions. JAR sessions are a process used to collect business requirements from various stakeholders.
- All Workforce Partners will be directly involved with identifying the people, processes, and technology necessary when aligning the Target Operating Model (TOM) to the overall vision and strategy of the project by describing the desired state of the operating model. The TOM is the comprehensive blueprint for aligning the organization to deliver and execute the identified strategic objectives.
 - The goals of the project and how they will be achieved must be clearly defined among all Workforce Partners.
- To minimize resistance and maximize buy-in of the various stakeholder groups, the change management plan and communications plan will be developed in coordination with each other.
 - The key messages, timelines, and milestones of the project should be the basis for both plans.
- A shared services approach will require Workforce Partners to support functionality that delivers higher quality and better value services to Floridians statewide but may involve changes to some agency-specific business processes.

Business planning and communications provides an opportunity to develop a strategy for improving performance while utilizing key messages and tactics to engage with all relevant stakeholders impacted by the overall project objectives. Further, agencies can provide stakeholders with information that connects their needs and expectations to the vision and strategy of the project.

When developing the business strategy, it will be important to determine a vision and set clear goals for the project. Further, the business strategy needs to set priorities, identify resources and available funding, establish desired outcomes, and define agency accountabilities.

Business planning and communications will include efforts to address components of the following three (3) project categories:

- Enterprise Communications Strategy
- Target Operations & Business Process Reengineering (BPR)
- Transformational Change Management

Each of these project categories is explained in further detail below.

Enterprise Communications Strategy

Introduction

Given the broad scope of programs within the workforce development partnership, the numerous and diverse

SCHEDULE IV-B FOR FL WINS PROGRAM

population of Floridians that interact with the partnership, and the myriad interested support groups, advocates, and other stakeholders, a robust, coordinated, and ongoing communications strategy will essentially contribute to the program’s success.

A coordinated communications strategy helps provide your target audiences with accurate information throughout the project (why). Further, it helps determine who will be receiving specific communications, what will be communicated, when communications will be distributed, how communications will be provided, and where stakeholders can find additional information. It will be vital for communications to not be solely focused on project details and status updates. Communications need to articulate what changes are happening and how these changes are beneficial to providing Floridians a more coordinated government effort to help them train for and obtain a career of their choice.

The need and complexity of communicating an ambitious and holistic business change is easily underestimated. For this project category, it will be necessary to articulate a consistent message of project outcomes. The purpose of this enterprise communication strategy is to ensure that applicants, clients, and agency staff are aligned on the outcomes of the project. It should begin at the start of the project and continue throughout to help ensure that all stakeholders are aware of, and become fully engaged in, the new capabilities available to them when complete. The communication plan must identify priority communications goals, the intended audiences and outline a framework for understanding and implementing the communications strategy.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Business Planning & Communications	Enterprise communications strategy																				
	Identify stakeholders (customers, partners)																				
	Communications strategy, plan, & toolkit																				
	State workforce partner communication support																				
	College awareness communication support																				
	Communications content development																				
	Create targeted communications campaigns																				
	Target Operations & BPR																				
	Establish shared services accountabilities																				
	High level TOM / Macro Org Design																				
	Business process re-engineering																				
	Detailed business requirements																				
	Transformational Change Management																				
	Stakeholder identification																				
	Change readiness evaluation																				
	Project Change Management Plan																				
	Project Change Management																				

KEY STEPS	DEPENDENCIES
1. Identify stakeholders - Completed Identify key stakeholder groups that will need some level of communications	PMO establishment
2. Communications strategy, plan, & toolkit Established and Ongoing Establish a communications plan Determine communications channels	Executive Steering Committee approval

KEY STEPS	DEPENDENCIES
Determine frequency and sequencing Determine the sender Define intended outcomes	
3. Communications content development Established and Ongoing Develop content for target stakeholders based on plan State Workforce Partner communication support College communication support Determine relevant topics Collaborate on objectives Determine key messages Align with change management plan	Communications strategy
4. Create target communications campaigns Established and Ongoing Deliver communications Gather feedback Update as needed	Communications strategy

The key steps above were achieved when the Transformational Change Management project team conducted a stakeholder analysis, which was finalized in June 2023. The same team deployed an initial change readiness assessment in May 2023, which was finalized in June 2023. A communication management plan was developed by the Business Support and Technical Advisory contractor, in consultation with the Transformational Change Management contractor. In turn, the Transformational Change Management contractor created a Change Management and Communication Plan. Together, the above activities deliver a cohesive approach to managing communications that is led and managed through the Program’s Transformational Change Management Office.

Anticipated Business and Process Impact

With the amount of stakeholder groups involved with this project, it is vital for communications to not be solely focused on project details and status updates. Communications need to articulate what changes are happening and how these changes are beneficial to providing Floridians a more coordinated government effort to help them train for and obtain a career of their choice. Further, it will be important to collaborate on key messages that are shared across agencies and the state. Lastly, the communications must provide the goals of the project as well as a mechanism for stakeholders to provide feedback and ask questions. Specific attention to messaging should be considered when collaborating with the various Workforce Partner stakeholder groups as well as colleges.

Anticipated Technology Impact

There are several templates available in the market to develop a communications plan. For this project, a detailed analysis of which types of communication channels (e.g., texts, emails, social media) best convey the information and outreach being shared to stakeholders will be necessary. Once identified, some investment may be needed to ensure messages are received by intended audiences through those channels.

Benefits of the Approach

Having a streamlined communications plan will minimize the chances for misunderstandings and misinformation to derail the outcomes of the project. Also, clearly stating the goals and objectives of the project through targeted communications keeps all stakeholders focused on the outcomes. Lastly, a well-developed communications plan provides transparency for the entire project. Stakeholders will be continuously informed of changes and progress which builds trust. This will be extremely important when providing information to the various Workforce Partner stakeholder groups as well as the colleges.

Project Dependencies

To minimize resistance and maximize buy-in of the various stakeholder groups, the communications plan and change management plan should be developed in coordination with each other. It will be important to ensure the key messages, timelines, and milestones of the project are the basis for both plans. Additionally, ongoing

analysis needs to be conducted throughout the project to determine if key messages were received, understood, and any relevant feedback was provided back by recipients. Lastly, messaging should be adjusted, when necessary, based on stakeholder feedback and analysis.

Potential Challenges

When implementing a statewide communication plan, inconsistencies in messaging can occur which can reduce awareness of the project’s goals. In addition, each agency may have specific review processes required before a targeted communication can be disseminated across the state to specific audiences. While not only relevant to communications planning, digital access (e.g., broadband internet service, internet-enabled devices) and digital literacy issues can limit which communication vehicles are available to use when providing key messages to stakeholders across the state.

Target Operations and BPR

Introduction

The initial stages of the transformational journey can have the most profound impact on the program’s ultimate success. It's during this stage that the strategic decisions are made, and the future state is determined. The quality of the outcome is in direct relation to the clarity with which the program’s vision is addressed and the strategic objectives are defined. This project category will be established to help evaluate the Target Operating Model (TOM) and business process reengineering impacts across all the projects identified in this Roadmap. The target operations and business process reengineering project category will be tasked with redefining the workflow of dealing with clients in an integrated way, transferring and escalating between agencies, and tracking tasks that may have increased dependencies across agencies. Further, this project category considers how business processes must be reengineered to improve future-state operational performance. The TOM should be the framework for defining the business vision of the project and aligning it to the core capabilities, functionalities, and processes to deliver value to both internal and external stakeholders. Part of the TOM should focus on the business value of designing a shared services IT workgroup to assist and manage the service delivery model associated with a hybrid integration approach. This would help enhance user satisfaction and facilitate transformation of the current business model by providing expertise on operational tasks and specific technologies. Further, this workgroup would be responsible for directing and coordinating efforts throughout the transition period when shifting to a shared services approach.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Communications	Target Operations & BPR					█	█	█	█	█	█	█	█								
	Establish shared services accountabilities					█	█	█	█	█	█	█	█								
	High level TOM / Macro Org Design					█	█	█	█	█	█	█	█								
	Business process re-engineering					█	█	█	█	█	█	█	█	█	█	█	█				
	Detailed business requirements					█	█	█	█	█	█	█	█	█	█	█	█				

KEY STEPS	DEPENDENCIES
1. Establish shared services accountabilities – Established and underway Determine operational decision-making Create a shared services workgroup	Governance Tier 2
2. High level TOM / Macro Org Design – Established and underway Establish a shared business vision Determine overall transformation strategy Identify people, processes, and technology Create plan & organizational framework	Governance Tier 2 and then coordination with Tier 3

KEY STEPS	DEPENDENCIES
3. Business Process Reengineering – Developed and Validation underway Create design principles Map staff & client journeys Define capabilities Conduct BPR sessions	TOM
4. Detailed Business Requirements – Developed and Validation underway. Conduct joint application requirements (JAR) sessions Create a business requirements document (BRD) Create a requirements traceability matrix (RTM)	TOM

Most of the key steps above have been achieved. The IT Shared Services Workgroup was established. The Business Process Reengineering team has drafted a Target Operational Model. The same team has created customer journeys and conducted Art of the Possible workshops (BPR session). The same team has assembled a Requirement Traceability Matrix (RTM). With progressive elaboration of the Program, Program Leaders re-sequenced the Business Process Reengineering contract deliverables to accelerate delivery of the TOM. The TOM and associated RTM are critical to fostering a common understanding agreement of the FL WINS system’s future state.

Anticipated Business and Process Impact

Business process reengineering design needs to be considered holistically at a macro level to understand business dependencies and impacts across projects as well as a detailed step by step level. This means time should be dedicated to reviewing all current activities and tasks being completed by the various agencies to determine areas in which these activities and tasks could be simplified or eliminated. Implementation of business process changes within each Workforce Partner program will need to be managed in the context of ongoing improvements within each agency, whether the changes are unique to the specific Workforce Partner program or are incorporating new shared service-based processes. When designing for the future state, one should evaluate both the automation opportunities associated with new and improved system functionalities as well as possible manual activity changes to accommodate other redesigned business processes. The TOM should be developed to clearly highlight how the Workforce Partners intend to provide functionality in the future to benefit all impacted stakeholders. It provides the “big picture” of the future state across all business and technical domains of the project.

With investment in more shared services, evaluations within agencies should include possible program process changes that will cross-benefit agencies. The fundamental aspects of the TOM will help to define the business and systems architecture of the hybrid integration approach across all agencies.

Anticipated Technology Impact

It will be important for the TOM to have the appropriate technology infrastructure to support the people and reengineered business processes for improving access and promoting self-sufficiency. This includes the environments, applications, and integrations that enable automation processes of the technology solution.

Benefits of the Approach

Detailed requirements will contribute to automation and integration of business processes that cross Workforce Partner programs while business process design sessions can facilitate alignment of tasks that may exist in separate systems of record across agencies currently.

A shared services approach will require Workforce Partners to support functionality that delivers higher quality and better value services to Floridians statewide but may involve changes to some agency-specific business processes. Further, a shared services approach also enhances transparency and provides quicker responsiveness to changing business and policy needs across agencies.

Project Dependencies

To start, coordination and collaboration amongst Workforce Partner groups and colleges will be necessary when developing the TOM. The ability to coordinate reactions to problems, opportunities, and constraints in the business process reengineering phase across agencies will be key aspects of the TOM. Further, resolving preferential dependencies for completing existing tasks in a certain way or sequence that may exist within each agency. Lastly, the timeline for development of the TOM and applicable design sessions is dependent on completion of work from other ongoing projects within each agency or college that may take priority over this project in the short-term due to previously obligated funding

Potential Challenges

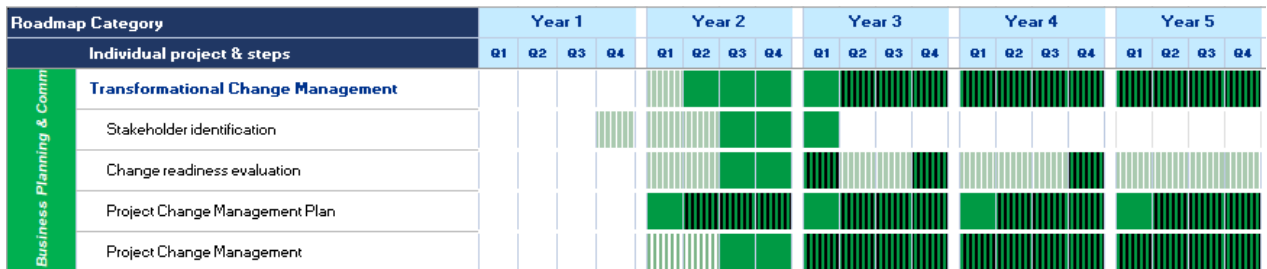
Flaws in the TOM can adversely impact desired business outcomes over the project long-term. If the TOM is not correctly aligned to specific business processes, agencies may continue to function in silos which creates inefficiencies and limits access to Floridians. Also, it can be difficult getting all Workforce Partner groups involved in both Joint Application Requirements (JAR) and business process redesign sessions. Additional challenges may exist in finding alignment of business processes, requirements, and prioritization of needs across agencies to define a clear workflow solution. However, these sessions allow stakeholders to quickly come to an agreement on the specifications and functionalities needed for project success.

Transformational Change Management (TCM)

Introduction

Comprehensive change management processes and procedures will be necessary for all internal and external stakeholders to understand and be prepared for all the changes required to support a hybrid integration approach. TCM provides a framework for identifying and mitigating risks and challenges associated with changes to people, processes, policy, technology, and organizational structure. A defined change management strategy can help reduce costs during a phased implementation and improve “buy-in” by stakeholders of the new business processes being developed for the project.

Roadmap Phasing and Timing



KEY STEPS	DEPENDENCIES
1. Stakeholder identification – Established and ongoing Identify key stakeholder groups that will be impacted by changes	PMO establishment
2. Change readiness evaluation – Established and ongoing. Determine impact of change on various stakeholder groups Survey and evaluate stakeholders’ readiness Assess potential risks and resistance	Governance approval
3. Project change management plan -Completed and updated as needed. Establish a change management plan Engage with committed leadership Create measurable goals Determine stakeholder training needs	Governance approval

<p>4. Project change management – Established and ongoing</p> <ul style="list-style-type: none"> Deliver targeted and effective communications aligned with the enterprise communications strategy Implement stakeholder training Gather feedback and analyze performance Update as needed 	<p>Change management strategy</p>
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The key steps above were achieved: 1. The Transformational Change Management project team conducted a stakeholder analysis in May 2023, which was finalized in June 2023; 2. The same team deployed an initial change readiness assessment in May 2023, which was finalized in June 2023; 3. An organizational change management plan was developed by the Business Support and Technical Advisory contractor, in consultation with the Transformational Change Management contractor; and 4. the Transformational Change Management contractor created a Change Management and Communication Plan. Together, the above activities deliver a cohesive approach to managing change that is led and managed through the Program’s Transformational Change Management Office.

Anticipated Business and Process Impact

There will be many stakeholders whose input and opinions will determine the overall success of the project. Time should be given to prioritizing stakeholder groups as well as identifying the level of impact upcoming changes will have on each stakeholder group. Given the scope of this project, there will be significant changes to some established business processes and system functionalities. It will be important to engage with all identified stakeholder groups to gain an understanding of their needs and willingness to accept changes.

Data collection methods, including interviews, focus groups, and surveys, should be used to obtain valuable insight into the various stakeholder groups. This information will help to determine the needs, perspectives, and pain points of various stakeholder groups.

Anticipated Technology Impact

There are various tools and methodologies available to design, assess, manage, train, and measure the effectiveness of change management processes. This includes process maps, Gantt charts, the Prosci ADKAR Model, Kotter's 8-Step Change Model, ChangeGear Change Manager, Remedy Change Management 9, etc. Any of these options alone or in combination can help manage change, reduce resistance from stakeholders and sustain success of the project in the future.

Benefits of the Approach

Utilizing the information gathered from the readiness assessments as well as the stated project goals, a change management strategy and plan can be created to define the overall transformational change management approach. The plan helps ensure that there is alignment and commitment at the leadership level, that the goals of the project are tied to strategic business objectives, and to maintain momentum and support throughout the lifecycle of the project. Further, the plan provides an overall framework for all change management tasks and activities. Lastly, the change management plan should identify the training needs of the various stakeholder groups.

Project Dependencies

To minimize resistance and maximize buy-in of the various stakeholder groups, the change management plan and communications plan should be developed in coordination with each other. It will be important to ensure the key messages, timelines, and milestones of the project are the basis for both plans. Strategies and activities described in the change management plan should be adjusted, when necessary, based on stakeholder feedback throughout the lifecycle of the project.

Potential Challenges

Often, change management planning does not begin at the start of a project. When this happens, there is a greater chance for pushback from stakeholder groups when changes are implemented. Another challenge can exist when trying to align the priorities of the project management plan and the change management plan. It will be important to ensure both plans complement each other to provide a greater ROI from the amount of time,

resources, and funds allocated for the project.

3. IT Operations & Management

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IT Operations and Mgmt	Establish Information Shared Services & Data Management																				
	Enterprise Data Governance																				
	Establish a role for a Chief Data Officer																				
	Define and socialize a governance model																				
	Implement ownership & data stewards group																				
	Develop and maintain enterprise wide data dictionary																				
	Develop defined processes and structured roles for the management of information and data																				
	Establish & maintain data entry controls																				
	Enterprise Architecture																				
	Architecture Development Management																				
	Target shared application architecture																				
	Target shared information architecture																				
	Develop & Validate Technical requirements																				

The key assumptions used to develop the detail for the IT Operations & Management project included:

- All Workforce Partner agencies will appoint adequate subject matter experts to participate and/or serve roles (as necessary) in the establishment and ongoing responsibilities of the data governance and enterprise architecture functions
- Data Governance
 - A Primary Data Contact will be established who is empowered to make decisions about data
 - Coordination with Legal & Policy Working Group to identify data-related issues
 - In collaboration with Legal & Policy Working Group, data-sharing questions and concerns will have been documented and addressed prior to final development of an enterprise data dictionary or processes and roles for managing information/data
- Enterprise Architecture
 - Information Technology Shared Services Core Team and Focal Area groups are established in time to review and approve Target Shared Application and Information Architecture, completed.

Information-technology operations and management (ITOM) is a leading component of a successful integration efforts. It is within this area that key decisions will be made about the information and technology strategies that must be implemented to enable interoperability across originally autonomous systems.

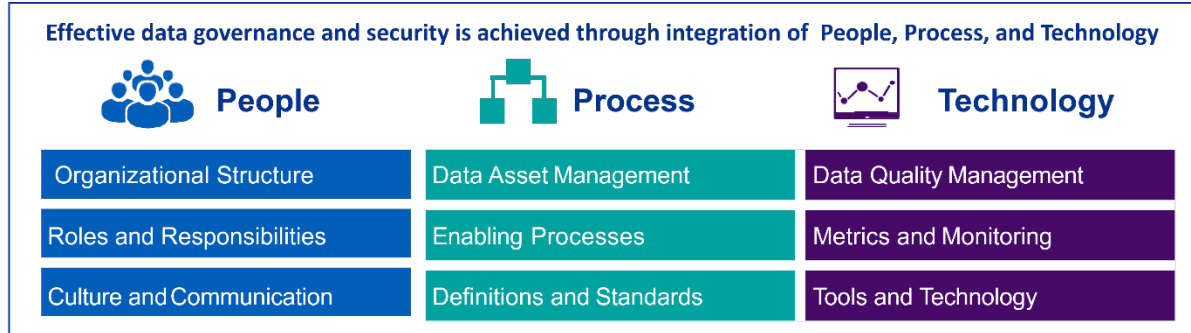
The professionals who direct this effort should be effective leaders vested with the authority needed to unite a large and diverse stakeholder group. Substantively, those operating within this domain should have sophisticated knowledge of cutting-edge integration practices and tools as well as intimate understanding of the structures and operations of the target systems.

The Information Technology Shared Services Core Team Workgroup will review recommendations provided by focal areas within this group. The focal area groups will be represented by each Workforce Partner and will be presented problem statements and, if needed, come together to develop and provide a recommendation to the Information Technology Shared Services Core Team, which will either move the recommendation up the governance structure or approve if it is at their decision metric level.

4. Data Governance

While integrating systems or migrating many systems into one system, the appropriate management and governance of data is among the most critical considerations, as improper data management could materially impact any of the following:

- Ability to serve current and potential clients
- Manage and measure risk effectively
- Meet regulatory compliance requirements
- Achieve operational and technological efficiencies
- Make informed business decisions
- Data sharing and privacy



The most innovative analytics, if built on a weak data foundation, can complicate and confuse insight at best and lead to the wrong conclusions at worst. We plan to use a business-centered approach, linking the business strategy (and regulation) and data analytics strategy to develop a comprehensive data governance framework.

Foundation of Data Governance		
Capability	Description	Benefits
Data Catalogue	A data catalogue is comprised of a set of data that gives information about other data, base tables, synonyms, views or synonyms and indexes; which enables capabilities that allow any type of user (developers, data scientist) to discover and consume data sources.	<ul style="list-style-type: none"> • Democratisation of data • Data security • Easily on board new & trusted data • Authoritative data source
Data Lineage	Data lineage includes the data's origins, what happens to it and where it moves over time. Data lineage gives visibility while greatly simplifying the ability to trace errors back to the root cause in the data analytics process.	<ul style="list-style-type: none"> • Target to Source mapping • Data Glossary & Dictionary • Change Management
Master Data Management	In business, Master Data Management (MDM) is a method used to define and manage the critical data of an organisation to provide, with data integration, a single point of reference. The data that is mastered may include reference data- the set of permissible values, and the analytical data that supports decision making.	<ul style="list-style-type: none"> • Eliminate poor quality data • Authoritative source • Consistency • Agility, faster response to change
Data Quality	Data quality refers to the condition of a set of values of qualitative or quantitative variables. It must fit for its intended use in operations, decision making and planning.	<ul style="list-style-type: none"> • Increased revenues • Reduced costs • Less time spent reconciling data • Improve confidence in analytical systems • Increased customer satisfaction
Metadata Management	Metadata management includes managing data that describe other data, whereby this "other data" is generally referred to as the actual data that runs the system. Metadata are catalogues, dictionaries, and taxonomies.	<ul style="list-style-type: none"> • Clarity of relationships • Clarity of data lineage • Consistency of definitions

The high-level elements of an effective framework for the governance of data within a workforce information system are outlined in the chart below. It is premised on best practices, as well as the following facts and assumptions about the workforce partnership:

- The workforce partnership is a federation of state, local, public, and private entities that play a wide range of roles in the administration and delivery of workforce training and educational services.
- While a workforce-information system will entail the sharing of some partnership data, other information will only be of interest to the agencies that collect or create it.
- A centralized body should be formed to establish consistent, system-wide data standards needed to enable data sharing. Some regulations might also be applied more broadly to generally standardize and enhance partnership data.
- Authority to decide certain data issues could be left to the data owners. This might include, for example,

decisions regarding application of an agency’s own policies or the applicability of an oversight authority’s data rules.

- Given the diversity of interests and the relatively large number of agencies within the partnership, there is a need for a representative, centralized governance body. Individual agencies—or voluntary coalitions of agencies—could also be established to manage decisions that are best left to data owners. This decentralized cohort could also be charged with responsibility to ensure agency compliance with broader principles and standards.

The initial proposed framework for data governance is below. This framework is subject to change and will evolve during the early stages of the roadmap devoted to firmly establishing the strategy, policies, and processes associated with data governance for the Workforce Partner systems, but it portrays the consideration and planning being devoted to data governance for these efforts.

The sections and groups below have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.

STRUCTURE/ FUNCTION	DESCRIPTION
Interagency Data-Governance Committee (IDGC)	<p>An interagency data-governance committee (IDGC) should be established to preside over the shared data interests of the in-scope departments and agencies.</p> <p>The committee should be composed of members who represent the interests of the in-scope agencies (currently, FloridaCommerce, DOE, DCF, FLDS, CSF, and the REACH Office. Membership should also include representatives of the partnership agencies.</p>
Agency Data-Governance Committees (ADGC)	<p>Each in-scope agency should appoint a person or group to oversee the agency’s data governance (ADGC). Alternatively, similar agencies could voluntarily combine to form ADGC consortia.</p>
General IDGC Duties	<p>The IDGC maintains inventories of the data elements held by the in-scope partners. These inventories include basic information about the data, such as:</p> <ul style="list-style-type: none"> Description Format Source Data ownership, including the scope of authority to make decisions about data, such as access and quality standards Agencies that utilize shared data elements Quality indicator Lifecycle information (i.e., production, retention, retirement) Whether the data is shared—or available for sharing The authoritative version of a data element for situations in which multiple agencies collect or hold the same information) The IDGC maintains an indexed repository of the service-level agreements that are in effect between in-scope agencies to enable data sharing. The IDGC maintains a catalog of the relevant laws and policies that govern data management, use, and sharing. This information is available to in-scope agencies. The IDGC adopts generally applicable data policies and standards, designed to promote system-wide

STRUCTURE/ FUNCTION	DESCRIPTION
	<p>consistency, data hygiene, and security and to ensure appropriate data availability, access, and use. Standards cover:</p> <ul style="list-style-type: none"> Data definitions Data taxonomy Data formats Data-quality, addressing: Accuracy, Currency, Completeness, Trustworthiness, Consistency, Validity Data safeguards, addressing: Security, Confidentiality and privacy, Integrity (e.g., read only; read/write) Availability Storage Backup Audit Data-retention Metadata, for example: Data source, Creator, Creation time, Creation method, Standardization, facilitating interoperability, Purpose, Data quality, Access rules, Usage and tracking, Modification Data-breach policies SLA format and content Acceptable-use policies <p>The state will need to determine whether—or to what extent— this authority extends to agency-specific data.</p>
<p>General ADGC Duties</p>	<p>The ADGCs:</p> <ul style="list-style-type: none"> Represent the agencies on the IDGC Enforce IDGC data standards Promulgate additional standards needed to augment or supplement IDGC standards Establish agency standards for the use of external data. For example: <ul style="list-style-type: none"> Minimum standards for quality Reverification requirements Use restrictions User restrictions Train agency staff on applicable data standards and rules Represent the agency in: <ul style="list-style-type: none"> The evaluation of requests to receive agency-held data; and Seeking access to data that is held by others.

SCHEDULE IV-B FOR FL WINS PROGRAM

STRUCTURE/ FUNCTION	DESCRIPTION
IDGC Data-Sharing Requests	<p>The IDGC can identify data elements that are candidates for interagency sharing. It can invite representatives of data-holding agencies to present relevant information about the data elements. This might include:</p> <ul style="list-style-type: none"> The source of the data Collection method Data format Potential restrictions on sharing, use, or reuse The holding’s agency’s assessment of the data quality (e.g., accuracy, recency, completeness, credibility, etc.) <p>If the IDGC decides that an agency’s data should be incorporated within the workforce information system, the agency that holds the data is notified and provided an opportunity to evaluate sharing request.</p>
Interagency Data-Sharing Requests	<p>In-scope agencies can ask other in-scope agencies to share data that they hold. Holding agencies are provided an opportunity to evaluate sharing requests.</p>
ADGC Review of Data-Sharing Requests	<p>The holding agency’s ADGC reviews sharing requests and determines whether sharing is permissible. If the ADGC determines that sharing is either prohibited or restricted, it notifies the requesting entity and provides the reasons for its position, including references to any relevant legal or policy authorities.</p>
Additional Information	<p>If the holding ADGC determines that its information may be shared, it provides the requesting entity information that includes:</p> <ul style="list-style-type: none"> The source of the data Collection method, if known Data format Potential restrictions on sharing, use, or reuse (e.g., read-only access, user restrictions, duration of availability, etc.) Data quality (e.g., accuracy, recency, completeness, credibility, etc.)
Service Level Agreement	<p>If the requesting entity elects to pursue the data, the agencies negotiate and execute an SLA that identifies the data and specifies:</p> <ul style="list-style-type: none"> The transmission method Data format Included metadata Usage limitations, including end dates Any other prescribed behaviors regarding data use and keeping
Data Management	<p>The IDGC and ADGCs appoint data managers, as needed, to:</p> <ul style="list-style-type: none"> Implement and enforce the applicable data standards and practices Employ IT tools to help surface data-quality issues

STRUCTURE/ FUNCTION	DESCRIPTION
Monitoring	The IDGC and ADGCs establish ongoing procedures to audit data and monitor data management and use to ensure compliance with applicable data standards
Dispute Resolution	Dispute-resolution processes should be established to address: Controversies that cannot be resolved at the IDGC level Disputes among agencies regarding the management, availability, or use of data

Establish Enterprise Data Governance

Introduction

The overarching objective of this initiative is to bring together a very large number of free-standing systems and to forge an interoperable system that enables the frictionless flow of data. For the most part, these systems are individually owned and operated. They were developed at different times, with different technologies, and for different purposes. And, while there is a substantial amount of common data within these systems, there are disparities in how the information is defined and formatted.

Given this complexity, and the many challenges it engenders, it is imperative that there be explicit, coordinated, and sophisticated systems in place to ensure that data remains usable, available, and secure. A capable governance infrastructure will be needed to develop, implement, and enforce the standards, practices, and policies that will be required to successfully configure existing data and to ensure the effective collection, storage, and utilization of information over time.

Mentioned earlier and represented now on the individual Project roadmaps, data governance and enterprise architecture are being developed by the IT Shared Services Workgroup. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift was based on the strength of the Program’s governance structure, and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, recommendations are generated by IT Shared Services Focal Groups (specialists in specific areas like security) and through the IT Shared Services Core Group (designated IT leaders from each Workforce Partner Agency) to the appropriate governance tier for approval.

The following roles will support the governance of the data within FL WINS:

- Chief Data Officer, this is the Statewide Chief Data Officer
 - Member of the executive group overseeing the enterprise initiative.
 - Role: Responsible for establishing and overseeing the overall data strategy that will guide the design, implementation, and integration of the Workforce Partner systems.
- Data Governance Committee, the section and this group have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.
 - Senior information-technology leaders representing the data interests of the in-scope stakeholders.
 - Role: Develop the standards and procedures needed to define, collect, store, manage, integrate, analyze, protect, and ensure the quality of the data that will be used within the system.
- Data Stewards Group, the section and this group have not been updated from the originally submitted Schedule IV-B. Although the Program will adhere to the Proposed Data Governance Committee duties and responsibilities, the next updated Schedule IV-B in FY 24-25 may have an updated term and name for this group.
 - Information-technology specialists from across the enterprise.
 - Role: Ensure the quality and fitness of enterprise data and resolves data problems that arise. Ensure compliance with data security and confidentiality requirements.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Operations and Mgmt	Enterprise Data Governance																				
	Establish a role for a Chief Data Officer																				
	Define and socialize a governance model																				
	Implement ownership & data stewards group																				
	Develop and maintain enterprise wide data dictionary																				
	Develop defined processes and structured roles for the management of information and data																				
	Establish & maintain data entry controls																				

KEY STEPS	DEPENDENCIES
<p>1. Establish Role for Chief Data Officer, completed this is the Statewide Chief Data Officer</p> <p>Develop an information strategy, ongoing Assemble a data-leadership team from across the Workforce Partnership this has been established and has met once.</p>	Senior leadership approval from all agencies
<p>2. Define and socialize a governance model: Currently being established</p> <p>Establish a governance structure that supports timely and definitive decisions regarding the standards, policies, and practices that will guide development of the program Develop the standards and policies that will be employed to develop common data definitions, cleanse existing data, and maintain adherence to data principles Produce and publish a document clearly defining the roles and responsibilities of the individuals and groups who will develop and implement the activities needed to set the stage for integration Convene a meeting of the stakeholder group to introduce, ratify, and normalize the project governance structure</p>	Initial charter Stakeholder conceptual buy-in Mature enterprise architecture, mapping data-to-business functions
<p>3. Implement a Data Stewards Group, group is formed, ongoing efforts to build out group as proof of concepts are matured from the BPR activities.</p> <p>Appoint information-technology staff from in-scope agencies and programs to serve as members of Data Stewards’ group. The Data Stewards’ group is responsible for: Developing and maintaining the enterprise data model Profiling source data Developing standardized data-element definitions and formats Mapping data flows between systems Cleansing and deduplicating data Measuring and reporting on data quality Defining guidelines for creating and maintaining data Documenting data in a data dictionary Identifying and resolving data problems.</p>	Mature information strategy Overarching organization and coordinating leadership Participation of representative subject-matter experts Clearly defined data standards, practices, and policies
<p>4. Develop Enterprise-Wide Data Dictionary, this is a vendor activity</p>	Comprehensive articulation of integration strategy

KEY STEPS	DEPENDENCIES
<p>through the BPR project.</p> <ul style="list-style-type: none"> Conduct an inventory of the data elements that are currently used by the in-scope programs and agencies Identify duplicate or similar elements Where feasible, merge like and similar elements into new, common elements that can be utilized throughout the Workforce Partnership Organize the Workforce Partnerships’ data elements into a compendium of data owners, definitions, formats, and structures 	<ul style="list-style-type: none"> Cooperation of, and participation from, in-scope agencies and programs Detailed understanding of source data Appreciation of the individual data needs of in-scope stakeholders Catalog of external integrations and data requirements
<p>5. Develop Defined Processes and Structured Roles for the Management of Information and Data, this is an ongoing BPR effort.</p> <ul style="list-style-type: none"> Define detailed roles and responsibilities for: <ul style="list-style-type: none"> Chief Data Officer Data-Governance Committee Members Data Owners Data Stewards Develop methodologies for: <ul style="list-style-type: none"> Determining data-quality standards and, measuring, monitoring, and documenting data-quality. Documenting data-related standards and frameworks. Data sharing protocols Data creation and maintenance Ongoing management of information 	<ul style="list-style-type: none"> Well-developed information strategy Mature information architecture Detailed understanding of source program’s data standards and requirements Clear direction as to receiving entities’ data needs and intended utilizations Well-developed security and confidentiality standards Taxonomy of roles and responsibilities of data users
<p>6. Establish Data-Entry Controls</p> <ul style="list-style-type: none"> Develop standards and methods to ensure that data entered into the system is complete, adequate, and reliable 	<ul style="list-style-type: none"> Well-developed data dictionary, establishing content and format requirements for each element

It is important to note that both the Data Governance Committee and Data Stewards from each workforce partner have been identified and are engaged, although they may not be specified out in this format, they are working towards common ground in the Program’s long-term data governance objectives.

As mentioned in an earlier update, data governance and enterprise architecture are being developed by the IT Shared Services Workgroup. This was an intentional shift, by Program Leadership, away from the above recommendation. The shift was based on the strength of the Program’s governance structure, and strategically avoiding duplicative work and unnecessary redundancy in decision making. Strategically, this helps maintain consistent decision making – by following the Program’s escalation path to the appropriate governance tier. Tactically, recommendations are generated by IT Shared Services Focal Groups (specialists in specific areas like security) and through the IT Shared Services Core Group (designated IT leaders from each Workforce Partner Agency) to the appropriate governance tier for approval.

Anticipated Business and Process Impact

In-scope entities must allocate staff resources for the design, development, and governance of FL WINS. System owners should undertake an architectural approach to the mapping of their applications, technologies, and data to their business capabilities and processes. Businesses should review their existing processes and engage in redesign where access to new data can enhance the value of delivered services. Programs and administrators should reevaluate how access to new data can be leveraged to enhance analytics.

Stakeholders must agree on the entities that “own” shared data elements, who may modify data, and how data conflicts should be handled. All interested parties will need to participate in the alignment, deduplication, and data cleansing that will be needed to enable sharing. All current data owners will need to reevaluate their security and confidentiality rules to determine the conditions and circumstances under which data may be shared. Data

users will need to evaluate their data needs and establish protocols for determining the data elements that can be received, and the conditions under which the data can be accessed and employed.

Agencies and programs must reevaluate their technical infrastructure to determine how systems must be modified to ingest new data, and how it can be stored, implemented, viewed, altered, and retransmitted.

Anticipated Technology Impact

The data governance that is established for this initiative will lay the foundation for the design, implementation, and configuration of much of the technology needed to support integration. As such, it will be important that the effort is begun early enough to inform subsequent decisions regarding technology.

IT staff must be allocated to support or undertake the activities listed above in the section on business and process impact.

Benefits of the Approach

This approach will contribute to the successful configuration of existing data and help to ensure the effective collection, storage, and utilization of information over time.

Project Dependencies

- Buy-in of virtually every agency and program that currently operates an information-technology system, as well as future system users.
- Broad participation of seasoned and knowledgeable subject-matter experts from across the partnership.
- Leadership structure needed to define, guide, and oversee the many tasks that must be completed to ensure a successful implementation and ongoing maintenance and operations.
- Well-defined framework and processes for decision-making, escalation, and communication.
- Management infrastructure supporting the orchestration of the many data interests and needs from across the partnership.

Potential Challenges

Given the large stakeholder group, it could be difficult to achieve the level of participation and agreement that will be needed. Even with agreements in principle, it might be hard to devise workable standards and procedures.

Enterprise Architecture

Introduction

Enterprise architecture (EA) is a disciplined methodology that helps to ensure that IT systems are developed to meet business need and deliver desired outcomes. It offers a comprehensive suite of methods that can be leveraged to produce a business-services architecture to guide the complex technical-architecture decisions called for in this initiative.

EA's foundational tenet is that technology exists to enable business. It begins with a clear appreciation of the value the organization delivers and the business capabilities it employs to deliver that value. It helps organizations visualize how technology might be leveraged to strengthen or augment those capabilities and to enhance the organization's capacity to deliver value.

At the outset, EA helps the business establish a vision, set transformation goals, and define its business case. It enables the establishment of a governance framework to guide and drive the transformation program.

EA builds on this foundation by exposing a clear understanding of existing capabilities and processes. This assessment of current operations is then leveraged to help define the business's target state. The resulting target operating model (TOM) provides a conceptual model of future business interactions and helps the organization coalesce around a uniform vision of the target state.

The TOM serves as a template for the development of use cases and functional requirements. It is a vehicle for estimating cost and effort and unearthing the interdependencies of the program phases. This insight guides the development of a roadmap for sequencing the activities that lead to completion. EA and the TOM help to ensure that procurement requests generate responsive proposals and support the selection of the most capable vendors.

Enterprise Architects

Role: Enterprise architects help to crystalize program vision, craft a target operating model, and design the processes and systems such that the organization’s technology strategy is in alignment with its desired business outcomes.

Enterprise architects work closely with business professionals to identify the value that the business creates and how that value is generated. They help to describe the organization’s capabilities and align them with the transformational mission. They also illustrate the organization’s business processes, including inputs, outputs, and internal and external interactions. They guide the design and automation of information-sharing by providing the bridge between business information needs and technical solution data, with the goal of enabling and enhancing interoperability.

Enterprise architects guide solution designs by describing the technology that enables business capabilities. They analyze the ongoing programs and projects of in-scope agencies and Workforce Partners to ensure that the FL WINS implementation remains in line with those efforts and schedules

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IT Operations and Mgmt	Enterprise Architecture																				
	Architecture Development Management																				
	Target shared application architecture																				
	Target shared information architecture																				
	Develop & Validate Technical requirements																				

KEY STEPS	DEPENDENCIES
<p>1. Target Shared Application Architecture Work closely with business to identify the value that it creates and how that value is generated Describe the organization’s capabilities and their alignment with its mission Illustrate the organization’s business processes, including inputs, outputs, and internal and external interactions</p>	<p>Senior leadership approval from all agencies Full participation of subject-matter experts, representing all in-scope organizations Consensus as to the individual needs of in-scope stakeholders</p>
<p>2. Target Shared Information Architecture Guide the design and automation of information sharing Provide the bridge between business-information needs and technical-solution data, with the goal of enabling and enhancing interoperability</p>	<p>Well-defined target operating model and a detailed set of models describing business interactions, capabilities, and business processes Clearly articulated data strategy Enterprise-wide data dictionary and other data-group outputs Participation of data-governance professionals operating under its supervision</p>
<p>3. Technical Requirements Guide solution designs by describing the technology that enables business capabilities Analyze the solution to ensure that infrastructure assumptions are valid and that enabling technologies are available in the marketplace Continuously monitor and ensure that technology decisions remain in line with the program timeline, budget, and business need</p>	<p>Well-defined target operating model and a detailed set of models describing business interactions, capabilities, and business processes Contribution of subject-matter experts, representing all in-scope stakeholders</p>

KEY STEPS	DEPENDENCIES
Unblock impediments and standardize the delivery	
4. Architecture Management Define technology roadmap Help keep organization in line with architecture framework Evolve framework over time to adapt to emerging needs or technologies	Fully developed set of architectural models and designs Ongoing participation of Information Technology Shared Services Workgroup and Focal Areas.

The above key steps have not been fully addressed. Tangentially, the above key steps will leverage the Target Operating Model and Requirements Traceability Matrix to build out the requirements, the Target Operating Model and Requirements Traceability Matrix effort is being completed by the Business Process Reengineering project vendor. These activities will occur once the customer portal development begins (during additional requirements gathering sessions). Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business and Process Impact

Enterprise architecture helps to ensure that transformation goals are well-developed, clearly articulated, and widely understood. In the process, current business capabilities and processes are identified documented and evaluated. Then, the business will be guided through a detailed and comprehensive process that will help it to envision, design, and crystalize structured and logical future-state business processes.

A component of the methodology is the development of a TOM. It will clearly express the desired future state and serve as the blueprint for procurement, design, and development

The approach also includes development of a roadmap that structures the program and sets the schedule for the initiative.

The application of the approach results in a procurement process that is based on a solid business plan, a clear appreciation of the technology options and approaches, and a good sense of the time, cost, and effort that will need to be earmarked for the program. It also provides business leaders with the artifacts, guidance, and benchmarks they will need to ensure that technology is designed and developed to realize the organization’s vision for the future state of its business.

Anticipated Technology Impact

Enterprise architecture helps to support the identification and specification of technologies founded upon a clear appreciation of business need. The established business architecture supports the development of data flow-diagrams and system design. Alignment of business and systems documentation produces an information model that will serve as a baseline that all systems will use to share the right data in the right way.

Enterprise architecture provides managers with the artifacts needed to manage the program. Continuously updated artifacts can be leveraged to provide technical oversight and help to verify that system design is aligned in accordance with the organization’s vision and goals. The program will receive guidance on the appropriate escalation, decision making, and governance processes needed to keep the program on track. Testers will have a template to use to validate that the system performs as intended.

A modeling tool—such as SPARX Enterprise Architect—is used to build and manage the all-architecture models.

Benefits of the Approach

EA offers a structured and disciplined methodology for navigating the transformation process. Through an iterative process, it supports the organization’s progress from conceptualization to future-state operations. With emphasis on business design, governance, planning, and oversight, EA is a powerful technique for understanding the organization’s operations and assessing its business needs. Its objective is to ensure the alignment of that need to detailed systems blueprints and roadmaps. The approach identifies business and technical design

challenges earlier in the project lifecycle and helps to reduce cost and lost time that might otherwise result when issues are surfaced later in the process.

Project Dependencies

The enterprise architecture methodology depends upon a sufficient commitment of time and resources. In-scope organizations must lend the effort the subject-matter experts that will be needed to guide the transformation.

Potential Challenges

Inability of in-scope entities to reach consensus on the development and finalization of the EA artifacts.

IT Shared Services Workgroup Core Team and Focal Area

Introduction

Undertaking an initiative of this magnitude will require a great deal of collaboration, cooperation, and strategic alignment among impacted agencies. While the establishment of a PMO, governance structure, and Information Technology Shared Services Workgroup that spans across all agencies will assist in this effort, it is also imperative that a structured workgroup comprising key technical resources be established. This Shared Services IT Workgroup will enable technical system experts to work closely with the technology transformation initiative and quickly respond to changing business needs or requirements.

The IT Shared Services Workgroup was chartered in May 2023, with an inaugural meeting held on April 18, 2023 (although related activity dates to August 2022). There are two levels of representation and participation. Focal Groups are specialists in specific areas like security and architecture. They meet to discuss topics that are established by the Core Group, designated IT leaders from each Workforce Partner Agency. Tactically, recommendations are generated by IT Shared Services Focal Groups and are submitted through the IT Shared Services Core Group to the appropriate governance tier for approval. To ensure the effectiveness of the IT Shared Services Workgroup, resources have been assigned to provide business analysis and technical writing services. In this manner, a symbiotic relationship is created in which the IT Shared Services Workgroup guides resources on content that needs to be created, in turn the resources provide content to the IT Shared Services Workgroup for evaluation and recommendation (if necessary).

In addition to the Information Technology Shared Services Core Team Workgroup, each Workforce Partner has identified key resources from their agency in “Focal Areas.” These individuals and focal areas will be brought together on an ad-hoc basis to resolve a pre-determined problem statement and to provide a recommendation to the problem back to the Information Technology Shared Services Core Team Workgroup, that will either resolve or escalate to the appropriate governance authority for decision-making.

Information Technology Shared Services Focal Area Workgroups that have been defined currently are:

- Data Governance/Data Stewardship
- Technology Standards/ Security & Testing
- Interoperability/Network Connectivity
- Identity Access Management / Operations
- Enterprise Architectures
- Data Analytics

Detailed Job Roles & Position Definition

A key success factor of the Shared Services IT Workgroup will be the focus and prioritization of the resources assigned to the organization. Each resource assigned to the workgroup will need clearly defined roles and responsibilities associated with the program and designated time allocations for the initiative. This becomes even more critical for workgroup resources that are employed at individual agencies due to their current job duties and agency-specific priorities.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5					
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
IT Operations and Mgmt	Establish Information Shared Services & Data Management																						
	Enterprise Data Governance																						
	Establish a role for a Chief Data Officer																						
	Define and socialize a governance model																						
	Implement ownership & data stewards group																						
	Develop and maintain enterprise wide data dictionary																						
	Develop defined processes and structured roles for the management of information and data																						
	Establish & maintain data entry controls																						
	Enterprise Architecture																						
	Architecture Development Management																						
	Target shared application architecture																						
	Target shared information architecture																						
	Develop & Validate Technical requirements																						

Anticipated Business and Process Impact

Communication with technology resources responsible for the impacted systems could change due to organizational alignment and technical role changes. If a new organization is created during this effort, workflows for technology tasks and technical roles and responsibilities throughout the initiative could be impacted.

Anticipated Technology Impact

Technology change management could be significantly impacted, and clear, structured communication strategies would be critical to the initiative’s success.

Benefits of the Approach

Regardless of the method used to establish the workgroup, there are substantial benefits that can be realized by leveraging a Shared Services IT Workgroup. A few of the benefits include:

- Clearly defined roles and responsibilities for technical tasks and projects, especially those that require extensive vendor and state IT resource collaboration
- Responsive, dedicated technical resources for the initiative that can quickly adapt to changes in modernization efforts, program roadmaps, business requirements, and legislative/leadership direction

Project Dependencies

A primary dependency for the Shared Services IT workgroup is the availability of key technical staff resources across the Workforce Partner agencies. Resource requirements for the program will likely conflict with existing priorities for critical staff within each agency. Prioritization of key resources will be critical to the success of this initiative. Additionally, roles, responsibilities, and job duties for workgroup resources will need to be defined and agreed upon across agencies to ensure successful operation of the workgroup and prevent conflicting direction, miscommunication, and general misalignment with the overall initiative.

Potential Challenges

Establishing and maintaining a shared vision is a critical dependency for the long-term success of the program but maintaining continuity of a shared vision could also prove to be a significant challenge. Different visions could exist or arise between the three agencies that could hinder the effectiveness of the Shared Services IT Workgroup. It will be crucial for the Workforce Partners to align on a shared vision from the start and ensure it persists throughout the life of the program. In addition to maintaining a shared vision between the Workforce Partners, the program’s individual technical projects will likely conflict with competing priorities within each agency on occasion. When these conflicts arise, executive leadership will need to make decisions on

prioritization.

If a new organization is created, there are likely to be challenges concerning funding sources, level and source of authority, and properly staffing the workgroup.

5. Common Data Integration Capabilities

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Systems & Data Integration																				
Plan, develop and establish technology standards																				
Solution(s) Securing Pre-Build																				
Establish requirements & SOW																				
Releasing Procurement(s)																				
Negotiations & mobilization																				

As part of the selected integration strategy and to ensure the ongoing sustainability of the technology solutions, it is highly recommended to leverage a data integration solution. Data integration can be a centralized service that can connect multiple technology systems, manage the connections to each of the systems, orchestrate the data flow amongst systems, and enable robust data analytics capabilities or could also be connected through federation into existing case management systems.

The key assumptions used to develop the detail for the Data Integration Capabilities project included:

- Solution implementation will be contracted to one systems integrator (SI) who understands SLG and Federal guidelines and policies. This SI will come up with all the technologies and solutions needed (with license cost if any), including Cloud Subscription.
 - Updated information: This may not be relevant any longer. However, the Program is not finite in the decision of utilizing an Systems Integrator or not utilizing one.
- Firewall, IAM, tooling & monitoring, fault tolerance, logging, compliances (FedRAMP, GDPR, NIST 800.53, encryption)
- Data solution: Data integration solutions, Enterprise Service Layer (ESL), ingestion, conversion, synchronization, privacy, access control
- Networking: connectivity with on-prem, with different components/system, performance
- Solution will be hosted on one of the major public cloud providers (e.g., AWS, Azure, Google, Redhat)
- All needed components for the solution will be either procured from one product vendor or, a mix of product vendors that the SI has integration experience with.
- The solution will be built and deployed in phases but all the requirements for the end solution will be captured at once
- Modifications needed to the existing systems will be delivered by the team who owns those system as of today.
- Inflight projects will be captured during the requirement phase to revalidate the sequencing and time-window each phase.
- Timely availability of experienced personal is key to the timely completion.
- All documentation is up-to-date, and accessibility of documentation is a must.

Service Integration Platform

Introduction

A service integration platform integrates applications, systems, and components and establishes a real time synchronization between them. The service integration platform has the capability of integrating multiple end points and offers high availability, disaster recovery, security, and SLAs. This layer will serve as a strong foundation for future development and further integration, making the solution future proof.

Cloud Subscriptions

Before implementing a service integration platform, a decision must be made regarding how the technology solutions will be hosted. Considering Florida’s cloud-first law, the roadmap assumes the hosting platform will be either a public or private cloud. The first key step is to leverage a cloud subscription to gain access to cloud services, associated platforms, and storage. It will also be critical that all security and compliance practices are established and well-defined when selecting cloud service providers. The roadmap assumes that a cloud native solution will be leveraged and implemented for components such as firewalls, identity and access management (IAM), and monitoring.

API Management

A critical element to enable system integration and effective data sharing is the utilization of Application Programming Interfaces (APIs). APIs provide the ability for systems to connect and communicate. Effective API management enables API integrations to be created, modified, and disabled in a scalable and secure manner. The procured service integration platform solution should provide key components to enable API management.

Enterprise Service Bus

As not every application can expose (or support) direct API integrations that will enable them to interact with other systems, an enterprise service bus (ESB) facilitates this communication by acting as a mediator to accept and transform data from one system into a format compatible to another system. This functionality can be critical when integrating with legacy systems or other unique or custom-built applications that do not use standard APIs.

Master Data Management (MDM)

Master Data Management (MDM) provides a structure to identify and link common data elements across multiple systems. This will allow the service integration platform to more efficiently utilize the data from the existing systems and operate more effectively. This should also enable the existing systems to continue operating with minimal modification.

Enterprise Content Management

Along with raw data, other files and documents must be stored and made accessible to users, as appropriate. Enterprise Content Management defines the model for how unstructured data (e.g., Word documents, PDFs, etc.) are securely stored, organized, and accessed.

Roadmap Phasing & Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish New	Service Integration Platform																				
	Cloud subscriptions																				
	API Management																				
	Enterprise Service Bus																				
	Master Data Management / Common Client Identifier																				
	Enterprise Content Management																				

KEY STEPS	DEPENDENCIES
<p>1. Cloud Subscription</p> <p>Procure a cloud subscription to host the implementation of but not limited to enterprise service layer, data hub, analytics and reporting, IAM, Firewall, portals.</p> <p>All the new development or software procurement as a part of this implementation will be hosted on this cloud subscription. The cloud subscription may be FedRAMP authorized and be complaint with SLG</p>	<p>Architecture team establishment</p> <p>Technology selection shortlisted</p>

KEY STEPS	DEPENDENCIES
The software procurement and the cloud subscription must be compatible with each other	
2. API Management Create a list of interfaces ESL will interact with Technology of the interfaces	Cloud subscription finalized
3. Enterprise Service Bus Develop transport protocol conversion Develop message transformation and processing procedures Develop added security to protect unauthorized access and routing abilities to redirect a request Establish ESB	Cloud subscription finalized Technology software procurement
4. Master Data Management / Common Client Identifier Determine the stakeholders of MDM Identify master data and evaluate data sources Analyze data lifecycle Develop architecture and data model Implement MDM Choose toolset to monitor and operate MDM	Cloud subscription finalized Technology software procurement
3. Enterprise Content Management Capture the type of contents Capture the policy around the content management Implement ECM	Cloud subscription finalized Technology software procurement

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drives the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project. Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business & Process Impact

Establishing and utilizing a service integration platform should reduce the complexity of typical point-to-point integrations and consistently deliver enhanced levels of performance and connectivity. It will also significantly reduce the occurrence of duplicative data entry for staff users and enable a more effective case management and referral process. Other key impacts of the service integration platform include:

- Provides a better customer experience for Floridians by providing a single point of access and a centralized view of workforce, education, and public benefit services
- Strengthens measures to ensure privacy and security of confidential data
- Establishes scalable and sustainable technology solutions and streamlines future enhancements

Anticipated Technology Impact

Implementing a service integration platform limits the need for the point-to-point integration between the Workforce Partner systems and connects those systems while still preserving their independence.

Benefits

The proposed technology solution is expected to have a high demand in terms of access and data sharing. A service integration platform should enable better system performance and provide a better citizen experience. A few of the key benefits include:

A service integration platform supports modern and legacy technology, structured and unstructured data, and real-time availability. This solution will make systems independent of each other while the data is being shared.

Future integration with new systems or changes to existing systems should be easier, providing faster time to market and lower cost of integration and support. Additionally, this solution is technology-agnostic, which will allow for future integration with best of breed solutions and the simplified introduction or adoption of new data types.

Project Dependencies

The success of the service integration platform will be dependent on the establishment and utilization of appropriate governance structures and processes. Additionally, the availability of applicable agency subject matter experts will play a major role in determining the level of success of the platform.

Potential Challenges

The process of integrating multiple systems is inherently complex and significant effort will be required to modify existing systems to communicate with the ESL. Additionally, since each system is different, the level of effort could be substantially increased for those systems that currently have fewer integration capabilities. Once the integration is in progress or complete, effectively monitoring the new technology solutions to ensure consistently high performance and effective security could be difficult due to the complexity presented by multiple interconnected systems.

Another challenge for this project will be the ability to maintain individual project schedules in order to adhere to the overall initiative timeline and budget. Ensuring that there are key personnel and documentation available will also be critical to the project's success.

Data Integration Capabilities Implementation

Introduction

Data hub enables data sharing by connecting 'producers of data' with 'consumers of data'; in some cases, both can be the same system. Endpoints interact with the data hub by sending and receiving data, and the hub serves as a mediation and management point. This creates a layer that is cohesively integrated with the service integration platform, providing a central and single repository of a unified data set. This architecture delivers effective mediation of data from a variety of independent systems, governance and efficient data sharing across systems, and enables business intelligence and analytics capabilities to decode data into meaningful insights. To streamline this integration with the service integration platform, it is recommended that the data hub and the service integration platform be hosted on the same cloud solution as opposed to a multi-cloud solution.

Canonical Data Model

A canonical data model is a type of data model that presents data entities and relationships in the simplest possible form in order to integrate processes across various systems and databases. This type of data model should be utilized to unify the various data models used across the existing systems.

Data Ingestion/Conversion

There are several components of data hub that work in harmony to enable the data integration, beginning with data ingestion from different sources with many different schemas and transforming or converting them into one data model.

Data Sharing and Access

To safeguard confidential data and ensure it is shared only with the appropriate parties, data sharing and access policies must be in place to secure the data and control access. These policies should align with the overall data governance model and adhere to state and federal requirements for confidentiality and privacy.

Roadmap Phasing & Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Individual project & steps																				
Data Integration Solution Implementation																				
Canonical data model																				
Common data development																				
Data ingestion / conversion																				
Data sharing and access																				

KEY STEPS	DEPENDENCIES
1. Canonical data model Identify all the different data models Create a canonical data model	Enterprise service layer is established or is at least halfway done
2. Common data stores development (check with Vince) Determine different data type Extracting and loading data into data stores	Data integration solution software procurement
3. Data ingestion / conversion Identify all the sources of data that needs to be merged and duplicated Develop a conversion script to migrate them and integrate duplicates Load the migrated data into the centralized data hub Validate the data	Data integration solution software procurement
4. Data sharing and access Determine all the types of data Identify the data with confidentiality and privacy Document data policy and governance Develop data masking procedures	Data integration solution software procurement Data Migrated

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project.

Anticipated Business & Process Impact

Implementation of the data hub will be one of the key steps in achieving the “no wrong door” vision for Florida’s workforce system. By integrating the data of the Workforce Partner systems, multiple benefits will be realized, including:

- Improved data quality through a centralized and standardized data model.
- Heightened data security through measures such as access controls and standards, as well as data masking.

Anticipated Technology Impact

The integration of a data solution will have impacts across existing technology and many of the associated business processes. To fully achieve bidirectional integration with the data, it will be necessary to modify each of the existing systems. Additionally, regular maintenance (e.g., daily health check, periodic data indexing) should be established to ensure that the data integration solution is healthy and performing as designed. The data integration solution capabilities should also perform to established uptime SLAs; therefore, high availability and disaster recovery strategies should be developed and implemented.

A key role of the data hub is to ingest and merge data from various sources. A few key components to consider to ensure validity of the data are listed below.

As it will likely require multiple iterations to ensure the data integration solution is successfully and accurately migrating and converting the data, extensive testing will be required to ensure the data model has been designed and implemented correctly. This testing should be performed by the appropriate subject matter experts from the Workforce Partners.

Understanding updates will constantly occur as data is accessed and modified in the future, the Workforce Partners should consider incorporating tools and processes to ensure consistent data reconciliation, safeguard data integrity, and manage version control.

Benefits

This solution will enable future integration with newer technology to help with future requirements. Utilizing a cloud-based hosting approach also presents multiple benefits, including the versatility to make on-demand changes to the solution and contributing to a high degree of scalability to expand and evolve as needed. Additionally, the development of a canonical data model will enable data from the disparate Workforce Partner systems to be combined, analyzed, and used in more efficient and effective ways.

Project Dependencies

The success of this program will be dependent on the establishment and utilization of appropriate governance structures and processes, including:

- Program/project governance to manage project resources and schedules
- Technical architecture governance to manage the various applicable technologies across the Workforce Partners
- Data governance to ensure process and procedures are in place to manage data quality, integrity, storage, and security.

Potential Challenges

Integrating data from disparate systems can present a variety of challenges. Those described below are some of the potential challenges which should be anticipated in this effort.

- Each of the existing systems stores data differently, including the usage of different unique identifiers. Successful data migration will require the establishment of a unique identifier that can unify the cross-departmental data.
- There is a high possibility that duplicate records exist for a client(s). Integrating such data may turn out to be a complex solution from an implementation perspective.
- Data is dynamic, meaning it is continuously changing. Having a moving target creates complexity and could present challenges to the implementation of this solution.
- Data should be scanned during migration to identify potentially outdated data. Processes for the migration of non-active (backup/archived) data should be developed in advance.

Analytics & Reporting Data

Introduction

Advanced analytics capabilities are among the core benefits of integrated data from multiple systems. It is recommended that a cloud-based data analytics platform be procured and utilized to fully realize the benefits of

unified data.

The ability to convert data into meaningful insights should help to inform business decisions and guide or provide actionable information to users. From a reporting perspective, the data integration solution can provide the foundation to create dashboards to visualize data appropriate for a range of audiences from front-end users to executive management. Standard reports can be established for regular access to specific information, or dashboards can be customized and configured by individuals to best serve their needs.

Roadmap Phasing & Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Analytics & reporting data																				
Analytics & reporting requirements																				
Analytics & reporting Data store design																				
Development & data ingestion																				
Continual development																				

KEY STEPS	DEPENDENCIES
1. Analytics and reporting requirements Identify key stakeholder groups and understand the analytical requirement Document the requirements	PMO establishment
2. Analytics and reporting data store design Categorize the type of analytics required and frequency Design the portal to publish the data as a dashboard Document the type of alerts and notification	Data integration solution and ESL implemented
3. Development and data ingestion Develop data mart or a data fiber or API layer for each category of analytics	Analytical design completion
4. Continual development Create a customization layer for consumers	Analytical design completion

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project. Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business & Process Impact

Due to the advanced reporting and analytics capabilities produced from this integration, existing reporting structures and processes could change.

Anticipated Technology Impact

Each agency has existing data analytics software/tools currently in use. Once the data integration solution has been established, each agency will have to configure their tools to connect to the new data solution for data analysis and reporting purposes.

Another technical consideration for data analytics is the opportunity to introduce machine learning aspects into

the data hub solution. Over time, a machine learning module could identify patterns of events and responses to automate tasks, improve incident response time, and increase efficiency.

Benefits

Employing well-planned data analytics and reporting strategies using a data hub can provide a myriad of benefits, including:

- Reports, dashboards, and other data analytics tools will leverage a wider range of data sources.
- Departmental staff will be able to access citizen information from multiple programs and agencies.
- Unified data will contribute to better trend analysis for all agencies, potentially leading to predictive and prescriptive analytics to inform business decisions and help to improve program services for citizens.
- Machine learning affords the opportunity to create more automation, making business processes more efficient and effective.

Project Dependencies

The data integration solution capabilities and ESL must be established prior to the introduction of new data analytics capabilities, and clear business requirements that articulate the data analytics needs will be critical for business success. Once implemented, adequate testing and data validation is important to ensure the quality of the data analytics.

Potential Challenges

Duplication of records and poor data quality can create ineffective and potentially misleading analytics while a staggered implementation will require repeated testing and data validation efforts each time a system or data set is introduced into the data hub. Additionally, the integration of existing data analytics tools may present a challenge due to the complexity involved.

State Partner Integration

Data Sharing Integration

Once the data is migrated and the ESL is established, the next step is to integrate Workforce Partner systems and enable real-time data synchronization. Before this can be achieved, the various systems must be analyzed and modified, as necessary, to ensure compatibility with the data hub and enable the exchange of data. The Enterprise Architecture group will coordinate with the agencies to ensure the established target architecture aligns with current or upcoming modernization efforts of existing systems and enables compatibility with the data integration solution

Single Sign on Integration

While the modernization efforts for current systems are underway and the data integration solution capabilities architecture is being established, an identity and access management (IAM) solution to enable single sign on should be architected and implemented. Any existing IAM solutions and processes in place within each individual agency may need to be integrated with the new IAM solution.

Single Sign-On – Shared Account

Introduction

Initially, the common public portal will connect the existing workforce-development portals into a federated solution. Floridians will be able to initiate their online transactions from the common public portal. However, much of the online functionality will continue to be handled within the existing program portals.

Without a single sign-on, when the common public portal hands the user off to existing portals, the user would need to log in to each additional portal that they need to use. Clearly, this would be cumbersome for the user. The problem is compounded if different user IDs must be remembered, or passwords changed or reset.

Also, as each system must be independently maintained, this approach generates redundant costs for the

workforce development partnership.

An identity and access management (IAM) solution will enable a single sign-on service. This would allow the user to use one set of credentials to log into and access multiple systems. In addition to the convenience and cost savings that are enabled, this approach also goes a long way toward improving the user experience, as—from the user’s perspective—the federated system will feel more like a fully integrated common portal.

Anticipated Business and Process Impact

- With a new login and security system in place, all users (internal or external) may end up with a new user ID. It will be important to communicate these changes and explain how the new system is to be used.
- As with any new system, early on, there is a likelihood of instability. During this phase, it will be important to provide the customer support needed to guide users through the change and to report on any faults or issues that may surface. Likewise, resources should be provisioned to timely address and resolve any early issues that emerge.
- Initially high traffic should also be planned for: Given the large number of users who will access the system to update their credentials and explore the new functionality, latency issues could arise. A good design and scalable cloud services could mitigate these concerns, but they should be kept in mind.
- As it is very possible that, initially, a few users may lose some or all of their current level of access, it is recommended that, until the new system is stable, users should have parallel access to both the new system as well as their existing portals.
- Before the new system is fully operational, testers should use the system to uncover any issues that should be resolved before launch. This will help to ensure fewer challenges when the system is generally released.
- User training sessions or manuals could help to smooth out the transition to the new system.

Anticipated Technology Impact

- With a single sign-on, it is best practice to employ multifactor authentication (MFA). This approach calls for more than one level of user authentication. For example, when a user enters their username and password to log into the system, the system generates a one-time password (OTP) and e-mails or texts it to the user, based on the user’s stated preference. Other approaches are also feasible.
- Implementation of a single sign-on must also be coupled with appropriate security controls. For example, a bastion server should be set up as a “jump server” to allow external access to a private network.
- This implementation should include an appropriate toolset. For example, tools should be employed to bridge all the servers on the cloud, perform vulnerability scans, enable Host Based Intrusion Detection (HIDS), Host Based Intrusion Prevention (HIPS), certificate issuance, an—above all—a logging solution to trace all activity.
- Authorization is also an important feature of single sign-on. As access to information and functionality within the federated system must be limited to the right user for the right purpose, role and user-base access controls are required. The system must also control and distribute the privileges users have once granted access to information. These include some combination of the rights to view, alter, or delete information.
- A 24x7 command center should be established to immediately address any security vulnerabilities.

Shared Intake Integration

Once all systems are modernized, integrated with the data hub, and the data is synchronized, a Shared Intake Integration can be implemented. This will enable one central intake process for the Workforce Partners.

Roadmap Phasing & Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Establish New Data Integrations	State Partner Integration																				
	Commerce Modernization (ReConnect)																				
	Commerce Modernization (EmployeeFL)																				
	DCF Modernization (ACCESS In-scope only)																				
	DCF Modernization (HopeFL)																				
	DOE Modernization (AWARE/DBS)																				
	DOE Modernization (AWARE/VR)																				
	DOE Modernization (Early Learning)																				
	DOE Division of Career and Adult Education (FCS & Institutions)																				
	DOE Adult General Education Integration																				
	DOE Apprenticeship Integration																				
	DOE Modernization (EMOP) Integration																				
	CSF (LWDB) Integration																				
	Data Sharing Integration																				
	Single Sign on Integration																				
	Shared Intake Integration																				
	Service Integration Platform																				
	Cloud subscriptions																				
	API Management																				
	Enterprise Service Bus																				
Master Data Management / Common Client Identifier																					
Enterprise Content Management																					

KEY STEPS	DEPENDENCIES
<p>1. Include Current System Modernization Efforts</p> <p>Document the details of modernization that are in-progress Create a mapping of requirements that are needed for the integration with data hub via ESL Create a roadmap of joint modernization</p>	<p>PMO establishment Information Technology Shared Services Core Team</p>
<p>5. Data Sharing Integration</p> <p>Establish connectivity with data hub Enabler synchronization between the system Test the connectivity and data quality Reconcile the data in different systems Implement monitoring tools to check the connectivity and performance at all times</p>	<p>Modernization completion of each of the organization</p>
<p>6. Single Sign on Integration</p> <p>Establish a central IAM solution Migrate the credentials in the data solution</p>	<p>Data integration capabilities and service integration platform implemented Modernization efforts are complete</p>

KEY STEPS	DEPENDENCIES
	Data sharing integration
<p>7. Shared Intake Integration</p> <ul style="list-style-type: none"> Document all the details required by all organization for their intake needs Create a comprehensive list of intake form Design a portal to receive all the information from clients 	Single sign on established

The above key steps have not been met due to the shift in focus on the Customer Portal project. The strategy employed is to let the customer and case worker drive the user experience, which in turn drive the needs for the portal, which in turn helps define the data and infrastructure needs. These needs may result in sub projects (to the customer portal) or individual projects. While the key steps have not been taken and even with the above-described shift, some progress has been made through efforts by the IT Shared Services Workgroup and discovery activities that are part of the Business Process Reengineering Project. Updated information will be available in the FY 24-25 Schedule IV-B updated.

Anticipated Business & Process Impact

Existing governance structures and standard operating models should be re-evaluated and aligned with a common methodology that serves the purposes of the Workforce Partners. Additionally, significant changes may be required for Workforce Partner systems to enable shared intake capabilities.

Anticipated Technology Impact

This integration will have several technological impacts, including the following:

- The Workforce Partners should consider a tool that can monitor the connectivity and performance of the system.
- Existing IAM solutions and processes may be significantly impacted with the introduction of a central IAM component.
- Modernization efforts may need to consider the integration needs and requirements of the data hub.
- Data sharing capabilities of existing systems may need to be modified to enable bidirectional data exchange with the data integration solution.
- Front-end processes of existing systems may need to be modified to enable single sign on capabilities.
- Significant changes may be required for Workforce Partner systems to enable shared intake capabilities.

Benefits

Integrating the Workforce Partner data will help to achieve the goals set forth by the REACH Act by enabling data from the disparate Workforce Partner systems to be combined, analyzed, and utilized in more efficient and effective ways. It should also provide citizens with a more streamlined experience when seeking available workforce, education, and public benefits services. In addition, an integrated system will significantly reduce duplication of work and support streamlined case management and referral services.

Project Dependencies

The viability of this project relies on the completion and implementation of several other projects, including:

- Data solution capabilities implementation
- Data migration and duplication
- Data quality and integrity validation
- ESL implementation

Additionally, the planned and continuing modernization efforts of existing systems will need to be reviewed and

possibly modified to ensure compatibility with the data hub. As with many of the projects, resource availability is also a key dependency.

Potential Challenges

Challenges for this project include:

- All modernization efforts planned or underway should be completed.
- Existing data models vary across the existing systems. A standardized data model must be established to unify the data.
- Any undocumented changes to existing systems (code changes/patches) could present challenges.
- Cybersecurity policies and standards could vary across Workforce Partners, which could present a challenge to selecting a common IAM solution.
- Resource availability.

Local Education Agency Integration

Introduction

The local education agency (LEA) integration project category will focus on the ability to integrate a variety of existing systems (COTS, legacy, up-to-date, and homegrown) being used by Florida College System institutions and school districts across the state. There are 28 state colleges and 67 school districts in the state of Florida offering workforce education services. Each LEA is responsible for procuring or building its student information system. To understand the local landscape and build a compatible solution, we will survey LEAs to learn more about their systems.

Using the information from the technical survey, the FL-WINS solution will be designed to offer several tiers of integration to LEAs. All LEAs will be included in the service catalog that will provide program information to users – this will constitute the lowest level of integration. LEAs interested in deeper integration and interoperability between FL-WINS and their student information or learning management systems will have the opportunity to connect to the solution at higher integration tiers.

Roadmap Phasing & Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
College Integration Future Solutions																				
College system integration alternatives																				
College system integration funding alternatives																				
Technical integration design & planning																				
College system integration																				

KEY STEPS	DEPENDENCIES
1. College and school district system integration alternatives Inventory of existing systems	Data Integration Design Communication Plan
2. College and district system integration funding alternatives Review state funding allocations opportunities Review federal funding allocations opportunities	Department of Education and Legislature
3. Technical integration design and planning Data-sharing requirements and design Planning of integration scope for existing systems with options for tiered levels of integration	Data Integration Design

6. Common Customer Portal

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Common Customer Portal	User Experience Design																				
	User Experience requirements																				
	High level design & planning																				
	Single Sign on - Shared Account																				
	Detailed design & planning																				
	Development - security, data sharing, ECM, existing portal linkages																				
	Account matching - existing accounts																				
	Account linking - conversion																				
	Shared Intake / Application																				
	Shared application & common data design																				
	Referral rules																				
	Customer intake application development																				
	Fully Integrated Common Portal																				
	Detailed design & planning																				
	Development																				

The key assumptions used to develop the detail for the Common Customer Portal project included:

- Common portal functionality will be developed and released in phases in order to shorten time to deliver enhanced client experience, providing a “home base” for the other portals that are maintained by the Workforce Partners.
- Initial phase will only collect core demographic data associated with an account leveraging MDM & Common Client Index
- Common application added later will facilitate more harmonized data collection and sharing
- It is unlikely that the common portal will ever fully replace existing portals, with options for maximal integration deferred
- Floridians will have the ability to navigate to native web content from the new, common portal. Floridians will also be able to navigate directly to a partner’s portal.

- The portal must be ADA compliant.
- All information that is collected on the common portal will be made available to existing systems on a publish-subscribe basis to facilitate auto-population and data processing.
- Some online services will be generally available to the public while other features will only be accessible to users who have created user accounts. Portal users will be able to access these services without first having to create an account or provide personally identifying information.
- Active referrals via the portal will be available from later phases with application intake, a screening tool that could identify the possibility of programs that might be pursued, or prompts.
- The portal will be accessible from mobile devices.
- All members of the Workforce Partnership will need to contribute to the design and development of the new, common portal.
- Staff across the partnership will need to be trained in the use of the new, common portal.
- A significant public-outreach campaign will be needed to educate the public about the portal.

A common customer portal is a web-based channel into an organization's information-technology system. The public can use it anonymously to get program information or self-screen for eligibility. People can also create a password-protected account to do more personal things. For example, a program applicant could create an account to apply for benefits. Clients could sign into their accounts to get information about their case, request referrals, report changes, renew eligibility, and other useful things.

Anticipated Business and Process Impact

A well-designed common public portal could have a significant, positive impact on the workforce-development partners' businesses and processes:

- A common portal that offers comprehensive information about available workforce-development programs and services can promote accessibility and opportunity, as Floridians can learn about and choose the programs, benefits, and services that they feel are right for them.
- Self-service features, tools that limit repetitive data entry, the ability to upload documents, and other services that can be extended on a common public portal could significantly enhance customer experience and foster independence.

Anticipated Technology Impact

Development resources will need to be devoted to the implementation of the common public portal. In addition to the development that will be needed to create an integratable solution, individual programs will need to devote the resources needed to build out the connections required to connect existing portals to the system. There will also likely be other development needed to modify or configure existing systems to support new functionality that originates on the common public portal but executed by existing systems.

User Experience Design

Introduction

The creation of the public-facing components of a website or software (product) generally involves two interrelated disciplines: User experience (UX) design focuses on the overall experience the user has when they interact with the product. It determines such things as content organization and feature sets. The result of the effort determines the user's overall journey: Was the experience useful? Was the product easy to use? Was the interaction pleasing?


In the sample personas and journey maps below (updated to provide draft Business Process Reengineering Project personas that are in development), there are a few concepts it is important to understand:

- **Personas** offer a holistic view of key stakeholder groups, including empathetic insight into the state-of-mind for the types of users that currently occupy this persona.

- **Attributes** highlight both key characteristics of interacting with the current and future systems and processes, and their current experience with each attribute (1-low, 5, high).
- **Modes** take into consideration our persona’s expectations, motivations, and thoughts. While there are only a few mentioned users will be in multiple modes throughout their journey.
- **Behavioral design tactics** provide guidance on design patterns and content to create a successful experience for users.
- **Journey Maps** focus on the experience we expect the persona to have as they interact with different phases of the proposed solution.


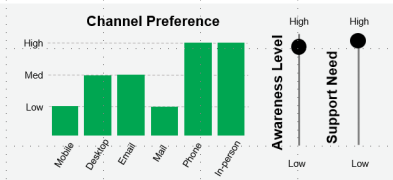
The following are a few representative samples of the kinds of personas and journey maps that would support UX design(it is important to note that these personas and journeys are still in the validation state with the Workforce Partners and fully approved personas will not be available until fall 2023):

As part of the Business Process Reengineering Project, most of Key Steps above will soon be completed and fully represent the stakeholder and customer feedback from the in-scope programs and systems. The output of these efforts will be inputs to remaining work that will be utilized by a solution vendor to be undertaken and completed through the Common Portal (and CX/UX) project and accompanying procurement. Anticipated procurement and requirements are expected for late summer/fall of 2023, with the expectation of a vendor to begin work on future state building in the spring of 2024.



Cindy the Visually Impaired

Individual with overt disability looking for employment assistance

<h3 style="margin: 0;">ABOUT</h3> <p>Cindy has a progressive bilateral visual impairment that makes her vision worse over time. It is becoming more challenging to go about daily life without assistance. She is passionate about art and building design and hopes to one day become an architect. She lacks the requisite qualifications and most potential employers lack the knowledge needed to employ blind individuals. Cindy also struggles to go about daily life in her Tampa Bay, FL neighborhood, where she lives in a sixth story apartment alone.</p>	<h3 style="margin: 0;">FRUSTRATIONS</h3> <ul style="list-style-type: none"> • Inability to navigate services independently • Inability to take care of daily essential tasks 	 <div style="background-color: #27ae60; color: white; padding: 10px; margin: 10px 0;"> <p style="text-align: center; font-size: 0.9em;">“I need to be able to live independently. I’m nervous about my financial situation and I need help.”</p> </div>												
<h3 style="margin: 0;">NEEDS</h3> <ul style="list-style-type: none"> • Professional training • Career counseling, job search • Transportation services • Support applying for programs and services • Employer training on how to employ blind individuals 	<h3 style="margin: 0;">GOALS</h3> <ul style="list-style-type: none"> • Achieve total independence at home and at work • Become fully employed • Turn her passion into a fulltime profession 													
<div style="text-align: center;"> <h4 style="margin: 0;">Channel Preference</h4>  </div>	<h3 style="margin: 0;">MOMENTS THAT MATTER</h3> <ul style="list-style-type: none"> • Neighbor helping her get a referral to DBS • Meeting with her counselor for the first time • Gathering her medical documentation • Meeting with her counselor to go over her plan • Participating in the plan • Looking for a job • Becoming employed! 	<h3 style="margin: 0;">POTENTIAL PROGRAMS & SERVICES</h3> <table style="width: 100%; text-align: center; font-size: 0.8em;"> <tr> <td style="background-color: #2980b9; color: white; padding: 5px;">DBS Rahab Center for the Blind and Visually Impaired</td> <td style="background-color: #2980b9; color: white; padding: 5px;">Division of Blind Services</td> </tr> <tr> <td style="background-color: #2980b9; color: white; padding: 5px;">VR/DBS Deaf, Hard of Hearing & Deafblind Services</td> <td style="background-color: #2980b9; color: white; padding: 5px;">Division of Vocational Rehabilitation</td> </tr> <tr> <td style="background-color: #2980b9; color: white; padding: 5px;">DBS Business Enterprise Program</td> <td style="background-color: #2980b9; color: white; padding: 5px;">DBS Braille & Talking Book Library</td> </tr> <tr> <td></td> <td style="background-color: #2980b9; color: white; padding: 5px;">VR/DBS Employer Training Services</td> </tr> </table> <div style="margin-top: 10px;"> <p>Key</p> <table style="display: inline-table; border: none;"> <tr> <td style="background-color: #555; color: white; padding: 2px 5px;">DCF</td> <td style="background-color: #0070c0; color: white; padding: 2px 5px;">Florida Commerce</td> <td style="background-color: #0070c0; color: white; padding: 2px 5px;">DOE</td> <td style="background-color: #8e44ad; color: white; padding: 2px 5px;">Career Source</td> </tr> </table> </div>	DBS Rahab Center for the Blind and Visually Impaired	Division of Blind Services	VR/DBS Deaf, Hard of Hearing & Deafblind Services	Division of Vocational Rehabilitation	DBS Business Enterprise Program	DBS Braille & Talking Book Library		VR/DBS Employer Training Services	DCF	Florida Commerce	DOE	Career Source
DBS Rahab Center for the Blind and Visually Impaired	Division of Blind Services													
VR/DBS Deaf, Hard of Hearing & Deafblind Services	Division of Vocational Rehabilitation													
DBS Business Enterprise Program	DBS Braille & Talking Book Library													
	VR/DBS Employer Training Services													
DCF	Florida Commerce	DOE	Career Source											
<h3 style="margin: 0; color: #e74c3c;">ART OF THE POSSIBLE CONSIDERATIONS</h3> <ul style="list-style-type: none"> • DBS seeks to encourage customers to pursue careers in any field. Too often, visually impaired individuals get boxed into fields that only relate to their disability and not their aspirations. • Many DBS customers will have visual impairments that progressively get worse over time. Customers will need additional support with adjusting to a new lifestyle. 														



Deborah the DOE DBS/VR Caseworker

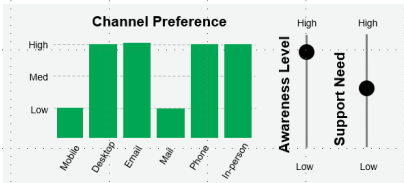
Dedicated public servant looking to be more efficient in serving her customers

ABOUT

Deborah is a life long civil servant with over 20 years of experience assisting disabled Floridians in obtaining the services and support they need to thrive. She is based in the Daytona Beach, FL Vocational Rehabilitation office and is frustrated with the length of time it takes to serve a customer. Staff shortages in her office have made it difficult to adequately serve all customers and has placed additional stress on her and her co-workers.

NEEDS

- Efficient scheduling process
- Expedited customer document submission
- Customer communication tracking process
- Reduction in customer back and forth communication for required information



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays

GOALS

- Reduce time it takes to serve customer to case completion
- Successfully close the majority of cases
- Help disabled Floridians

MOMENTS THAT MATTER

- Initial customer intake interview
- Monthly check-in meetings
- Requesting services from vendor for customer
- Obtaining a job for the customer
- Case closure



"I love working with my customers and am satisfied with my career in public service but wish we could be more efficient."

PROGRAMS & SERVICES

- DBS Rahab Center for the Blind and Visually Impaired
- DBS Braille & Talking Book Library
- VR/DBS Deaf, Hard of Hearing & Deafblind Services
- TTW SSA Program
- VR/DBS Student and Youth Services
- Division of Blind Services
- DBS Business Enterprise Program
- VR/DBS Employer Training Services

Key: DCF, Florida Commerce, DOE, Career Source



Maryanne the Mother

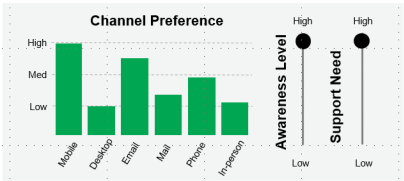
Single Mother Seeking Living Assistance and Training

ABOUT

Maryanne is a single mother of two children under the age of 10 living in an apartment building in a struggling neighborhood of Miami, FL. She had her first daughter as a senior in high school but was still able to earn her GED. She is struggling to meet her expenses and is reliant on SNAP benefits to feed her family and Temporary Cash Assistance to help pay rent. Maryanne is currently a substitute teacher, which does not require any certifications but dreams of acquiring the skills necessary to become a Registered Nurse. She has no child support, works 30 hours a week, has a work exemption and makes less than 40k a year. She is a loving mother who is involved with her community's urban farm. She is looking to build a better future for herself and her daughters.

NEEDS

- Registered Nurse
- Additional career training and counseling after her certification
- Childcare Support
- Transportation Support
- Job search support



FRUSTRATIONS

- Maryanne is frustrated by her slow progress on finding and completing post-secondary education for Nursing, as she is not able to focus on it due to needing to take care of her children.
- She is having difficulty balancing her family needs and career aspirations
- She is under tremendous financial stress and cannot take time off to apply for more benefits

GOALS

- Become a Registered Nurse
- Reduce/eliminate her reliance on SNAP benefits
- Become fully employed to provide for her daughters

MOMENTS THAT MATTER

- Finding the DCF ACCESS application
- Going to the DCF office to provide more information
- Receiving SNAP/TANF benefits
- DCF case worker referring her to HOPE FL
- Hope Navigator providing a warm handoff to CSF
- CSF providing guidance on how to pursue a nursing degree
- Hope Navigator providing support throughout nursing school
- Earning her nursing degree
- Becoming employed!

ART OF THE POSSIBLE CONSIDERATIONS

- Child support – payments count as income



"I need to be able to provide a better life for my daughters, and I've always dreamt of being a nurse. I need help to get there."

POTENTIAL PROGRAMS & SERVICES

- SNAP E&T
- Other WIOA Programs
- Adult Worker Program
- Re-Employment
- Welfare Transition (TANF) – Workforce Requirements
- Wagner-Peyser
- TANF
- Work Opportunity Tax Credit Program (EMPLOYER)
- SNAP
- Career Source
- HOPE FL
- DCAE Career & Tech Ed Services

Key: DCF, Florida Commerce, DOE, Career Source



Jeremy the LWDB Caseworker

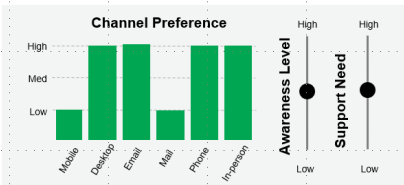
Dedicated public servant looking to be more efficient in serving their customers

ABOUT

Jeremy is a recent college graduate who has always wanted to work in civil service. He has been with the LWDB for over a year helping serve different customers looking for a variety of workforce services. He is based in a local career center. He is often frustrated with the multiple systems, agencies, programs, and services that he must navigate to get his customers the services they need.

NEEDS

- More training on available programs and services
- Customer being informed of the info they need prior to submitting a half-complete application
- Increased collaboration across other local partners



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays

GOALS

- Reduce time it takes to serve each customer
- Attract the next generation of public servants
- Reduce the back and forth with customer to find all required information

MOMENTS THAT MATTER

- Initial customer intake interview
- Determining benefit eligibility for a customer
- Referral to partner vendors
- Receipt of vendor updates on customer progress
- Case closure



"I like serving others, but I feel I can't help every Customer because it takes so long to get the information I need. There are so many people who need help, and so many delays in the process."

PROGRAMS & SERVICES

Apprenticeship	State Rapid Response Program
Welfare Transition Workforce Requirements	SNAP E&T
Work Opportunity Tax Credit Program (EMPLOYER)	Adult Worker Program
Disaster Recovery and Dislocated Worker Grants	Title 1 Dislocated Worker Program
Military Family Employment Advocacy Program	Title 1 Youth Program
Federal Bonding Program	Trade Adjustment Assistance Program
Veterans Employment Program	Senior Employment Program
Wagner-Peyser	Migrant and Seasonal Farmworker Services
Other WIOA Programs	Re-Employment

Key DCF Florida Commerce DOE Career Source



Anthony the FloridaCommerce RECONNECT Staff

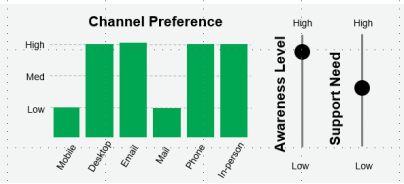
Passionate public servant dedicated to helping others reach self-sufficiency

ABOUT

Anthony is 40-year-old man who was looking to make a career change into civil service. After seeing his brother struggle with the unemployment process, Anthony decided to work for DOC. He has been with Reemployment Assistance for over a year helping serve different customers. He is based in a local service center. Anthony is often frustrated with the time it takes customers to receive their benefits, the lack of communication between the agency and customer, and the wait times with adjudication.

NEEDS

- Faster determinations for customers relying on Reemployment Assistance
- Better communication between the customer and agency



FRUSTRATIONS

- Inability to give each customer timely service
- Frustrated with added stress of staffing shortages
- Frustrated with back-and-forth communication required to obtain all required info, resulting in further delays
- Lack of communication with adjudication and customer

GOALS

- Reduce time it takes to serve each customer
- Attract the next generation of public servants
- Reduce the back and forth with customer to find all required information

MOMENTS THAT MATTER

- Determining Customer's need
- Determining benefit eligibility for a customer
- Case closure



"I want to be able to help as many people as possible, but I feel the process is long and exhausting for myself and the customer."

PROGRAMS & SERVICES

Re-Employment

Key DCF Florida Commerce DOE Career Source

User interface (UI) design develops the mechanisms for implementing the UX design. It focuses on the product's "look and feel." What colors are used? What should the buttons look like? What happens when a button is clicked? Together, UX and UI design ensures that the product is both pleasing and easy to use.

The following roles should support the portal's interface design:

UX Designers

UX designers ascertain portal user needs and design a pleasing, easy-to-use portal. To do so, UX designers

identify various user groups and develop an understanding of their various needs. They also communicate product design through journey maps, wire frames, storyboards, and site maps.

UI Designers

UI designers design the user interface to manifest the portal’s user-experience design. UI designers collaborate with UX designers and system developers and design the portal’s appearance and functionality.

Roadmap Phasing and Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
User Experience Design																				
User Experience requirements																				
High level design & planning																				

KEY STEPS	DEPENDENCIES
<p>1. UX Design – Currently in process</p> <p>Identify user groups. Conduct interviews and other forms of discovery to ascertain user needs. Develop journey maps, wire frames, and other artifacts to support the further design and development of the portal. Provide consultation and guidance on the implementation of the UX design. Conduct focus groups and other tests to ensure that the portal’s user interface comports with the UX design.</p>	<p>In-scope programs and entities must be identified. Scope of portal functionality must be determined:</p> <p>Distribution of functions between common portal and existing portals</p> <p>New features to be hosted on the common portal (e.g., screening tool, common data intake, referral requests, customer-account access, other self-service features, etc.)</p>
<p>2. UI Design</p> <p>Collaborate with UX designers to support development of UI design. Create a style guide to be used in designing the user interface. Use UX artifacts to design individual screens. Design interactivity. Ensure that interface layout functions on supported platforms.</p>	<p>UX design should be developed and approved</p>

Anticipated Business and Process Impact

A well-designed common public portal could have a significant, positive impact on the Workforce Partners’ businesses and processes: A common portal that offers comprehensive information about available workforce-development programs and services can promote accessibility and opportunity, as Floridians can learn about and choose the programs, benefits, and services that they feel are right for them. Self-service features, tools that limit repetitive data entry, the ability to upload documents, and other services that can be extended on a common public portal could significantly enhance the customer experience and foster independence.

When Floridians use the common public portal to get answers to their questions, there is less pressure on agencies to provide this service.

A common public portal—even one that is well executed—can also have negative business impacts: Online services that are good for many may be challenging for others. Support need could counterbalance some of the portal’s efficiency benefits and frustrate or confuse certain segments of the population. Also, during the design phase, the project could divert staff resources from other program endeavors. Subject-matter experts will need to be deployed to contribute to the development of content and features that will be extended on the portal. Initially, changes to existing portals may also be needed: If existing portals will need to be rebranded or redesigned to

create a unified user experience, business staff may need to be tasked with this responsibility.

Anticipated Technology Impact

Subject matter experts from each agency will need to be devoted to the implementation of the common public portal. In addition to the development that will be needed to create an integrated solution, individual programs will need to devote the resources needed to build out the connections required to connect existing portals to the system. There will also likely be other development needed to modify or configure existing systems to support new functionality that originates on the common public portal but executed by existing systems.

Benefits of the Approach

Thoughtful and informed UX and UI design-planning contributes to the common portal's ultimate success. The resulting portal will have the features and functionality needed to help bind Florida's workforce-development partnership into a more cohesive and accessible source of services and supports. Floridians will be able to independently investigate the full range of programs that they might qualify for and to execute the other self-service opportunities that are extended to them on the common portal. This is likely to significantly enhance Floridians' experiences as they navigate through their workforce-development options, apply for programs, and independently conduct many of the other activities in support of their enrollments.

Project Dependencies

A successful user-experience design depends upon a clearly developed delineation of the features and functions that will be initially included on the common portal. Also, existing systems must be able to connect with and support the functionality that will be extended on the common portal. There must be a clear set of requirements for upgrading and changing existing portals.

Design of a quality user experience depends on the development of a sophisticated taxonomy of user groups. This must include adequate discovery of user communities' potential needs and abilities. A representative cohort of actual users must be assembled to give input as to proposed feature sets, provide design feedback, and test features and functions, as they are developed, and after they are assembled into a complete solution.

All in-scope agencies and programs must actively participate in the effort to ensure desired levels of interconnectivity and common branding and design.

Finally, implementation will require a robust outreach campaign to educate Floridians about upcoming changes and train them to successfully interact with the new system.

Potential Challenges

Given the very large number of stakeholders, it could be difficult to settle on the scope of the features that will be offered on the common customer portal. It may also be hard to achieve consensus among the partnership's internal and external stakeholder groups as to the portal design and functionality. Existing portal owners may not be willing or able to modify their systems to connect and interact with a new common portal.

It may be difficult to design a system that meets the needs of the diverse set of intended users. Also, as initially, much of the on-line functionality will continue to be hosted on individual portals, it may be difficult to achieve enough of a common look and feel to support the perception that users are interacting with a cohesive system.

Single Sign-On – Shared Account

Introduction

Initially, the common public portal will connect the existing workforce-development portals into a federated solution. Floridians will be able to initiate their online transactions from the common public portal.

Without a single sign-on, when the common public portal hands the user off to existing portals, the user would need to log in to each additional portal that they need to use. Clearly, this would be cumbersome for the user. The problem is compounded if different user IDs must be remembered, or passwords changed or reset.

Also, as each system must be independently maintained, this approach generates redundant costs for the workforce development partnership.

An identity and access management (IAM) solution will enable a single sign-on service. This would allow the

user to use one set of credentials to log into and access multiple systems. In addition to the convenience and cost savings that are enabled, this approach also goes a long way toward improving the user experience, as—from the user’s perspective—the federated system will feel more like a fully integrated common portal.

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Customer Portal	Single Sign on - Shared Account																				
	Detailed design & planning																				
	Development - security, data sharing, ECM, existing portal linkages																				
	Account matching - existing accounts																				
	Account linking - conversion																				

KEY STEPS	DEPENDENCIES
1. Detailed Design and Planning Identify an IAM solution to be implemented Document all requirements, policies, and compliances Design a IAM solution	Architecture team establishment Cloud subscription finalized Tools/solutions identified
2. Development Create a sprint of all tracks, security, data sharing, portals (all can also run in parallel) Configure/develop any UI customizations on the IAM solution Create definitions for role-based access	Implement monitoring, tooling, and auditing needs IAM tool finalized
3. Account Matching Create a list of accounts for each organization Identify the CCI and create a comprehensive list of all accounts Create a list of duplicate accounts	Dependent on detailed design and planning
4. Account Integration Categorize different types of accounts Develop role-based access system Define roles Migrate all accounts into one system (with duplicates removed) Develop solution for assigning a temporary password or leveraging an existing one Develop solution approach for first-time login Create a communication plan to be socialized with users about the change	Dependent on account-matching step

Anticipated Business and Process Impact

With a new login and security system in place, all users (internal or external) may end up with a new user ID. It will be important to communicate these changes and explain how the new system is to be used.

As with any new system, early on, there is a likelihood of instability. During this phase, it will be important to provide the customer support needed to guide users through the change and to report on any faults or issues that may surface. Likewise, resources should be provisioned to timely address and resolve any early issues that emerge.

Initially high traffic should also be planned for: Given the large number of users who will access the system to update their credentials and explore the new functionality, latency issues could arise. A good design and scalable cloud services could mitigate these concerns, but they should be kept in mind.

As it is very possible that, initially, a few users may lose some or all of their current level of access, it is recommended that, until the new system is stable, users should have parallel access to both the new system as well as their existing portals.

Before the new system is fully operational, testers should use the system to uncover any issues that should be resolved before launch. This will help to ensure fewer challenges when the system is generally released.

User training sessions or manuals could help to smooth out the transition to the new system.

Anticipated Technology Impact

With a single sign-on, it is best practice to employ multifactor authentication (MFA). This approach calls for more than one level of user authentication. For example, when a user enters their username and password to log into the system, the system generates a one-time password (OTP) and e-mails or texts it to the user, based on the user's stated preference. Other approaches are also feasible.

Implementation of a single sign-on must also be coupled with appropriate security controls. For example, a bastion server should be set up as a "jump server" to allow external access to a private network.

This implementation should include an appropriate toolset. For example, tools should be employed to bridge all the servers on the cloud, perform vulnerability scans, enable Host Based Intrusion Detection (HIDS), Host Based Intrusion Prevention (HIPS), certificate issuance, an—above all—a logging solution to trace all activity.

Authorization is also an important feature of single sign-on. As access to information and functionality within the federated system must be limited to the right user for the right purpose, role and user-base access controls are required. The system must also control and distribute the privileges users have once granted access to information. These include some combination of the rights to view, alter, or delete information.

A 24x7 command center should be established to immediately address any security vulnerabilities.

Project Dependencies

In-flight projects addressing existing portals must be factored into new system design and development. Also, cloud and platform choice will impact the implementation timeline.

Appropriate subject-matter experts from across the Workforce Partnership must be made available to address issues relating to roles and responsibilities and current sign-on accessibility. They must thoroughly evaluate the large number of roles and responsibilities across the Workforce Partnership.

Potential Challenges

Given the many programs that are included in the scope of the program, it may be difficult to devise a common client identifier. Matching existing accounts and establishing relations between accounts, if any, could also be challenging. Inaccuracies will cause revoked access, resulting in phone calls and community expression of dissatisfaction.

Considering the size of integration, design and configuration of access controls will call for an extremely large amount of effort.

Shared Intake / Application

Introduction

Often used interchangeably, "application" and "intake" refer to the collection of information at the beginning of a case.

Application: Information is collected to determine eligibility. This can also include information verification.

Intake: For programs that do not determine eligibility, information is collected to open a case.

Shared intake leverages a feature hosted on a common customer portal. First, the person is offered the

opportunity to select the programs they would like to enroll in. Next, some or all needed information is collected and sent to the appropriate program. If necessary, the individual completes the process by providing any additional information directly to each program. Information given on the portal need not be provided again.

The hybrid integration strategy can support any of three approaches to shared intake. Two are based on the idea that, when workforce-development programs rely on common data elements at intake or application, those items should be collected once and then shared with the programs that need them. The third variation is not directly concerned with shared data. However—like the first two options—it shares the goal of minimizing redundant data entry.

The simplest approach uses a common portal form to collect the data that is needed for all in-scope programs. This would include, for example, elements such as “name,” “date of birth,” etc.

A somewhat more complicated strategy commonly collects any elements needed for two or more programs. With either strategy, the user provides shared items on the common portal and follows up by giving additional information to the programs that need it.

The third and most complex strategy extends a unified, dynamic application on the common portal. Automated business rules generate a personalized application for each user. The application collects all information needed by all relevant programs. This includes information that might only be needed by one program. It collects the minimum amount of information and never asks the same question twice. Once it is submitted, intakes and applications for all chosen programs are complete.

The variations are summarized in more detail below. But first, for perspective, the scope of common data within the workforce development partnership is explored.

Collectively, the partners collect hundreds—probably thousands—of data elements at intake or application. While many of these elements are unique to individual programs, many are simultaneously collected by two or more programs. In the table that follows, intake-and-application data types are classified into three groups: Information in the yellow column is collected by all in-scope Workforce Partner programs. Information in blue columns is collected by two or more agencies. Information in the green columns is collected by single agencies.

This content is based on an “information inventory,” built from program applications and data dictionaries. For simplicity, many individual data elements are rolled up into information groups. Also, information that is not covered in the source documents will not be reflected here. Finally, while the table does not show the ratio of common to unique, it should help to illustrate overlap and suggest sharing opportunities.

Intake/Application Data Groups

Universal Data Usage	Common Data Usage	Singular Data Usage
	Basic Information	
<ul style="list-style-type: none"> – Name – Address 	<ul style="list-style-type: none"> – Program/Service Selection – Contact Information – Parent's Information – Authorized-Representative Information 	<ul style="list-style-type: none"> – Agency/Vendor/School Information
	Personal Information	
<ul style="list-style-type: none"> – Unique Identifier (SSN/FLEID) – Date of Birth – Gender – Race – Ethnicity – Marital Status – Language 	<ul style="list-style-type: none"> – Citizenship – Voting – Military – Parenting 	<ul style="list-style-type: none"> – Place of Birth
	Special Needs	
<ul style="list-style-type: none"> – Disability – Service Need 	<ul style="list-style-type: none"> – Accommodation Needs 	<ul style="list-style-type: none"> – Conditions Preventing In-Person Interview
	Service Information	
	<ul style="list-style-type: none"> – Disability Services 	<ul style="list-style-type: none"> – Financial Services – Customized Employment Services – Indian Health Services
	Household Information	
	<ul style="list-style-type: none"> – Household Size – Financial Circumstances – Employment – Minor Child – Military 	<ul style="list-style-type: none"> – Assets – Expenses – Tax-Filing Status

Intake/Application Data Groups (Continued)

Universal Data Usage	Common Data Usage	Singular Data Usage
	Employment	
– Employment Information	– Employment Status – Reduced Hours – Migrant/Seasonal Worker – Unemployment History	– Employer Information – Self-Employment – Past Occupation – Work Setting – Dislocation Information – Unemployment Information
	Education	
– Highest Level Completed	– School status – High School Diploma/Equivalent	– Post-Secondary Credential
	Living Arrangement	
	– High Poverty Area – Substitute Care – Homelessness – Runaway Youth	– Institutionalization
	Public Benefits	
	– Food Assistance – Temporary Cash Assistance – Other Public Benefits – Social Security Disability – Supplemental Security Benefits	– Ability to Remain Off Temporary Cash Assistance – School Lunch – Participation in Welfare Transition Program – Medicaid Eligibility
	Criminal-Justice Involvement	
	– Juvenile/Adult Offender Status – Offense – Arrest/Conviction Record – Incarceration Status	– Employment Status at Time of Incarceration
	Apprenticeship Information	
	– Enrollment – Program of Study – Industry – Sponsor – Program of Study	
	Employment Needs	
	– Service Need – Basic Skills – Language Ability – Ability to Benefit from Services	
	Other Assistance Needs	
	– Educational Supports – Assistance to Get or Hold Employment	– Transportation – Child Care
	Other Eligibility Factors	
	– Prospects for Self-Sufficiency	– Domestic Violence – Relocation Need – Local Employment Prospects

Three Opportunities for Common Intake and Application

Shared Universal Data: Information that is needed for all workforce-development programs is collected by a feature on the common portal. The information is sent to all programs that the person is interested in. The person must separately give the additional information needed for each program. While the person is not asked again for the information that they already gave, they must give each program all the rest of the information that it needs. If the person wants to enroll in more than two programs, and at least two--but not all—require the same information, the person will have to give the common information more than once.

Based on the analysis above, data elements in the following groups¹ should be collected on the common portal to support this option include:

Universal Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name		
Address		
Unique Data Identifier		
Date of Birth		
Ethnicity		
Marital Status		
Gender		
Race		
Highest Education Level		
Language		
Disability		
Service Need		
Employment Information		

Shared Common Data: Information that is needed for two or more of the programs that the person is interested in is collected by a feature on the common portal. The information is sent to the programs that need it. The person must separately give the additional information needed for each program. While the person is not asked again for the information that they already gave, they must give each program all the rest of the information that it needs. As the person already gave the information needed by two or more programs, they are never asked to give the same information more than once.

The following data elements should be collected on the common portal to support this option:

¹ As noted above, given the large number of individual data items that are collected by the workforce development partners, the elements have been rolled up into the groups that are listed in this and the following tables in this section. (For example, the “address” group would include individual elements for “street,” “city,” “state,” and “zip code.”) Therefore, for any option, the actual number of elements that must be collected will exceed the number of groups reflected in these tables. Also, in several instances, the information for this evaluation was extracted from program applications. Thus, there are likely additional elements that are collected at intake or after the initial application is submitted. Similarly, individual community programs might collect information that is not included here. Therefore, further research and documentation will be needed to ensure a complete inventory of all data elements that must be collected for any of the three options.

Common Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name	Employment Status	
Address	Reduced Hours	
Unique Data Identifier	Migrant/Seasonal Worker	
Date of Birth	Unemployment History	
Ethnicity	School Status	
Marital Status	High School Diploma/Equivalent	
Gender	High Poverty Area	
Race	Substitute Care	
Highest Education Level	Homelessness	
Language	Runaway Youth	
Disability	Food Assistance	
Service Need	Temporary Cash Assistance	
Employment Information	Other Public Benefits	
	Social Security Disability	
	Supplemental Security Benefits	
	Offender Status	
	Offense	
	Arrest/Conviction Record	
	Incarceration Status	
	Apprenticeship Enrollment	
	Apprenticeship Program of Study	
	Apprenticeship Sponsor	
	Apprenticeship Industry	
	Service Need	
	Basic Skills	
	Language Ability	
	Ability to Benefit from Services	
	Educational Support	
	Assistance to Get or Hold Emp.	
	Prospects for Self-Sufficiency	

Common Application: Information that is needed for all programs that the person is interested in is collected by a feature on the common portal. The feature “knows” what each program needs and asks the person to give only the information needed by those programs. The “right” information is sent to each program. The person is not asked to give the same information more than once. The person does not have to give any more information.

All data elements should be collected on the common portal to support this option:

Common-Application Data Groups

UNIVERSAL DATA	COMMON DATA	SINGLE-PROGRAM DATA
Name	Employment Status	Agency/Vendor/School Info.
Address	Reduced Hours	Place of Birth
Unique Data Identifier	Migrant/Seasonal Worker	Conditions Preventing Interview
Date of Birth	Unemployment History	Financial Services
Ethnicity	School Status	Customized-Employment Svces
Marital Status	High School Diploma/Equivalent	Indian Health Services
Gender	High Poverty Area	Assets
Race	Substitute Care	Expenses
Highest Education Level	Homelessness	Tax-Filing Status
Language	Runaway Youth	Employer Information
Disability	Food Assistance	Self-Employment
Service Need	Temporary Cash Assistance	Past Occupation
Employment Information	Other Public Benefits	Work Setting
	Social Security Disability	Dislocation Information
	Supplemental Security Benefits	Unemployment Information
	Offender Status	Post-Secondary Credential
	Offense	Institutionalization
	Arrest/Conviction Record	Ability to Remain Off TANF
	Incarceration Status	School Lunch
	Apprenticeship Enrollment	Welfare Transition Program
	Apprenticeship Program of Study	Medicaid Eligibility
	Apprenticeship Sponsor	Emp. Status at Incarceration
	Apprenticeship Industry	Transportation
	Service Need	Child Care
	Basic Skills	Domestic Violence
	Language Ability	Relocation Need
	Ability to Benefit from Services	Local Employment Prospects
	Educational Support	
	Assistance to Get or Hold Emp.	
	Prospects for Self-Sufficiency	

Roadmap Phasing and Timing

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Common C.	Shared Intake / Application																				
	Shared application & common data design																				
	Referral rules																				
	Customer intake application development																				

KEY STEPS	DEPENDENCIES
1. Determine Intake/Application Option	
2. Design and develop a portal feature that provides users with the ability to select the programs they want to enroll in.	Existing systems must be configurable to receive this information and automatically act on it.
<p>3. Design and develop an electronic form.</p> <p>For the shared universal data option, the form prompts the user for the information that is commonly needed by all of the workforce-development programs. (In other words, the form only collects information if every program needs the same thing. “Name” and “address” are examples.)</p> <p>For the shared common data option, the form prompts the user for information that two or more programs need. (For example, if the person applies for three programs, and all three need “name,” two need “marital status,” and one needs “veteran status,” the form would collect “name” and “marital status,” but not “veteran status.” The purpose is to collect information that the person might otherwise have to give more than once.)</p> <p>For the common application option, the form prompts the user for all the information that is needed for all of the programs.</p>	<p>In-scope partners must agree on what data is to be shared and on any new data definitions and formats needed to enable sharing.</p> <p>Existing systems must be configurable to receive this information and auto-populate fields and forms.</p> <p>In-scope programs must be able to agree on the methods to be applied in soliciting shared information.</p>
4. Design and develop integration for referring person and their information to each program that the person wants to enroll in.	Needed level of interconnectivity is achievable.

Anticipated Business and Process Impact

Workers do not have to enter information if applicants or clients have already put it into the system. They will not need to answer as many questions or help customers with as many activities. However, some new work may be required if customers are confused by the process or need a new kind of help with navigating new features.

Anticipated Technology Impact

The state will need to develop a system for collecting information on the common customer portal and sending it to the correct program for further processing. Development complexity is inversely proportional to consumer usability.

Each program’s system must be modified to receive the information and process it. If additional information is required, individual systems must be programmed to avoid requests for information already provided. Programs that have eligibility requirements must adapt their systems to ingest and process information received from the common portal.

Benefits of the Approach

A common intake and application process improves the customer experience: Floridians could go to one place to review their options and request the programs and benefits that are of interest to them. This promotes opportunity and is a big step toward providing Floridians with “no-wrong-door” access to the state’s workforce development system. Also, Floridians would not need to give the same information over and over. They have the freedom to provide program information at the most convenient time and place. The system can also give additional information about next steps and tell the person about what they can expect.

These changes not only enhance the customer experience; they also promote customer independence, as people can do for themselves what they may now need help with.

Staff workload is reduced to the extent that people enter their own information and answer their own questions.

Project Dependencies

This initiative will require a high degree of program consensus on approach. The Workforce Partner programs must be able to identify and harmonize common data elements. They will also need to work together to ensure that the common customer portal asks the right questions. Individual systems must be able to receive and process portal information.

Potential Challenges

Some programs may not have systems that can ingest portal information and integrate it within their intake or application processes. Also, it may be challenging to develop a common form for the collection of intake and application information. Finally, it may be hard to get agreement on the approach or desired format for the information collection form.

Fully Integrated Common Portal

Introduction

A fully integrated common portal would provide Floridians with a single online location for the transaction of all their interactions with all of the in-scope agencies and programs within the workforce development partnership. This portal would provide Floridians with a true “no wrong door” into the partnership. It would: host information about all in-scope programs, services, and benefits, permit Floridians to choose the programs that they would like to pursue and apply for them in a single combined application, and support applicant and client self-service capabilities for the in-scope programs.

Currently, a fully integrated common portal is not in scope. The current initiative calls for a common portal that would host some—but not all—online features. Native program portals will continue to support some current functionality. Integration between existing portals and the common customer portal will be leveraged to coordinate some web-based functionality.

Roadmap Phasing and Timing

Roadmap Category	Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Fully Integrated Common Portal																				
Detailed design & planning																				
Development																				

KEY STEPS	DEPENDENCIES
1. Assess the framework of existing portals for potential reuse opportunities.	Implementation of data integration capability solution and enterprise service layer.
2. Develop a shared question set, encompassing the questions currently asked by each in-scope program for intake or application.	Existing systems must be configurable to receive this information and auto-populate fields and forms. In-scope programs must be able to agree on the methods to be applied in soliciting shared information. Fully functional centralized IAM.

- | | |
|---|--|
| 3. Gather requirements for, develop, and test fully integrated common portal. | |
|---|--|

The above key steps have not been met but will be addressed in the Customer Portal project. However, the output of the Business Process Reengineering project, including the Target Operating Model, will be leveraged to accelerate completion of the key steps, additionally, updates to this project will come in FY 24-25 Schedule IV-B, once this project is fully initiated.

Anticipated Business and Process Impact

New self-service options could ease staffing level of effort. Examples include: a fully integrated intake and application form, document-upload, improved referral functions, and automation of some aspects of change reporting and eligibility renewal. These new options could reduce customer support level of need. However, there could also be some upward pressure owing to the need to assist with navigation of the new system.

Some customer support that is currently distributed may need to be centralized. This could require the establishment of a centralized customer support business unit and the transfer of resources from agencies and programs to underwrite the effort.

Agencies and programs will not need to dedicate as many staff resources to the content management of their online portals. Also, they will have less control over the UX and UI of the portal experience that is extended to their clients.

Anticipated Technology Impact

Centralized staffing will be needed to build and operate the new portal. This could require a transfer of resources from agencies and programs to underwrite the effort.

All programs will need to create APIs for the common portal and shared client access account to interface with their systems of record. The APIs for each program’s system of record can assume client authentication via the shared client access account and will need to accept data received through the common application / common data store.

Data mapping will be required between a common question set and the data required for determinations in each system of record. Also, the technical implications of access to shared storage of documents, shared verifications, and other common foundational technologies must be evaluated and addressed.

Benefits of the Approach

A fully integrated common portal can be expected to have significant, direct, and positive impacts on Floridians: the user experience will be far more holistic than the multiple encounters and interactions that they must now conduct, Floridians will have single-point access to comprehensive information about the available workforce development programs, services, and benefits, and, in a single transaction, they will be able to apply for all programs of their choosing.

A dynamic application will guide them through the information-collection process. It will selectively solicit just the right amount of information that must be collected for the person’s chosen programs. If information about the person is already known to the system, it will not be asked for again.

The common portal that is supported by a data integration capabilities solution is then integrated with individual program systems of record will allow clients to view existing benefits, perform required recertification and redetermination activities, and report changes in circumstance. This portal will have integration with the electronic document management (EDM) repository, this will permit clients and applicants to upload requested documentation, which can then be shared across programs.

For the reasons outlined above in the section describing business and process impacts, the new system is likely to ease staffing pressure by reducing the need for routine or repetitive activities. For the Workforce Partners, the portal will help to generate efficiency; unify the workforce development system; and improve access, opportunity, and self-sufficiency.

Project Dependencies

Successful design and implementation will depend upon availability of business and technical resources needed to orchestrate the transition. Public and stakeholder buy-in will also be needed.

From a technical perspective, success will depend upon the availability of a common client index (CCI), electronic document management (EDM) capability, and identity and access management (IAM), inclusive of single sign-on (SSO).

“My Benefits” client online account functionality will require development of a client dashboard, an online application, and features supporting submission of changes of circumstance and renewals.

Potential Challenges

Integration with program-specific, in-scope systems of record may be difficult. It may also be hard to develop inter-agency agreements on shared eligibility questions and data.

VIII. Appendices

Appendix A – Cost Benefit Analysis (CBA Tool)

Appendix B – Project Risk Assessment (R&A Tool)

Appendix C – Program & Project Roadmap Updated

Appendix D – Program Management Plan (PgMP)

CBAForm 1 - Net Tangible Benefits

Agency	Commerce	Project	Workforce Modernization
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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>(Recurring Costs Only -- No Project Costs)</i>	FY 2022-23			FY 2023-24			FY 2024-25			FY 2025-26			FY 2026-27		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	\$73,725,381	\$617,501	\$74,342,882	\$43,329,425	\$1,235,002	\$44,564,427	\$43,329,425	\$1,235,002	\$44,564,427	\$43,329,425	\$1,235,002	\$44,564,427	\$43,329,425	\$1,235,002	\$44,564,427
A.b Total Staff	494.33	7.50	501.83	417.08	15.00	432.08	417.08	15.00	432.08	417.08	15.00	432.08	417.08	15.00	432.08
A-1.a. State FTEs (Salaries & Benefits)	\$25,623,070	\$445,891	\$26,068,961	\$25,623,070	\$891,783	\$26,514,853	\$25,623,070	\$891,783	\$26,514,853	\$25,623,070	\$891,783	\$26,514,853	\$25,623,070	\$891,783	\$26,514,853
A-1.b. State FTEs (#)	321.26	5.00	326.26	321.26	10.00	331.26	321.26	10.00	331.26	321.26	10.00	331.26	321.26	10.00	331.26
A-2.a. OPS Staff (Salaries)	\$929,806	\$171,610	\$1,101,416	\$929,806	\$343,219	\$1,273,025	\$929,806	\$343,219	\$1,273,025	\$929,806	\$343,219	\$1,273,025	\$929,806	\$343,219	\$1,273,025
A-2.b. OPS (#)	16.82	2.50	19.32	16.82	5.00	21.82	16.82	5.00	21.82	16.82	5.00	21.82	16.82	5.00	21.82
A-3.a. Staff Augmentation (Contract Cost)	\$47,172,505	\$0	\$47,172,505	\$16,776,549	\$0	\$16,776,549	\$16,776,549	\$0	\$16,776,549	\$16,776,549	\$0	\$16,776,549	\$16,776,549	\$0	\$16,776,549
A-3.b. Staff Augmentation (# of Contractors)	156.25	0.00	156.25	79.00	0.00	79.00	79.00	0.00	79.00	79.00	0.00	79.00	79.00	0.00	79.00
B. Application Maintenance Costs	\$57,605,639	\$23,392,499	\$80,998,138	\$54,838,398	\$68,353,683	\$123,192,081	\$55,348,087	\$76,087,367	\$131,435,454	\$55,288,553	\$11,273,946	\$66,562,499	\$55,288,553	\$5,554,998	\$60,843,551
B-1. Managed Services (Staffing)	\$4,052,436	\$2,011,699	\$6,064,135	\$4,052,436	\$17,808,814	\$21,861,250	\$4,637,280	\$19,915,130	\$24,552,410	\$4,637,280	\$2,191,051	\$6,828,331	\$4,637,280	\$619,998	\$5,257,278
B-2. Hardware	\$3,055,097	\$1,162,000	\$4,217,097	\$2,664,131	\$3,369,658	\$6,033,789	\$2,588,976	\$3,744,816	\$6,333,792	\$2,529,442	\$605,526	\$3,134,968	\$2,529,442	\$329,000	\$2,858,442
B-3. Software	\$33,653,977	\$20,218,800	\$53,872,777	\$31,277,702	\$47,175,211	\$78,452,913	\$31,277,702	\$52,427,421	\$83,705,123	\$31,277,702	\$8,477,368	\$39,755,070	\$31,277,702	\$4,606,000	\$35,883,702
B-4. Other <i>Specify</i>	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129	\$16,844,129	\$0	\$16,844,129
C. Data Center Provider Costs	\$22,422,111	\$1,656,667	\$24,078,778	\$22,422,111	\$3,595,526	\$26,017,637	\$22,422,111	\$3,546,053	\$25,968,164	\$22,422,111	\$771,754	\$23,193,865	\$22,422,111	\$210,000	\$22,632,111
C-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Infrastructure	\$458,000	\$33,133	\$491,133	\$458,000	\$71,911	\$529,911	\$458,000	\$70,921	\$528,921	\$458,000	\$15,435	\$473,435	\$458,000	\$4,200	\$462,200
C-3. Network / Hosting Services	\$19,398,790	\$1,441,300	\$20,840,090	\$19,398,790	\$3,128,108	\$22,526,898	\$19,398,790	\$3,085,066	\$22,483,856	\$19,398,790	\$671,426	\$20,070,216	\$19,398,790	\$182,700	\$19,581,490
C-4. Disaster Recovery	\$826,792	\$182,233	\$1,009,025	\$826,792	\$395,508	\$1,222,300	\$826,792	\$390,066	\$1,216,858	\$826,792	\$84,893	\$911,685	\$826,792	\$23,100	\$849,892
C-5. Other <i>Specify</i>	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529	\$1,738,529	\$0	\$1,738,529
D. Plant & Facility Costs	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032	\$105,032	\$0	\$105,032
E. Other Costs	\$178,859	\$0	\$178,859	\$178,859	\$0	\$178,859	\$178,859	\$0	\$178,859	\$178,859	\$0	\$178,859	\$178,859	\$0	\$178,859
E-1. Training	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712	\$1,712	\$0	\$1,712
E-2. Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E-3. Other <i>Specify</i>	\$177,147	\$0	\$177,147	\$177,147	\$0	\$177,147	\$177,147	\$0	\$177,147	\$177,147	\$0	\$177,147	\$177,147	\$0	\$177,147
Total of Recurring Operational Costs	\$154,037,022	\$25,666,667	\$179,703,689	\$120,873,825	\$73,184,211	\$194,058,036	\$121,383,514	\$80,868,421	\$202,251,935	\$121,323,980	\$13,280,702	\$134,604,682	\$121,323,980	\$7,000,000	\$128,323,980
F. Additional Tangible Benefits:		\$0			\$0			\$0			\$0			\$0	
F-1. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-2. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-3. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		(\$25,666,667)			(\$73,184,211)			(\$80,868,421)			(\$13,280,702)			(\$7,000,000)	

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	25%
Placeholder <input type="checkbox"/>	Confidence Level	

CBAForm 2 - Project Cost Analysis

Agency	<u>Commerce</u>	Project	<u>Workforce Modernization</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	
TOTAL PROJECT COSTS (*)	\$25,666,667	\$73,184,211	\$80,868,421	\$13,280,702	\$7,000,000	\$200,000,000
CUMULATIVE PROJECT COSTS <small>(includes Current & Previous Years' Project-Related Costs)</small>	\$25,666,667	\$98,850,877	\$179,719,298	\$193,000,000	\$200,000,000	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	
General Revenue	\$25,666,667	\$73,184,211	\$80,868,421	\$13,280,702	\$7,000,000	\$200,000,000
Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0
Federal Match <input checked="" 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	\$25,666,667	\$73,184,211	\$80,868,421	\$13,280,702	\$7,000,000	\$200,000,000
CUMULATIVE INVESTMENT	\$25,666,667	\$98,850,877	\$179,719,298	\$193,000,000	\$200,000,000	

Characterization of Project Cost Estimate - CBAForm 2C		
Choose Type	Estimate Confidence	Enter % (+/-)
Detailed/Rigorous	Confidence Level	
Order of Magnitude <input checked="" type="checkbox"/>	Confidence Level	25%
Placeholder	Confidence Level	

CBAForm 3 - Project
Investment Summary

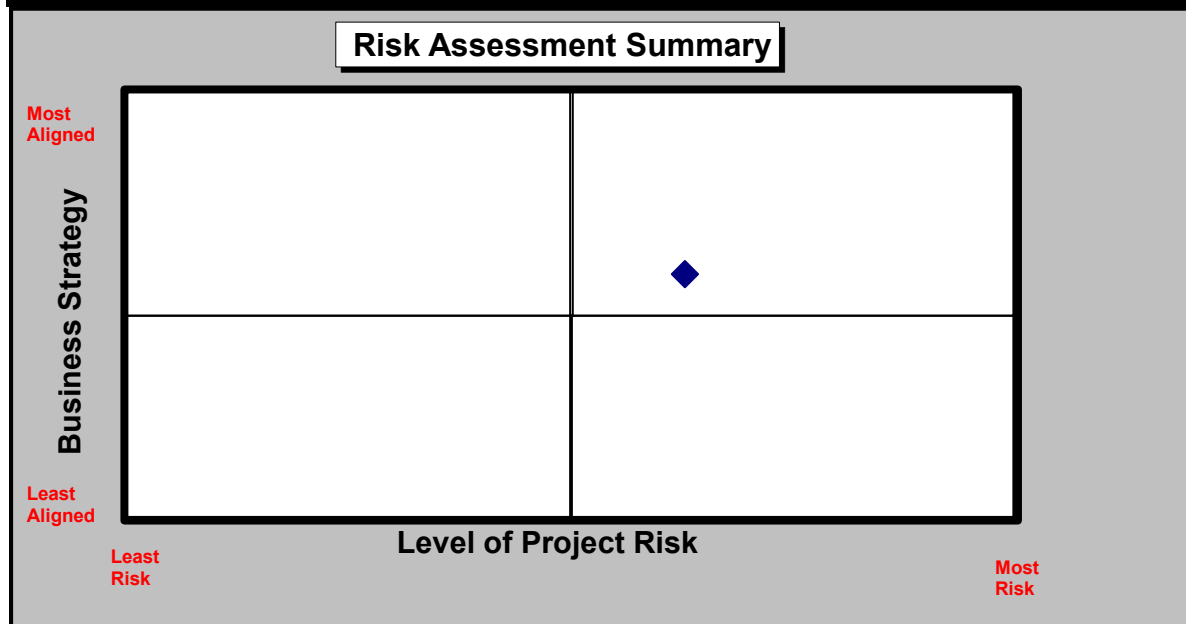
Agency	<u>Commerce</u>	Project	<u>Workforce Modernization</u>
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COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	TOTAL FOR ALL YEARS
Project Cost	\$25,666,667	\$73,184,211	\$80,868,421	\$13,280,702	\$7,000,000	\$200,000,000
Net Tangible Benefits	(\$25,666,667)	(\$73,184,211)	(\$80,868,421)	(\$13,280,702)	(\$7,000,000)	(\$200,000,000)
Return on Investment	(\$51,333,333)	(\$146,368,421)	(\$161,736,842)	(\$26,561,404)	(\$14,000,000)	(\$400,000,000)
Year to Year Change in Program Staffing	8	15	15	15	15	

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)	(\$370,982,569)	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 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Cost of Capital	2.69%	2.90%	3.09%	3.29%	3.48%

Project	<i>Florida's Workforce Integration Networking System (FL WINS)</i>	
Agency	<i>Commerce</i>	
FY 2023-24 LBR Issue Code:	<i>N/A</i>	FY 2023-24 LBR Issue Title:
	<i>N/A</i>	<i>N/A</i>
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
<i>Kent Whittington, 850-245-7406, kent.whittington@deo.myflorida.com</i>		
Executive Sponsor(s)	<i>Lindsay Volpe, Commerce Division of Workforce Services, Business Domenic DiLullo, Office of Information Security, Technology Mark Baird, REACH Office, Partner Collaborations</i>	
Project Director(s)	<i>Kent Whittington, Commerce FL WINS Program Director, Vendor Management Jackie Schaffer, REACH Office FL WINS Program Director, Partner Collaborations</i>	
Prepared By	<i>Jackie Schaffer</i>	<i>8/16/2023</i>



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

Agency: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

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	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	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	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 3 and 5 years
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution in a production environment?	Read about only or attended conference and/or vendor presentation	Read about only or attended conference and/or vendor presentation
		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 technical solution 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 technical 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 technical solution 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 technical solution 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 defined only at a conceptual level
		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: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

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	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	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	1% to 10% 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)	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	Extensive change or new way of providing/receiving services or information
		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)	No experience/Not recently (>5 Years)
		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	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: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

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	Greater than \$10 M
		Greater than \$10 M	
		Between \$2 M and \$10 M	
		Between \$500K and \$1,999,999	
		Less than \$500 K	
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 other state agencies
		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	More than 5 years
		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	

Agency: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
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 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	Yes, bid response did/will include proof of concept or prototype
		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: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

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	Not yet determined
		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	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	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	

Agency: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

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	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	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	
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	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	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: Commerce

Project: Florida's Workforce Integration Networking System (FL WINS)

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	Greater than 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	Lesser 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	

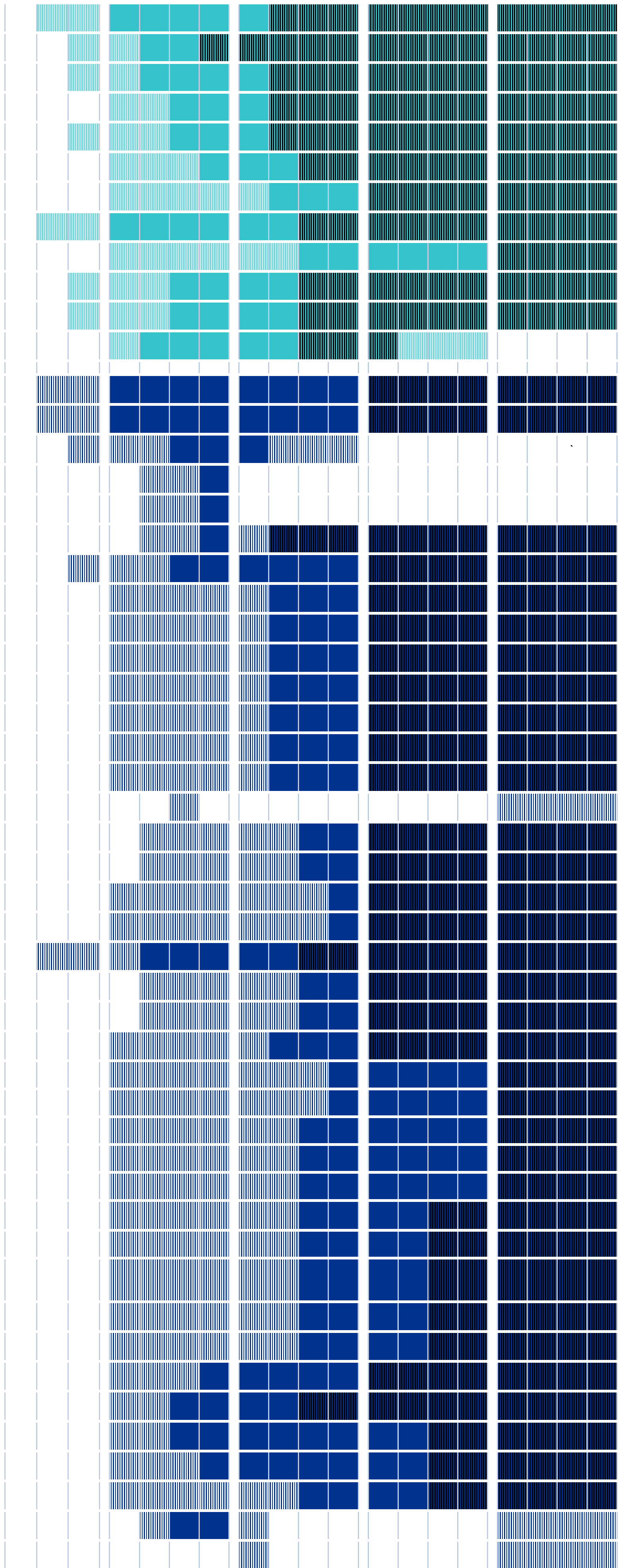
Roadmap Category		2022												2023												2024												2025												2026											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Workforce Integration Management	Individual project & steps																																																												
	Workforce Integration Program Management																																																												
	Vendor Procurement																																																												
	Workforce Integration Governance																																																												
Business Planning & Communication	Legal & Policy Working Group																																																												
	Enterprise Communications Strategy																																																												
	Target Operations & BPR																																																												
Business Planning & Communication	Transformational Change Management																																																												
	Establish Enterprise Data Governance																																																												
	Enterprise Architecture																																																												
Data Hub	IT Shared Services Organization																																																												
	Service Integration Platform																																																												
	Data Hub Implementation																																																												
	Analytics & Reporting Data																																																												
	State Partner Integration																																																												
Common Customer Portal	College Integration																																																												
	User Experience Design																																																												
	Single Sign-On Shared Account																																																												
	Shared Intake / Application																																																												
Common Customer Portal	Fully Integrated Common Portal																																																												

Legend:  Capability Establishment / Implementation  Ongoing Operations

Roadmap Category		Year 1				Year 2				Year 3				Year 4				Year 5			
Individual project & steps		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Workforce Partner Integration Management	Transformational Program Management																				
	Program Charter & Standards																				
	Program Management Team																				
	Enterprise PMO Operations & Reporting																				
	Project Resource & Contract Management																				
	Transformational Program Governance																				
	Governance Charter & Standards																				
	Governance Operations																				
	Executive Steering Committee establishment																				
	Information Technology Shared Services Core Team establishment																				
	Legal & Policy Working Group																				
	Resource identification																				
	Issue identification & prioritization																				
	Issue review & planning																				
	Issue resolution																				
	Continuing Oversight Team (Procurements)																				
	Resource identification																				
	Team Planning & Process Defining																				
	Team Reviewing & Monitoring																				
	IV&V Vendor Procurement																				
	Establish requirements & SOW																				
	Request for proposals																				
	Negotiations & mobilization																				
	Business Support (PMO) Vendor Procurement																				
	Establish requirements & SOW																				
	Request for proposals																				
	Negotiations & mobilization																				
	Business Process Reengineering & Transformational Change Management Procurement(s)																				
Establish requirements & SOW																					
Request for proposals																					
Negotiations & mobilization																					
Business Planning & Communications	Enterprise communications strategy																				
	Identify stakeholders (customers, partners)																				
	Communications strategy, plan, & toolkit																				
	State workforce partner communication support																				
	College awareness communication support																				
	Communications content development																				
	Create targeted communications campaigns																				
	Target Operations & BPR																				
	Establish shared services accountabilities																				
	High level TOM / Macro Org Design																				
	Business process re-engineering																				
	Detailed business requirements																				
	Transformational Change Management																				
	Stakeholder identification																				
	Change readiness evaluation																				
Project Change Management Plan																					
Project Change Management																					
Establish Information Shared Services & Data Management																					

IT Operations and Mgmt	Enterprise Data Governance
	Establish a role for a Chief Data Officer
	Define and socialize a governance model
	Implement ownership & data stewards group
	Develop and maintain enterprise wide data dictionary
	Develop defined processes and structured roles for the management of information and data
	Establish & maintain data entry controls
	Enterprise Architecture
	Architecture Development Management
	Target shared application architecture
	Target shared information architecture
	Develop & Validate Technical requirements

Establish New Data Integrations	Systems & Data Integration
	Plan, develop and establish technology standards
	Solution(s) Securing Pre-Build
	Establish requirements & SOW
	Releasing Procurement(s)
	Negotiations & mobilization
	State Partner Integration
	Commerce Modernization (ReConnect)
	Commerce Modernization (EmployeeFL)
	DCF Modernization (ACCESS In-scope only)
	DCF Modernization (HopeFL)
	DOE Modernization (AWARE/DBS)
	DOE Modernization (AWARE/VR)
	DOE Modernization (Early Learning)
	DOE Division of Career and Adult Education (FCS & Institutions)
	DOE Adult General Education Integration
	DOE Apprenticeship Integration
	DOE Modernization (EMOP) Integration
	CSF (LWDB) Integration
	Data Sharing Integration
	Single Sign on Integration
	Shared Intake Integration
	Service Integration Platform
	Cloud subscriptions
	API Management
	Enterprise Service Bus
	Master Data Management / Common Client Identifier
	Enterprise Content Management
	Data Integration Solution Implementation
	Canonical data model
	Common data development
	Data ingestion / conversion
	Data sharing and access
	Analytics & reporting data
	Analytics & reporting requirements
	Analytics & reporting Data store design
	Development & data ingestion
	Continual development
	College Integration Future Solutions
	College system integration alternatives



FL WINS

Program Management Plan

Version: 500

Date: June 16, 2023

Author: BSTA Contractor

Submitted To: DEO Contract Manager



Revision History

DATE	VERSION	DESCRIPTION	AUTHOR
10/28/2022	001	Program Management Plan - Development Draft Version 001	Tara Kyvik and Rick Hawks (with supporting authors)
11/18/2022	002	Feedback Received from DEO	Kent Whittington
11/29/2022	003	Select Content Revisions per DEO Review	Drew Evers
11/29/2022	004	N/A – Version Number Skipped	N/A
12/14/2022	005 - 007	DEO Revisions	Kent Whittington
12/14/2022	008	Select Content Revisions per DEO Review	Drew Evers
1/25/2023	009	Select Content Revisions to Component Plans of PgMP per Stakeholder Feedback. (Communication Plan, Testing Management Plan, Configuration Management Plan, Data Governance Plan, Decision Management Plan, Procurement and Contract Management Plan, Project Change Management Plan, Systems Change Management Plan)	Steven Jones
2/1/2023	010	Reconcile edits from the ESC deck, plus to date updates	Kent Whittington
2/9/2023	100	Versioned 100 due to approval	Kimberly Watts
3/7/2023	101	Updated roadmap graphic on page 6 of 69 to reflect approved version and updated caption placement to precede graphic. Updated Author to BSTA Contractor (previously said North Highland). Consolidated 12/14/2022 DEO revisions to single row in Revision History table. Updated revision 009 Author. Fixed pagination. Refreshed Table of Contents. February 2023 updates.	Drew Evers, Kelsea Gustavson, Tara Kyvik, Jane Matthews, Kimberly Watts
3/10/2023	200	Versioned 200 following approval	Kimberly Watts
3/10/2023	201	Updates broken links. Program functions, roles, and responsibilities table is now Attachment V.	Kimberly Watts
4/4/2023	300	Versioned 300 following approval	Kimberly Watts
4/21/2023	301	April PgMP updates per feedback from IV&V.	BSTA Contractor



DATE	VERSION	DESCRIPTION	AUTHOR
5/5/2023	302	Made minor edits to the roles and responsibilities table	Program Directors and BSTA Contractor
5/5/2023	400	Versioned 400 following approval	Kimberly Watts
6/2/2023	401	Updated scope to reflect approval of PCR 10022	Tara Kyvik
6/16/2023	500	Versioned 500 following approval	Kimberly Watts

Modifications to the approved baseline version (100) of this artifact must be made in accordance with the *Attachment B – FL WINS Artifact Management Standards*.

Quality Review History

DATE	REVIEWER	COMMENTS
10/28/2022	Drew Evers	Preliminary Draft Review
11/29/2022	Drew Evers	Secondary Draft Review of Select Edits
12/14/2022	Drew Evers	Secondary Draft Review of Select Edits
2/17/2023	Tara Kyvik	General QC Review
3/2/2023	Tara Kyvik	Confirmation of February updates
3/22/2023	Kelsea Gustavson, Tara Kyvik	Confirmation of March Updates
4/21/2023	Kimberly Watts	Quality Check Review
5/24/2023	Kimberly Watts	Quality Check Review



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SECTION 1: EXECUTIVE SUMMARY

The FL WINS Program Management Plan (PgMP) describes the scope, structure, and management method for the FL WINS Program (Program) and its projects and activities. This PgMP is a living document; as such, it is updated as conditions change or as directed by the Florida Department of Economic Opportunity (DEO) and on behalf of the Workforce Partners. Workforce Partners include DEO, Florida Department of Children and Families (DCF), Florida Department of Education (DOE), the Reimagining Education and Career Help Office (REACH), Florida Digital Service (FL[DS]), and CareerSource Florida (CSF). DEO, DCF, and DOE are designated as Core Workforce Partners because these agencies house and maintain the Program's in-scope programs and systems.

This PgMP is reviewed annually for updates if no event occurs to drive a change before then. Changes to the plan are made in accordance with *Attachment M – Project Change Management Plan* and *Attachment B – Artifact Management Standards*.

FL WINS Program teams use this document to:

- Establish the Program's governance framework
- Update the FL WINS roadmap
- Establish program standards to promote consistency in the management of the Program and its component projects
- Provide the templates and standard operating procedures (SOPs) to bring consistency in how standards are applied
- Provide the planning and management necessary for successful outcomes and realization of benefits
- Monitor and control the work of the Program
- Report on the Program
- Promote the consistent management of artifacts
- Establish a framework for data governance
- Promote the security of data associated with the planning, analysis, testing, and implementation of FL WINS



SECTION 2: OVERVIEW

The purpose of the FL WINS PgMP is to establish standardization in project management processes executed by FL WINS project teams and to facilitate the integrated processes essential to the successful execution of the Program.

The PgMP provides the approach, standards, and processes for component plans (such as Project Change Management) required to manage current and future FL WINS projects, meet customer expectations, and keep appropriate stakeholders informed and involved with project progress.

The PgMP and its key integrated processes support:

- Effective communication of project and program information among the various FL WINS stakeholders, including the Workforce Partners, FL WINS governance participants, FL WINS contractors, the Independent Verification and Validation (IV&V) contractor, and other State oversight organizations
- Effective management of the complex risks and issues that arise because of the requirements and priorities of the various stakeholders
- Effective engagement of the individual stakeholders and FL WINS project teams to gain the necessary decisions on expected outcomes, project plans, and key deliverables
- Coordination of the numerous FL WINS projects and stakeholders by creating the framework to gain support, resolve conflicts, and direct the various teams
- Assessment of whether the outputs or outcomes of the component projects and activities contribute to the outcomes and benefits identified for the Program
- Promotion of continuous alignment of the Workforce Partners and FL WINS project teams

2.1 PROGRAM DESCRIPTION

Key elements of the FL WINS Program are summarized in this section. The approved FL WINS *Program Charter* is incorporated by reference in *Attachment A*.

The Program is responsible for the development and implementation of a consumer-first workforce system. To achieve the Reimagining Education and Career Help (REACH) Act's goal of developing a "no-wrong-door-entry strategy" consumer-first workforce system, the Program seeks to improve coordination among Workforce Partners and the delivery of workforce-related services to Floridians. Key features include:

- Preservation of existing Core Workforce Partner's case management systems with integration through a central data hub, accessible by each Workforce Partner that enables limited referrals from entity to entity.
- Creation of a common intake form and customer portal to minimize duplicate data entry and maximize the services provided



- Centralization of data to enhance analytics and outcomes-based performance measurement

To move from the current state of the Core Workforce Partner systems to the anticipated future integrated state, the Program affects both business processes and technology capabilities at all Workforce Partner agencies. Separate from the FL WINS Program, each Workforce Partner must modernize their respective applications and systems to the minimum standards allowable to integrate with FL WINS. To meet this requirement, each Workforce Partner agency must:

- Evaluate requirements for system changes to meet minimum standards required by the Program
- Secure resources to achieve these updates according to the Program's timeline

2.2 PROGRAM MANAGEMENT APPROACH

The program management approach described in the PgMP is based on industry standards and lessons learned from other programs. It is consistent with the State of Florida IT Project Management and Oversight Rule as it employs mostly traditional project management standards and practices, especially for the Initiation, Planning, and Closeout stages of a project. Agile ways of working are incorporated mostly during the Execution stage. The expectations of this hybrid approach are described in the appropriate component plans (e.g., *Attachment R – Schedule Management Plan*).

2.3 PROGRAM SUCCESS CRITERIA

The Schedule IV-B for Workforce Partner Systems Modernization, Fiscal Year 2022-23 identified multiple criteria that must be realized for the Program to be considered a success. This table is in Appendix A, and Program Management Team members review and update it at least annually and as appropriate.

2.4 PROGRAM ASSUMPTIONS AND CONSTRAINTS

Assumptions are factors in the planning process considered to be true. Plans are inaccurate when assumptions are untrue, so it is important to confirm or correct assumptions. *Attachment A – Program Charter* identifies several assumptions and constraints in the categories of procurement, governance, partnership, and technology. They are included below along with additional assumptions and constraints that influence planning decisions. Program Management Team members review and update the assumptions and constraints at least annually and as appropriate.

Procurement Assumptions and Constraints

- Program success depends on procurement of the following contractors being completed or initiated no later than October 1, 2022 – Complete.
 - › Independent Verification and Validation
 - › Business Support and Technical Advisory (BSTA)



- › Business Process Re-engineering (BPR) and Transformational Change Management (TCM)

Governance Assumptions and Constraints

- Governance establishment, execution, and support from Workforce Partners' executive leadership on the overall program is critical to program success. The procured Business Support and Technical Advisory contractor brought on to establish and run the FL WINS Program Management Office (FL WINS PMO) assists in executing and monitoring the governance model defined and approved for the Program.
- Initial known constraints that could impact overall program success include:
 - › Establishing a governance structure that is not well defined or implemented
 - › Changes in funding

Partnership Assumptions and Constraints

- A known constraint is establishing and maintaining a shared vision among the Workforce Partners. This is a critical dependency for the long-term success of the Program, as different visions could arise among Workforce Partners that could hinder the success of the Program. Crucially, Workforce Partners must agree on a shared vision from the start and sustain it throughout the life of the Program and its related projects.
- The FL WINS PMO must establish and maintain the risk management and resources of the Program. The FL WINS PMO assists in establishing overall change management requirements.
- Program Management Team members must work with each Workforce Partner agency to establish a *Change Management and Communication Plan*. The plan helps ensure the Program's goals and objectives are clearly defined and communicated throughout the life of the Program. Program success is critically dependent on the level of engagement and effort from all Workforce Partner agencies, stakeholders, and other supporting contractors.
- Legal and policy experts representing the Workforce Partners and programs are integral to the success of FL WINS. Establishing and maintaining the Legal Policy Workgroup is critical for the Program's initiation and success in ensuring accurate, timely, and consistent interpretation of all new and existing laws, regulations, and policies relevant to system design and development throughout the Program. The Legal Policy Workgroup must assist in other relevant activities as needed.
- Fluctuating position vacancies could result in uneven levels of engagement among Workforce Partners and stakeholders.

Technology Assumptions and Constraints

- Based on the current state technology assessment of each Workforce Partner system, some systems operate on modern technology platforms while others operate on aging technology platforms. To avoid potential constraints to the Program's success, some



business and technical systems in the Workforce Partner agencies must be maintained/consolidated, retired/replaced, or improved.

- Establishing and developing IT Operations and Management functionality includes aspects for data governance, system architecture governance, and IT shared services. The technology portions of the Program include several groups and teams responsible for many project tasks needed to achieve interoperability of shared data and services.

Overarching Assumptions and Constraints

It is assumed:

- The FL WINS Program continues to receive the required appropriations.
- Program team members, including Workforce Partners, subject matter experts, current and future solution providers, and FL WINS contractors, are available when needed.
- All work is completed according to the approved schedule(s) and dependencies are proactively communicated and managed.
- Workspace, meeting rooms, system permissions, and necessary equipment (e.g., Wi-Fi, audio/visual devices, office space, access to FL WINS Repository) are available when needed.

The Program is constrained by:

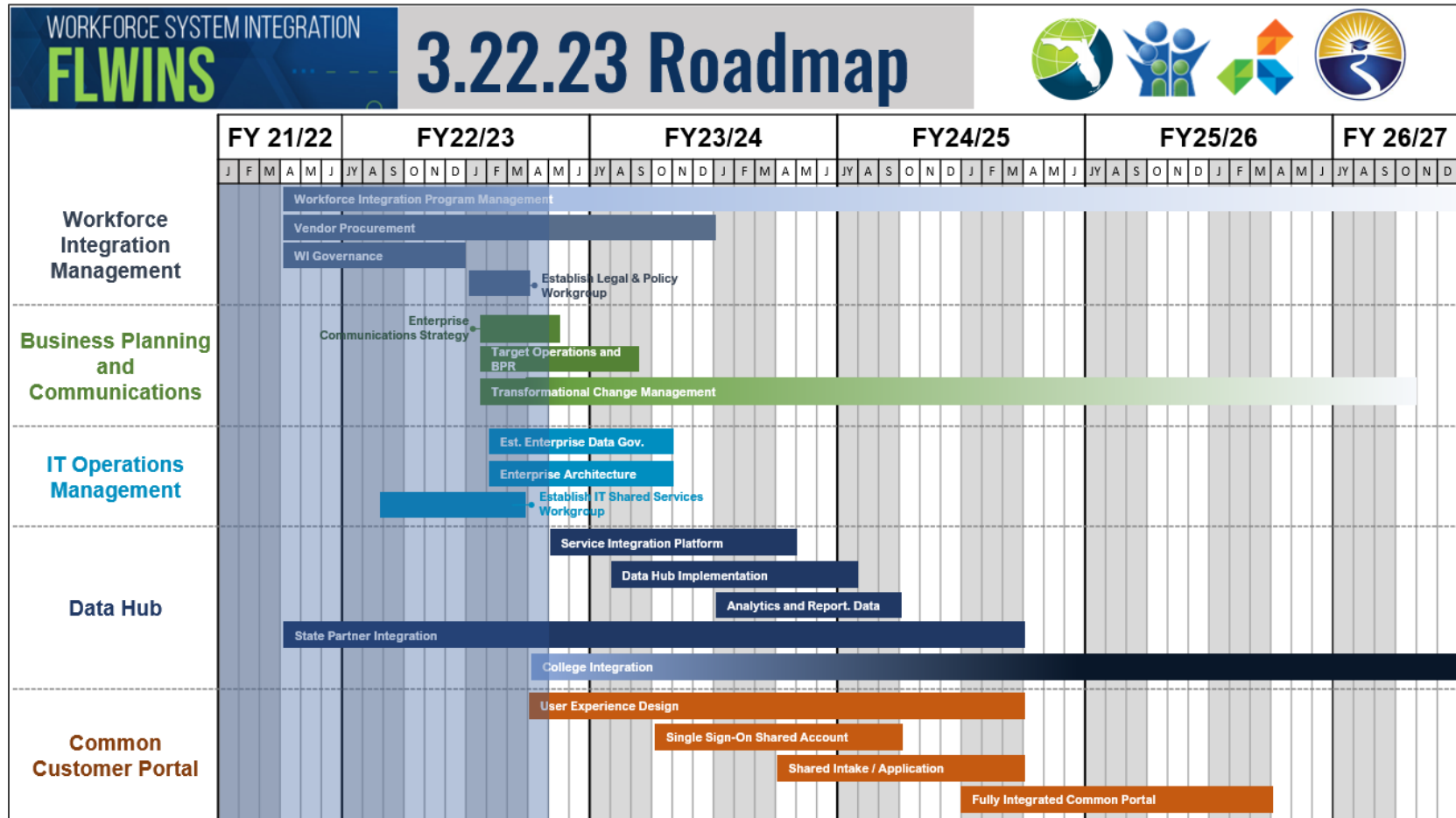
- The availability of funding. While the program is appropriated \$250 million in total, the program must request, and be granted, spending authority beyond the \$25 million authorized for FY 2022-23.
- Funding deadlines. DEO has been appropriated \$250 million in General Revenue funds that utilize the U.S. Treasury, State Fiscal Recovery Fund (SFRF), as authorized by the American Rescue Plan Act of 2021. SFRF funds may be used to cover eligible costs incurred during the period that began on March 3, 2021, and ends on December 31, 2024. All funds must be obligated by December 31, 2024, and must be expended by December 31, 2026.
- The availability and diverse locations of resources. The FL WINS Program is comprised of state employees from five different workforce partners and consultants from multiple firms all mostly working from different locations. This impacts the ability for impromptu discussion and collaboration.



2.5 PROGRAM SUMMARY TIMELINE

Exhibit 2 1: FL WINS Summary Timeline, below, presents a high-level view of the Program’s primary activities.

Exhibit 2-1: FL WINS Summary Timeline







2.6 PROGRAM OVERSIGHT

The FL WINS Program is subject to several layers of federal, state, and program-level oversight. Below is a list of key oversight bodies and the nature of their oversight:

- Federal – Oversight related to their respective interests in the in-scope business process and system updates
 - › US Department of Labor
 - › Centers for Medicare and Medicaid Services (CMS)
 - › US Department of Agriculture
- State
 - › Executive Office of the Governor
 - REACH Office – Required by Section 14.36(3)(e), F.S., to oversee the Workforce Development Information System (also known as FL WINS)
 - Office of Policy and Budget (OPB) – Performed as part of their Planning and Budgeting authority under Chapter 216, F.S.
 - › Florida Department of Management Services (DMS)
 - Florida Digital Service – Required by Section 282.0051(1)(d), F.S., to perform project oversight of all state agency IT projects with costs of \$10 million or more
 - › Florida Legislature – Performed as part of their Planning and Budgeting authority under Chapter 216, F.S.
- Program
 - › IV&V contractor – Required by administrative rule Chapter 60GG-1, F.A.C. to perform independent verification and validation of program and project activities
 - › FL WINS Program Governance bodies – Executive and senior-level oversight of program and project performance
 - › FL WINS PMO – Routine program and project management oversight
 - › FL WINS Continuing Oversight Team – Required by Section 287.057(26)(a), F.S. to monitor contracts meeting certain thresholds, report on deficient contract performance that substantially affects successful completion, and changes in contract scope or cost

2.7 COMPONENT PLANS

Exhibit 2-2: Summary of the Component Plans, below, lists the component management plans that support the FL WINS Program and are incorporated by reference. The component plans are stored on the FL WINS Central Repository.



Exhibit 2-2: Summary of the Component Plans

PLAN NAME	ATTACHMENT IDENTIFIER	DESCRIPTION
Artifact Management Standards	B	Establishes the deliverable and artifact management standards, processes, and templates required to efficiently manage the Program's artifacts.
Communication Plan	C	Provides a high-level overview of the Transformational Change Management entity's Change Management and Communication (CMC) Plan. The plan serves as a guide for how messages are distributed to audiences, groups, and stakeholders impacted by the FL WINS transformation.
Configuration Management Plan	D	Addresses the management of configuration items (i.e., software, hardware, and documentation) associated with the Program.
Data Governance and Management Development Plan	E	Outlines the approach and plan for the establishment and implementation of FL WINS data governance and data management.
Decision Management Plan	F	Defines how the Program makes the necessary decisions on expected outcomes, project plans, and key deliverables for the duration of FL WINS.
Financial Management Plan	G	Establishes the process and procedures the Program uses to plan, manage, and control project costs.
Issues Management Plan	H	Provides an overview of how an issue is identified, logged, and tracked, including roles and responsibilities for each area.
Knowledge Transfer Plan	I	Outlines the knowledge transfer activities that occur throughout the solution integration and deployment phases of the Program.
Lessons Learned Management Plan	J	Provides an overview of the lessons learned process, including how to log a lesson learned and the roles and responsibilities for each element of the process.
Organizational Change Management Plan	K	Describes how the Transformational Change Management entity's Change Management and Communication Plan sets the overall framework to execute program-level and project-level organizational change activities.
Procurement and Contract Management Plan	L	Involves activities covering the entire life cycle of the procurement process from initial procurement strategy and planning, through the execution of a procurement, leading to the ongoing management of an active contract.
Project Change Management Plan	M	Describes the process for managing changes to scope, schedule, and/or cost at the Program level and project level.
Quality Management Plan	N	Documents the necessary information for planning, managing, and controlling the quality of the Program.
Requirements Management Plan	O	Describes the requirements identification, traceability, and maintenance processes for the Program.



PLAN NAME	ATTACHMENT IDENTIFIER	DESCRIPTION
Resource Management Plan	P	Defines the planning and management of resources for the duration of the Program.
Risk Management Plan	Q	Establishes the approach the Program uses to identify, analyze, and manage risks.
Schedule Management Plan	R	Defines how the schedule is managed throughout the Program's life cycle. The plan provides guidance and sets expectations for schedule policies and procedures for planning, developing, managing, executing, and controlling the schedule.
System Change Management Plan	S	Provides a systematic approach to managing changes made to a product or system. The purpose is to ensure that all changes are documented, that services are not unnecessarily disrupted, and that all affected stakeholders and end users are informed of the changes.
Testing Management Plan	T	Describes the overall technical and management approach, resources, and milestones for all intended test activities associated with development, validation, implementation, and operational testing.
Stakeholder Management Plan	U	Describes the method for identifying stakeholders and the approaches for planning, managing, and controlling stakeholder engagement over the life of the Program.
Program Functions, Roles, and Responsibilities	V	Identifies stakeholders who have specific roles and responsibilities for the known governing bodies, workgroups, and project teams within the Program. Outlines the general roles and responsibilities for individuals relative to FL WINS program functions.



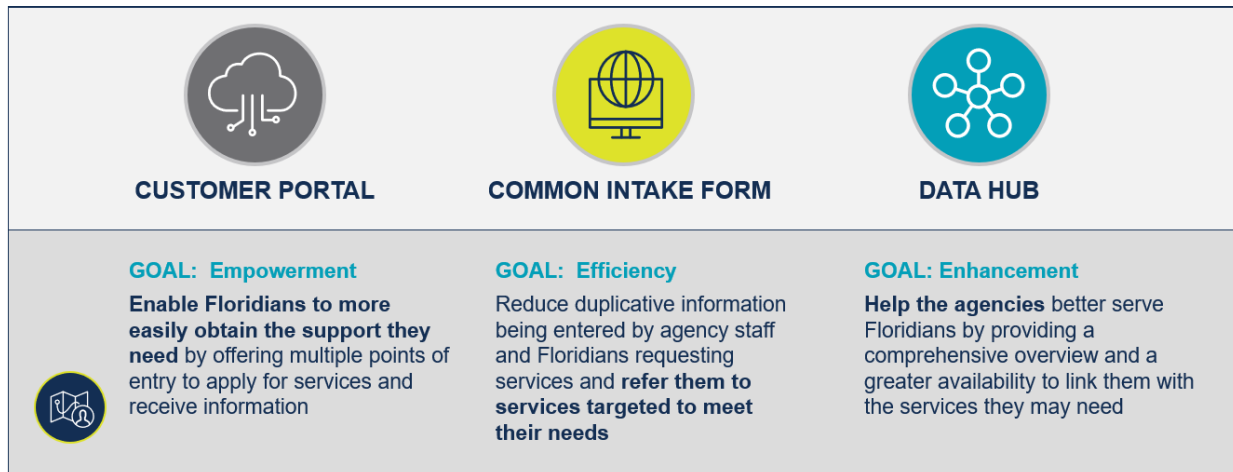
SECTION 3: PROGRAM SCOPE

FL WINS is an innovative, consumer-first workforce development system that seeks to provide Floridians with improved access to workforce programs and services through interoperable systems and shared integrated data.

The main components, as described in **Exhibit 3 1: FL WINS Program Components** are:

- Common Customer Portal
- Common Intake Form
- Data Hub for Shared Data

Exhibit 3-1: FL WINS Program Components



The scope of the Program is identified by phase. Each phase is described below in detail. In addition, the five known project areas that are currently in scope for the Program are listed, described, and designated with an anticipated delivery methodology.

3.1 PROGRAM PHASES

Exhibit 3 2: FL WINS Program Scope and Standard Program Phases, below, lists the scope and description of each phase.

Exhibit 3-2: FL WINS Program Scope and Standard Program Phases

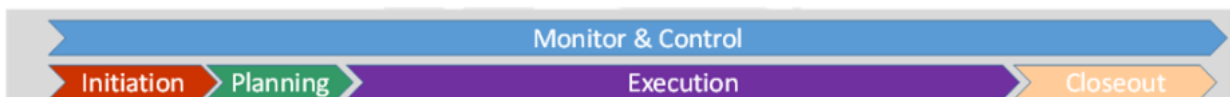
PROGRAM PHASE	DESCRIPTION
Phase 1: Program Definition Start Date: 7/21/2021 End Date: 12/31/2022	The Program Definition Phase of the FL WINS Program is where the team progressively elaborates goals and objectives of the Program and includes Program Formulation and Program Planning. Deliverables: <ul style="list-style-type: none"> ▪ Feasibility Study



PROGRAM PHASE	DESCRIPTION
	<ul style="list-style-type: none"> ▪ Program Charter ▪ Program Management Plan ▪ Program Roadmap ▪ Initial Risk Identification Workshop ▪ Program Governance Plan <p>Procurements:</p> <ul style="list-style-type: none"> ▪ Business Support and Technical Advisory/PMO contractor ▪ IV&V contractor ▪ Business Process Re-engineering contractor ▪ Transformational Change Management contractor
<p>Phase 2: Program Delivery Start Date: 1/1/2023 End Date: 12/31/2026</p>	<p>Stages:</p> <ul style="list-style-type: none"> ▪ Design/develop ▪ Testing and readiness ▪ Cutover and post go-live <p>Each stage may be repeated multiple times, depending on the complexity of the project. This phase includes:</p> <ul style="list-style-type: none"> ▪ Component Authorization Planning ▪ Component Oversight & Integration ▪ Component Transition to Operations and Closure <p>Deliverables:</p> <ul style="list-style-type: none"> ▪ Project Solutions Standards ▪ Requirements ▪ Business Process Re-engineering ▪ Solution Design ▪ Solution Development/Configuration Testing ▪ Training Materials and User Training ▪ Deployment documentation <p>Procurements:</p> <ul style="list-style-type: none"> ▪ Systems Integrator contractor ▪ Data Hub contractor ▪ Customer Portal contractor ▪ Others (including staff augmentation resources)
<p>Phase 3: Program Closure Start Date: TBD End Date: 12/31/2026</p>	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Acknowledgement of the Program's completion, with a final Program Sponsor sign-off/acceptance of deliverables and benefits ▪ Assessment of the Program's success ▪ Identification/documentation of best practices ▪ Sharing of lessons learned with other projects and programs

Exhibit 3 3: FL WINS Project Phases, below, describes the scope and description of each project phase.

Exhibit 3-3: FL WINS Project Phases





PROJECT PHASE	DESCRIPTION
Initiation	<p>The first step in establishing a project. Includes:</p> <ul style="list-style-type: none"> ▪ Acquiring team members (including contractor procurements, if needed) ▪ Project kickoffs ▪ Establishing interim tools and processes ▪ Preliminary discussions on approved approaches, templates, and standards <p>FL WINS projects will start upon written authorization from DEO (e.g., via an approved task order or other written authorization). Reporting (e.g., status reporting, CRAIDL) will start at project start.</p>
Planning	<p>Establishes the framework for the standards, methodologies, and templates used throughout the project. Includes:</p> <ul style="list-style-type: none"> ▪ Educating the project team on how these elements are applied to each specific project ▪ Establishing a baseline project schedule that runs through the Transition Phase ▪ Creating the various component plans that govern the program management aspects of each project ▪ Defining specific benefits to be achieved by the project
Execution	<p>Delivery of each project. Includes:</p> <ul style="list-style-type: none"> ▪ Finalization and documentation of requirements ▪ Completion of the System Development Life Cycle (SDLC) ▪ Provision of leadership and support throughout the development process ▪ Governance and management for all projects within the Program
Monitor and Control	<p>Includes processes for managing quality, scope/schedule/budget, status reporting, risks, and issues. These activities are performed for the Program and the individual projects.</p>
Transition	<p>Moves the project from contractor-managed to Workforce Partner management under the newly negotiated and signed contracts. Includes:</p> <ul style="list-style-type: none"> ▪ Review and approval of transition plans from the incoming and outgoing contractors ▪ Identification of risks and mitigation planning ▪ Monitoring of operations ▪
Closeout	<p>Final phase of each project. Includes:</p> <ul style="list-style-type: none"> ▪ Assisting with the transition of the operations and contract monitoring to the Workforce Partners ▪ Gathering lessons learned to ensure future programs are successful ▪ Archiving project data, artifacts, reports, and deliverables in the central FL WINS Repository ▪ Ensuring the Program Management Center of Excellence (PMCoE) is current ▪ Transferring knowledge between the FL WINS team and Workforce Partner staff, including DEO approval of the contractor’s Knowledge Transfer Plan deliverable

3.2 ANTICIPATED PROJECTS

Exhibit 3-3: FL WINS Project Phases, above, serves as a roadmap of the in-scope initiatives necessary to establish the modernized FL WINS business framework. Due to the complexity of changes inherent in realizing the Program’s vision and the level of effort they require, this Program needs committed engagement and ongoing support from all Workforce Partners and a variety of contractors with a wide spectrum of specialties. Additionally, Workforce Partner stakeholders, both internal and external, are needed for the transformation of business processes and technologies necessary for successful project completion.



3.2.1 PROJECT ROADMAP

This scope listed in the roadmap is high-level, and additional details are included in the schedule for the FL WINS Program. Individual project scopes must be developed as the Program progresses. Separate individual project charters, schedules, and other requirements must also be established.

The five project areas and their primary components include:

- **Workforce Integration Management**
 - › Workforce Integration Project Management
 - › Vendor Procurement
 - › Workforce Integration Governance
 - › Legal and Policy Workgroup
- **Business Planning and Communications**
 - › Enterprise Communications Strategy
 - › Target Operations and Business Process Re-engineering
 - › Transformational Change Management
- **IT Operations and Management**
 - › Establishment of Enterprise Data Governance
 - › Enterprise Architecture
 - › IT Shared Services Organization
- **Data Hub**
 - › Service Integration Platform
 - › Data Hub Implementation
 - › Analytics and Reporting Data
 - › State Partner Integration
 - › College Integration
- **Common Customer Portal**
 - › User Experience Design
 - › Single Sign-On – Shared Account
 - › Shared Intake/Application
 - › Fully Integrated Common Portal

3.3 WORK PRODUCTS PRODUCED THROUGH ALL PROJECT PHASES

Various work products are produced throughout many of the project phases. This section lists examples of these work products.



- Weekly Status Reports
- Monthly Status Reports
- CRAIDL (Changes, Risks, Actions, Issues, Decisions, Lessons Learned) Report
- Meeting Agendas and Meeting Minutes
- Change Control Request Artifacts including Impact Analysis and Sign-off
- Project Closeout Report (Closeout Phase Only)

3.4 IN-SCOPE SYSTEMS

As of the approval date of this PgMP, the following business areas and/or software systems are in-scope for the Program.

- DEO Employ Florida System
- DEO CONNECT/Reemployment Assistance System
- DEO Workforce Information Database (WIDb)
- DCF ACCESS Management System (AMS)
- DCF Ancillary Systems
- DCF Self Service Portal (SSP)
- DCF Hope Florida
- DOE Aware Care Management System (AWARE)
- DOE Rehabilitation Information Management System (RIMS)
- DOE Employment Meets Opportunity Portal (EMOP)
- DOE Division of Early Learning – Enhanced Field System (EFS)
- DOE Florida College Systems and School Districts (partial integration)
- DOE Career and Adult Education

3.5 OUT-OF-SCOPE ITEMS

Effective project management requires a project to stay within scope so that its original goals can be achieved. The same is true for the FL WINS Program. Below are items considered out of scope for the Program.

- *Decision Making* - Making decisions related to projects and systems not identified as in-scope for the Program
- *Definition of Business Rules or other Details* - Defining the business rules or other functional or technical details for projects or systems not identified as in-scope for the Program
- *Execution* - Executing programs or projects not directly related to the Program



-
- *Desktop Services and DEO Network Infrastructure* - Providing technical support services that are not specifically part of an identified project under the Program
 - *Training* – Providing training not directly related to the Program and its projects



SECTION 4: PROGRAM STRUCTURE FOR STAKEHOLDERS ON TEAMS AND WORKGROUPS

In accordance with Section 14.36, F.S., the REACH Office is responsible for oversight, facilitation, and coordination of all Workforce Partner agencies essential to implementing a consumer-first workforce system.

DEO is the budget authority for the FL WINS Program with the fiduciary responsibility to procure contractors and monitor the contractual requirements of the executed contracts ensuring deliverables and measures comply with Procurement of Personal Property and Services, per Chapter 287, F.S.

The FL WINS Program and its component projects meet the requirements for oversight per the Florida Information Technology Project Management and Oversight Standards in Chapter 60GG-1, F.A.C. Thus, the FL WINS Program is subject to oversight from the Florida Digital Service and an IV&V contractor.

4.1 PROGRAM ROLES AND RESPONSIBILITIES

This section is intended to identify stakeholders who have specific roles and responsibilities within the Program. *Attachment V – Functional Program Roles and Responsibilities Program Functions, Roles, and Responsibilities*, lists the general roles and the responsibilities for individuals relative to FL WINS Program functions. These roles and responsibilities are influenced by the following expectations:

- Most of the design/build work is conducted by contractors and staff augmentation resources.
- Workforce Partners' subject matter experts (SMEs) are engaged as needed.
- Workforce Partner Program Managers are dedicated full time to the FL WINS Program and have responsibilities between the Governance tiers.

Specific governance roles and responsibilities for workgroups, teams, and individuals within these groups are discussed in Section 5, Program Governance.

4.2 STAKEHOLDERS

This section lists initial Program stakeholders. A comprehensive Stakeholder Register will be built as part of *Attachment U – Stakeholder Management Plan* and maintained in the FL WINS Central Repository.

4.2.1 INTERNAL STAKEHOLDERS

- The REACH Office in the Executive Office of the Governor
- Florida Department of Economic Opportunity
- Florida Department of Children and Families



-
- Florida Department of Education
 - CareerSource Florida
 - The Florida Digital Service (FLDS)
 - Agency Program Areas
 - FL WINS Governance Member
 - FL WINS PMO
 - FL WINS Workgroups
 - FL WINS Contractors
 - End-users of Existing Workforce Information Systems

4.2.2 EXTERNAL STAKEHOLDERS

- Executive Office of the Governor's Office of Policy and Budget
- The Florida Legislature
- The Department of Management Services
- Florida Digital Service
- External End-users of Existing Workforce Information Systems
- Independent Verification and Validation Contractor
- End-users of Existing Workforce Information Systems



SECTION 5: PROGRAM GOVERNANCE

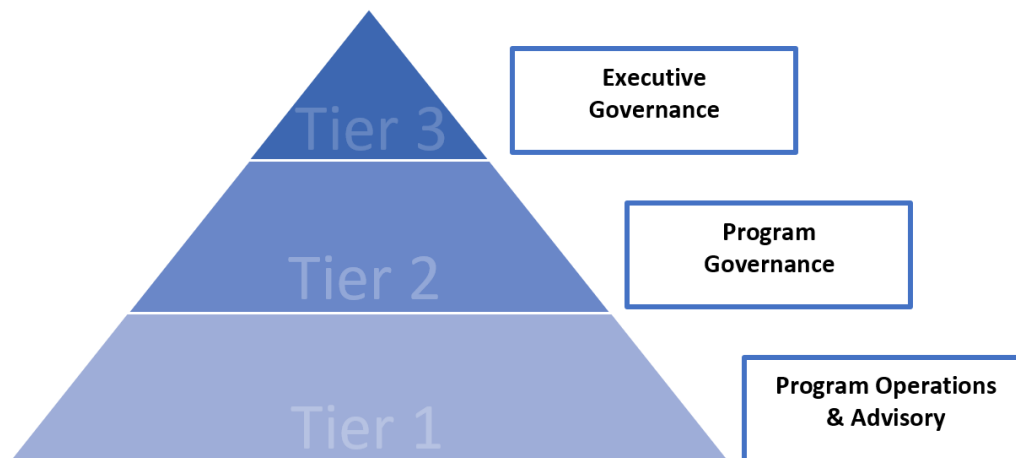
Governance refers to the structure, processes, tools, and templates that enable effective decision-making through a hierarchy of groups that provide analysis and recommendations. Effective governance enables management control of complex transformations by creating accountability at the right levels throughout the organization. Governance, executed effectively, controls the variables inherent in any large-scale transformation.

The goal of the FL WINS Program is to integrate existing departmental systems to allow for interoperability between multiple stakeholders and the Workforce Partners. To reach this goal, there must be a clear, robust, and repeatable decision-making framework to allow for the successful governing of the Program.

5.1 PROGRAM GOVERNANCE SCOPE

Exhibit 5-1: Three-Tier Governance Model, below, shows the three-tiered system to facilitate the decision-making processes involved with the Program. The committee, sponsors, teams and/or Program Workgroups at each tier fulfill a critical role in providing information, advice, recommendations, and decisions to effectively guide and oversee the Program. These Governance bodies are decision-making and solution-oriented entities with representation from Workforce Partners, other impacted agency stakeholders, and contractors (as appropriate).

Exhibit 5-1: Three-Tier Governance Model



5.2 GOVERNANCE ORGANIZATION

This section outlines three vital aspects of the FL WINS governance framework: (1) structure and membership, (2) roles and responsibilities, and (3) interactions and communications.

Exhibit 5-2: FL WINS Governance Framework, below, illustrates the framework.



5.2.1 STRUCTURE AND MEMBERSHIP

- *Tier 3* – FL WINS Executive Steering Committee (ESC)
 - › This tier represents executive-level governance that uses recommendations and information from Tier 2 to make decisions.
 - › It is chaired by the REACH Director.
 - › The REACH FL WINS Program Director serves as a non-voting member (liaison) of the ESC that collaborates within Tier 2 to bring Agenda items to the ESC for decision making.
- *Tier 2* – The FL WINS Executive Program Sponsors and Program Management Team
 - › The Executive Program Sponsors have discussion and analysis responsibility related to operational project decisions and are the final decision maker for Tier 2 related decisions.
 - › For those items that need escalation, the REACH FL WINS Program Director will work with the Executive Program Sponsors to escalate items to the ESC for a decision to be made at the ESC’s next publicly noticed meeting.
 - › The Program Management Team has discussion and analysis responsibility related to operational project decisions and is the final decision maker for Tier 1.
 - › The Program Management Team may refer items to the Program Workgroups in Tier 1 for advice and input to provide a comprehensive recommendation.
- *Tier 1* – Project Teams, Program Workgroups (PWG), and FL WINS Program Management Office (PMO)
 - › The governance structure begins at the project level with the FL WINS PMO, including the Program Managers and Project Team Owners.
 - › Before escalating items to the Program Management Team, the FL WINS PMO works with Project Managers and Program Workgroups to get advice and input.
 - › The FL WINS PMO also assesses items and escalates them to Tier 2 of governance based on prescribed decision scoring criteria.
 - › The FL WINS PMO works with the workgroups to formulate the recommendations before escalating to additional tiers of governance; however, any level/governance tier may refer these topics to an ad hoc workgroup.
 - › The FL WINS PMO facilitates the material development and management of the governance processes. This includes facilitating the circulation of items and artifacts between the governance levels and PWGs to achieve a resolution.



Exhibit 5-2: FL WINS Governance Framework



5.2.1.1 GOVERNANCE ROLES AND RESPONSIBILITIES

Defining the roles and responsibilities establishes a chain of command and helps ensure the process for accountability and decision-making is accurately followed. **Exhibit 5-3: Governance Roles and Responsibilities**

, below, designates the following roles and responsibilities that fall within each tier.

Exhibit 5-3: Governance Roles and Responsibilities

TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
Tier 3	Executive Steering Committee (ESC)	REACH Director, Chair, EOG Core Workforce Partner Agency Secretary, DEO Core Workforce Partner Agency Secretary, DCF Core Workforce Partner Agency Commissioner, DOE	<ul style="list-style-type: none"> Serves as ultimate decision-making authority for FL WINS Program Engages in matters that cannot be resolved by the Executive Program Sponsors or the Program Management Team Responsible for decisions impacting program activities aligned to the



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
		Workforce Partner Agency State Chief Information Officer, FL[DS] Workforce Partner Agency President and CEO, CSF	strategy including scope, budget, timelines, or quality changes (decision scoring metric used) <ul style="list-style-type: none"> ▪ Engages groups across all Governance tiers, including Program Workgroups and Program SMEs, to inform the decision-making process
Tier 3	Executive Steering Committee	REACH FL WINS Program Director, liaison	<ul style="list-style-type: none"> ▪ Serves as a non-voting member of the Executive Steering Committee ▪ Serves as liaison and facilitates the Executive Steering Committee meeting
Tier 2	Executive Program Sponsors	<ul style="list-style-type: none"> ▪ DEO Deputy Secretary for Division of Workforce Services ▪ DEO Chief Technology Officer ▪ REACH Deputy Director 	<ul style="list-style-type: none"> ▪ Serves as final decision maker in Tier 2, responsible for issues elevated by the Program Management Team ▪ Collaborates with FL WINS Program Directors on agenda items for escalation to Tier 3 ▪ Responsible for contractor management issues that impact scope, budget, schedule, or quality ▪ Engage Workforce Partner Program Sponsors on any relevant topics when input is needed ▪ Maintain decision-making authority for program or project operational decisions that will interrupt or impact day-to-day program or project activities that cannot be resolved by the Program Management Team
Tier 2	Workforce Partner Program Sponsors (This group will be convened by the Executive Program Sponsors monthly.)	<ul style="list-style-type: none"> ▪ DCF Assistant Secretary for Economic Self-Sufficiency ▪ DEO Deputy Secretary, Division of Workforce Services ▪ DOE Career and Adult Education Chancellor ▪ DOE Director of Division of Blind Services 	<ul style="list-style-type: none"> ▪ Maintains decision-making authority for program or project operational decisions that will interrupt or impact their agency's day-to-day program or project activities that cannot be resolved by the Program Management Team



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
		<ul style="list-style-type: none"> ▪ DOE Director of Vocational Rehabilitation ▪ FL[DS] Representation ▪ CSF Representation 	
Tier 2	FL WINS Program Directors	<ul style="list-style-type: none"> ▪ REACH FL WINS Program Director 	<ul style="list-style-type: none"> ▪ Serves as decision maker for Tier 1 ▪ Collaborates with Executive Program Sponsors for agenda items going to Tier 3 (REACH FL WINS Program Director) ▪ Collaborates daily with DEO FL WINS Program Director, for agenda items moving to decision makers on Tier 2 for resolutions ▪ Serves as issue escalation point for Workforce Partners ▪ Interacts with all three Governance tiers to ensure transparency and effective communication
Tier 2	FL WINS Program Directors	DEO FL WINS Program Director	<ul style="list-style-type: none"> ▪ Serves as decision maker for Tier 1 ▪ Collaborates daily with REACH FL WINS Program Director, for agenda items moving to decision makers on Tier 2 for resolutions ▪ Serves as issue escalation point for contractors ▪ Interacts with all three Governance tiers to ensure transparency and effective communication
Tier 2	FL WINS Program Management Team		<ul style="list-style-type: none"> ▪ Serves as escalation point for Tier 1 ▪ Responsible for discussion, analysis, and decision-making in matters that cannot be resolved by the FL WINS PMO or PWGs ▪ Responsible for discussion, analysis, and informing decision-making related to strategic and operational project decisions ▪ Responsible for ensuring that discussion, analysis, and informing decision-making activities related to scope, budget, schedule, or quality are continuously



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
			<p>aligned to the Program's strategy</p> <ul style="list-style-type: none"> ▪ Engages with specific program or project workgroups to gather information to support decision-making by the Executive Program Sponsors or ESC
Tier 1	FL WINS Program Management Office (PMO)	<ul style="list-style-type: none"> ▪ FL WINS Program Directors ▪ FL WINS Program Manager (DEO) ▪ FL WINS Program Manager (BSTA Contractor) ▪ FL WINS Program Managers from DCF, DEO, and DOE ▪ Project Managers for active FL WINS projects 	<ul style="list-style-type: none"> ▪ Responsible for facilitating governance functions ▪ Establishes and maintains program and project management standards ▪ Facilitates the sharing of resources, tools, and techniques ▪ Fosters consistency in the application of standards, processes, and templates ▪ Performs tactical program and project oversight ▪ Conducts daily oversight of their assigned component projects to confirm they are progressing as planned and promptly reports risk to Program Management Team as problems arise ▪ Facilitates cross-team collaboration and dependency management, working with the impacted project teams, the Program's schedule, and CRAIDL managers as needed ▪ Mentors project managers on how to apply the FL WINS standards and operating procedures
Tier 1	<p>Program Workgroups/Teams</p> <ul style="list-style-type: none"> ▪ Legal and Policy Workgroup ▪ IT Shared Services Workgroup ▪ Data Governance Workgroup ▪ Enterprise Communication Workgroup ▪ Continuing Oversight Team (only Workforce 	<ul style="list-style-type: none"> ▪ FL WINS PMO ▪ FL WINS Program Directors (as needed and on specific groups) ▪ FL WINS Workforce Partner Program Managers (as needed and on specific groups) ▪ Workforce Partner Agency Business Area Staff (when Subject Matter Experts are 	<ul style="list-style-type: none"> ▪ Recommends and contributes to change strategy, risk management, and navigating program issues ▪ Provides legal support (more specifically related to procurement and contract management) ▪ Represents and communicates program changes to parties within each respective workgroup



TIER LEVEL	TEAM NAME	MEMBERS	TEAM OVERVIEW
	<ul style="list-style-type: none"> Partners: DCF, DOE, DEO, and REACH) 	<ul style="list-style-type: none"> needed and on specific groups) Workforce Partner Agency Technology Department Staff (in specific groups) DEO FL WINS Program Manager(s) (as needed and on specific groups) FL WINS Project Managers, Contractor (Project Teams, Workgroups) 	<ul style="list-style-type: none"> Works closely with individuals at all tier levels to bring specific knowledge and expertise Engages and provides information to the Program Workgroups and Teams that represent their respective Agencies. Represents experts and advisors that are outside of the main governing bodies
Tier 1	Advisory and Information – Ad Hoc for FL WINS Program Management Team	<ul style="list-style-type: none"> Project Team/Workgroup Members as needed Workforce Partner Agency Subject Matter Experts 	<ul style="list-style-type: none"> Represents experts and advisors that are outside of the main governing bodies

5.2.2 INTERACTION AND COMMUNICATION

The FL WINS Transformational Change Management Office (TCMO) is responsible for developing, managing, and disseminating all communications related to the FL WINS Program to internal and external stakeholders. The TCMO works closely with Executive Program Sponsors (as needed), the FL WINS Program Management Team, and the FL WINS PMO to ensure communication related to governance reaches the appropriate stakeholders and audiences. For more information regarding communication, please see the *Attachment C - Communication Plan*.

FL WINS Program governance communications use several channels based on audience as shown below in **Exhibit 5 4: Governance Communication Tools**

Exhibit 5-4: Governance Communication Tools

COMMUNICATION TOOLS	AUDIENCE
Issue Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Risk Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Change Order Summary Report	Executive Program Sponsors, Program Management Team, FL WINS PMO
Program Weekly Status Reports	Executive Program Sponsors, Program Management Team, FL WINS PMO
Monthly Status Reports	Executive Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee



COMMUNICATION TOOLS	AUDIENCE
CRAIDL	Executive Program Sponsors, Program Management Team, FL WINS PMO, Executive Steering Committee
Program Dashboard	Executive Program Sponsors, Program Management Team, FL WINS PMO
Executive Steering Deck	Executive Steering Committee

5.3 GOVERNANCE PROCESS

This section outlines the general ways of working, including committee and workgroup operations and workflow, standardization of meetings, issue management and escalation, and continuous improvement.

5.3.1 COMMITTEE AND WORKGROUP OPERATIONS AND WORKFLOW

Exhibit 5 5: Committee and Workgroup Operations, below, outlines each committee or workgroup, meeting frequency, and necessary artifacts leveraged. For a complete listing, please reference the *FL WINS Governance Cadence* spreadsheet found in the FL WINS Central Repository.

Exhibit 5-5: Committee and Workgroup Operations

COMMITTEE/ WORKGROUP	FREQUENCY	ARTIFACTS
FL WINS Executive Steering Committee	Quarterly and as needed	Program Dashboard, CRAIDL, Executive Steering Deck, and status reports
FL WINS Executive Program Sponsors	Monthly (4 th Wednesday of every month)	Program Dashboard, program roadmap, and status reports
FL WINS Program Management Team	Monthly (2 nd Wednesday of every month)	Program Dashboard, CRAIDL, project status updates, program status updates, program schedule, and program roadmap
Program Workgroup	In accordance with existing workgroup cadences	Program Dashboard, CRAIDL, project status updates, program status updates, and program roadmap
FL WINS PMO	Weekly	Program Dashboard, CRAIDL, project status updates, program status updates, program schedule, and program roadmap
Project Teams	Weekly	Program Dashboard, CRAIDL, project status updates, program status updates, and project schedule

5.3.2 STANDARD MEETINGS

The following standard meeting procedures are an outline of best practices and are expected to change to fit the evolving needs of the committees.



Program Management Team Meetings

- The FL WINS PMO is responsible for meeting logistics including but not limited to the items listed below
- Set the date, time, and room location (Note: If a virtual meeting is required, coordinate the meeting logistics and related virtual meeting links)
- Coordinate room set up, as applicable
- Develop the meeting agenda
- Send the meeting invitation and agenda to Program Management Team members and other invited guests
- Source meeting materials from the project teams or other relevant subject matter experts and distribute the meeting materials electronically before the meeting
- Document and upload meeting materials into the FL WINS Repository
- Print and distribute meeting discussion materials for review in the meeting
- Confirm the meeting objectives and agenda
- Facilitate the meeting

Executive Steering Committee Meetings

- The FL WINS Program Directors, with the Executive Program Sponsors, prepare the agenda.
- The REACH Director chairs the ESC; however, the REACH FL WINS Program Director shares responsibility for conducting the meeting as the ESC liaison.
- The REACH Director provides the ESC updates on matters related to the FL WINS Program scope, schedule, budget, and resources and any other relevant program information.
- The DEO FL WINS Program Director provides administrative functions through Agency for the ESC, including publicly noticing meetings.
- The FL WINS Program Directors, with the Executive Program Sponsors, prepare and distribute to the ESC members the agenda, status reports, and other applicable documents for review prior to the meeting.
- The ESC meetings are scheduled at least two weeks in advance with ESC members, and publicly noticed at least one week prior to the meeting date.
- The REACH Director allows for public comment before any ESC actions are taken by vote.

5.3.2.1 SUNSHINE LAW

All FL WINS meetings must adhere to the Sunshine Law, which stipulates:

- Meetings of public boards or commissions must be open to the public;



- Reasonable notice of such meetings must be given; and
- Minutes of the meetings must be taken and promptly recorded.

For the FL WINS Program, public meeting notices will be published in the Florida Administrative Register (FAR) in accordance with Rule 1-1.011, Florida Administrative Code. The process for noticing ESC meetings will include:

- Providing notice of the ESC meeting date, time, and location and a general description of the meeting's purpose
- Posting an agenda on the FL WINS external website and publishing in the FAR at least one week prior to the ESC meeting
- Confirming that notice and meeting materials have been published through the FL WINS external website and in the FAR at least one week prior to the ESC meeting

5.3.3 ISSUE MANAGEMENT AND ESCALATION

Program management staff attempt to consult the right expertise and advisors to resolve any issues internally before raising the concern to the next tier level for resolution. This activity is known as initiating the escalation process. The process is only used when an issue cannot be resolved in a designated period and warrants escalation.

Management team members consider the following questions when contemplating escalation:

- Does the governing body have the authority to weigh in on the decision at hand? What is the lowest level in which decisions can be made, and who is authorized?
- Once a decision is made, do we need to communicate the resolution?
- If so, who needs to receive this information?

Please see *Attachment H – Issues Management Plan* for additional information on this process.

5.3.4 CONTINUOUS IMPROVEMENT

The continuous evolution of governance standards is an essential part of FL WINS. Governance content undergoes regularly scheduled reviews, updates, and iterations. Conducting continuous improvement reviews ensures that activities across Workforce Partners are aligned with the FL WINS governance. The governance practices and associated templates are updated by program management staff annually, at a minimum.

5.4 GOVERNANCE PLANNING

Governance planning includes identifying a specific project for the application of FL WINS governance practices. This project serves as a pilot once all program charters and governance groups are established. Activation of the governance plan begins with the approval of FL WINS Program Management Plan.



- The FL WINS Executive Program Sponsor is responsible for the implementation of the governance model, relying on the Program Management Team.
- The FL WINS PMO prepares and provides communication and training to support implementation of the identified governance committees and PWGs.
- The stakeholder groups represented on the governance committees select representatives for participation, or affirm representatives to existing groups, as appropriate.
- Once governance committee members are identified, training and communication regarding the governance committee’s purpose and operation commence.
- The FL WINS PMO facilitates the review, revisions, or creation of committee and group charters, as necessary.

In addition, decision-scoring criteria provide additional guidance for implementing governance.

5.4.1 DECISION SCORING CRITERIA

The Decision Scoring Criteria (DSC) matrix is a quantitative tool that allows decision makers to leverage a value system for implementing the escalation process. The DSC plots four categories (cost, schedule, scope, and quality) against four different impact scenarios (none, low, medium, and high). Routing rules for total impact scores specify:

- Less than or equal to a score of two falls within Tier 1
- Greater than two but less than a score of four falls within Tier 2
- Greater than or equal to a score of four falls within Tier 3

Exhibit 5-6: Decision Scoring Criteria Matrix, below, outlines the dimensions of consideration for scoring impact and the routing of items through the governance tiers.

Exhibit 5-6: Decision Scoring Criteria Matrix

Impact	Dimensions of Consideration				Qualitative Score Assigned
	Cost	Schedule	Scope	Quality	
None	Cost neutral or lower cost	No impact to project schedule or reduced timeframe	No scope impact	No quality impact	0
Low	Cost Impact below 4%	Little impact to project schedule	Minor clarification to existing scope	Limited quality impact	1
Medium	Cost Impact above 4% and below 10%	Moderate schedule impact	Scope change is noticeable, but not deemed significant	Moderate quality impact	3
High	Cost Impact 10% or higher	Schedule and deliverable submission dates will shift	Scope change is deemed significant	Impact to quality noticeable	5
Total Impact Score Weight	40%	20%	20%	20%	= Final score

Final Impact Score	<2	>2 to <4	≥4
Decision Routes To:	Tier 1: FL WINS Program Operations and Advisory	Tier 2: FL WINS Program Governance	Tier 3: FL WINS Executive Governance



5.4.2 AVAILABLE TOOLS AND TEMPLATES

- Meeting Minutes
- Meeting Agenda
- Recommendation Memo
- Briefing Memo
- Workgroup Initiation
- Decision Memo



SECTION 6: PROGRAM STANDARDS, TOOLS, TEMPLATES, AND PROCEDURES

Consistency and predictability are important when managing a complex program that brings together multiple departments, systems, contractors, and teams. The adoption of, and adherence to, program-wide standards, procedures, tools, and templates fosters consistency and predictability across interdependent project teams.

6.1 GOVERNING STANDARDS

The FL WINS PgMP and its component plans comply with the following federal, state, and industry standards. Additional standards may be added during the life of the Program, and project teams are expected to comply.

Federal

- National Institute of Standards and Technology (NIST)
- Federal Risk and Authorization Management Program (FedRAMP)
- Section 504 and 508 of the Rehabilitation Act of 1973
- Family Educational Rights and Privacy Act (FERPA)

State

- Florida IT Project Management and Oversight Standards, Chapter 60GG-1, F.A.C.
- Florida Cybersecurity Standards, Chapter 60GG-2, F.A.C.
- Cloud Computing, Chapter 60GG-4, F.A.C.
- State of Florida Enterprise Architecture, Chapter 60GG-5, F.A.C.
- Procurement of Personal Property and Services, Chapter 287, F.S.
- Continuing Oversight Team Section 287.057 (26)(a), F.S.

Industry Standards

- Project Management Institute (PMI) A Guide to the Project Management Body of Knowledge (PMBOK) – Seventh Edition
- Practice Standard for Project Risk Management (2009)
- PMI Practice Standard for Scheduling – Second Edition (2011)

6.2 PRIMARY TOOLS

Several tools are used in the execution of the FL WINS Program. They are summarized below and described in more detail in the respective component plans, where applicable.



6.2.1 STANDARD PRODUCTIVITY TOOLS

The Program uses industry-standard collaboration and productivity tools for spreadsheets, presentations, project schedules, collaboration, process flows, and documents.

- Adobe: Acrobat PDF
- Microsoft (MS) 365 suite: Word, Excel, PowerPoint, Project, SharePoint, Teams, and Visio
- ServiceNow: Used by the FL WINS Program for Project Portfolio Management (PPM) and reporting

6.2.2 FL WINS REPOSITORY

The Program uses the FL WINS Central Repository for storing artifacts. It contains these folders:

- Administrative
- Meetings
- Program Management Office
- Projects

The FL WINS Repository is described in more detail in *Attachment B - Artifact Management Standards*.

6.2.3 FL WINS PROJECT PORTFOLIO MANAGEMENT

The Program uses DEO's Project Management Information System (PMIS) for reporting and managing changes, risks, action items, issues, decisions, and lessons learned. It is also used for schedule and resource management and reporting.

The use of DEO's PMIS for CRAIDL items, scheduling, and resource management is described in more detail in the respective component plans that support this PgMP.

6.3 TEMPLATES

The use of standard templates fosters consistency throughout the FL WINS Program. Templates are stored in the FL WINS Repository under *Center of Excellence > Templates* and are categorized for logical searching and location. Below is a sample of the available templates; templates are revised and approved by program management staff as needed.

Administrative

- Artifact Quality Control Checklist
- Task Order



- Deliverable
- Deliverable Expectation Document (DED)
- Deliverable/Work Product Submission Email
- Meeting Agenda
- Meeting Notes/Minutes

Reporting

- Weekly Status Report
- Monthly Status Report
- Operational Work Plan

Schedule Management

- Schedule Assumptions and Constraints
- Project Schedule (by project type: Planning & Analysis, Procurement, or Implementation)
- Schedule Quality Checklist

6.4 PROCEDURES

This PgMP is augmented by standard operating procedures that explain how certain standards are applied in the execution of a project. SOPs are available in the FL WINS Repository under *Center of Excellence > Standard Operating Procedures*. SOPs are created for processes for which consistency is important for integration. Example:

- Establishing a project schedule
- Maintaining a project schedule
- Executing project change requests
- Conducting risk management
- Delivering weekly and monthly status reporting



SECTION 7: MASTER PROGRAM SCHEDULE

The FL WINS Master Program Schedule (MPS) is a compilation of all project schedule milestones, deliverables, and major tasks. The MPS is updated at least monthly after all project schedules are updated and posted. Below is a list of project schedules included in the MPS:

- Workforce Integration Management
- Business Process and Re-engineering Implementation
- Transformational Change Management Implementation
- Systems Integrator Procurement and Implementation
- Customer Portal Procurement and Implementation
- Data Hub Procurement and Implementation

The MPS is the Program's source of truth for the estimated duration of the Program since project schedules are updated weekly. The FL WINS MPS and roadmap must be aligned when there is an event that impacts the Program, or at least annually.

All dependencies between projects are tracked in a dependency log on the FL WINS Repository for quick reference. Dependencies between projects are identified as a milestone in both schedules. FL WINS Project Managers must communicate schedule changes weekly and complete a Project Change Request (PCR) when necessary. Refer to *Attachment M - Project Change Management Plan* for additional details on the processes for managing and reporting changes. The FL WINS PMO monitors project dependencies throughout the life of the FL WINS Program and updates the MPS as necessary.

The FL WINS PMO builds placeholder schedules for future projects based on the information known at the time of schedule development. As new information is discovered, the placeholder schedules are updated. Placeholder schedules are built at the phase level and have estimated durations and a resource group or name (if known) assigned. Note: Placeholder schedules do not have work effort, nor are they baselined.

Refer to *Attachment R - Schedule Management Plan* for details on how project schedules are built and maintained over the life of the Program.



SECTION 8: COMPONENT PLANS

A series of component plans accompanies the primary PgMP and provides critical information to support the effective management of the FL WINS Program. Below are descriptions of each component plan. These plans are available in the FL WINS Repository.

8.1 ARTIFACT MANAGEMENT STANDARDS

The *Attachment B – Artifact Management Standards (AMS)* establishes standardization in quality and document (i.e., artifact) management processes executed by FL WINS project teams, FL WINS contractors, and DEO. The AMS provides the approach, standards, and processes encompassing all aspects of deliverable and artifact management required to support current and future FL WINS projects and meet DEO expectations.

8.2 COMMUNICATION PLAN

The *Attachment C – Communication Plan* provides a high-level overview of the communication components for the Transformational Change Management contractor's Change Management and Communication (CMC) Plan. The CMC Plan must inform all FL WINS stakeholders and other appropriate audiences with consistent, accurate, and timely information on the status and outcomes of FL WINS. In addition to outlining the goals and objectives of the CMC Plan, the Communication Plan provides an overview of the current state of FL WINS communications – key stakeholders, channels, workgroups, and committees – to lay the foundation for future communications.

8.3 CONFIGURATION MANAGEMENT PLAN

The *Attachment D – Configuration Management (CM) Plan* establishes the technical and administrative direction and monitoring for the management of configuration items (i.e., software, hardware, and documentation) associated with the Program that are to be placed under configuration control.

8.4 DATA GOVERNANCE AND MANAGEMENT DEVELOPMENT PLAN

The *Attachment E – Data Governance and Management Development Plan* outlines the approach and plan for the establishment and implementations of FL WINS data governance and management. It describes the key steps and considerations for organizing and building out the cross-agency data governance function that involves developing, implementing, and enforcing program standards, practices, and policies. The plan ensures that the data challenges associated with the Program are addressed. It also ensures processes are created to promote the effective collection, storage, and utilization of data over time, with the goal of improving the quality of and the trust in the data.

8.5 DECISION MANAGEMENT PLAN

The *Attachment F – Decision Management Plan* defines how the Program gains the necessary decisions on expected outcomes, project plans, and key deliverables for the duration of the



Program. Decisions are used to clarify parameters within the bounds of contracted work or to outline parameters for a potential change request. Project Managers are responsible for logging decisions, while the FL WINS PMO is responsible for ensuring decisions are communicated.

8.6 FINANCIAL MANAGEMENT PLAN

The *Attachment G – Financial Management Plan* is intended to help ensure the Program and its contractors complete the FL WINS Program (and related projects) within budget. The Financial Management Plan identifies best practices and procedures to manage costs throughout the Program’s life cycle. The plan covers the financial management approach, expenditure tracking, variance analysis, oversight of costs, and reconciliation between the State’s budget, accounting, and project management cost processes.

8.7 ISSUES MANAGEMENT PLAN

The *Attachment H – Issues Management Plan* provides an overview of how an issue is to be identified, logged, and tracked. It also describes the roles and responsibilities each person plays during each issue stage. The document outlines an issue as being a problem affecting a project’s scope, schedule, cost, and/or quality. Issues often arise from risks. Sometimes issues are unanticipated. An issue needs to be addressed and resolved as soon as possible to avoid negative project impacts.

8.8 KNOWLEDGE TRANSFER PLAN

The *Attachment I – Knowledge Transfer Plan* outlines the knowledge transfer activities that occur throughout the integration and deployment phases of the Program. Each contractor must make every reasonable effort to include key stakeholders in the knowledge transfer process and make available to them the relevant information resources. Contractors must ensure personnel are provided with the necessary technical support and user training to maximize the potential of the transferred solution.

8.9 LESSONS LEARNED MANAGEMENT PLAN

The *Attachment J – Lessons Learned Management Plan* describes the process of identifying, recording, and formulating an action plan around lessons learned. It provides an overview of how the FL WINS project teams document lessons learned throughout the life of a project. Lessons learned are collected throughout the project life cycle and at the end of each project phase.

8.10 ORGANIZATIONAL CHANGE MANAGEMENT PLAN

The *Attachment K – Organizational Change Management Plan* describes how the Transformational Change Management contractor develops the Change Management and Communication Plan. The TCM contractor’s plan encompasses both Change Management Plan and Communication Plan elements in one deliverable as opposed to having separate deliverables. The primary objective of the TCM Contractor’s Change Management and Communication Plan is to describe the overall framework to execute program-level and project-



level change activities for the FL WINS Program. These activities help to prepare stakeholders for the change, manage change resistance, and reinforce the change through a series of messages, training, and organizational culture programs.

8.11 PROCUREMENT AND CONTRACT MANAGEMENT PLAN

The *Attachment L – Procurement and Contract Management Plan* outlines how resources are to be procured in accordance with Chapter 287.056, F.S. (State Term Contracts and Procurements). The plan reflects procurement best practices, summarizes procurement methodology, and describes the process for managing procurements. The plan identifies and defines the goods and services to be procured, the types of contracts to be used in support of the project, the contract approval process, and key decision criteria.

8.12 PROJECT CHANGE MANAGEMENT PLAN

The *Attachment M – Change Management Plan* identifies the groups and individuals involved in change management, as well as their roles and responsibilities. When properly implemented, change management allows informed decisions to be made at the right levels and with consistent documentation. This plan provides a guide for how the Program and projects identify, document, analyze, escalate, approve, and communicate changes to scope, schedule, and cost. The change management process is used in any situation where a change occurs to scope, schedule, cost, area of responsibility, or a contractor's scope of services.

8.13 QUALITY MANAGEMENT PLAN

The *Attachment N – Quality Management Plan* documents the necessary information for planning, managing, and controlling the quality of the FL WINS Program. It defines the Program's quality policies, procedures, areas of application and associated criteria, and roles and responsibilities.

8.14 REQUIREMENTS MANAGEMENT PLAN

The *Attachment O – Requirements Management Plan* describes the overall approach to managing the requirements life cycle. It includes the roles and responsibilities for team members who participate in requirements management and describes the primary requirements development activities of analysis, elicitation, specification, and validation. The Requirements Management Plan also describes the process for managing changes to requirements and provides best practices for documenting high-quality requirements.

8.15 RESOURCE MANAGEMENT PLAN

The *Attachment P – Resource Management Plan* defines the planning and management of resources for the duration of the FL WINS Program. It describes processes for planning resources' assignments and tracking their work allocations to help promote efficient and effective service delivery.



8.16 RISK MANAGEMENT PLAN

The *Attachment Q – Risk Management Plan* defines the process employed by the FL WINS Program and each project team involved in managing risks. It includes:

- Identifying and categorizing project risks (Identify)
- Validating and logging the risks (Validate/Log)
- Assessing and prioritizing the risks so they are manageable (Analyze)
- Developing response strategies and assigning responsibility (Plan)
- Monitoring open risks on a regular basis (Monitor/Track)
- Communicating the risks and strategies on an ongoing basis throughout the life of the project (Communicate)

8.17 SCHEDULE MANAGEMENT PLAN

The *Attachment R – Schedule Management Plan* defines the development and management of the schedule for the duration of the Program. It identifies schedule templates and describes processes for developing the schedule, submitting the schedule for review and baselining, progressively elaborating the schedule, and submitting and approving schedule.

8.18 SYSTEM CHANGE MANAGEMENT PLAN

The *Attachment S – System Change Management Plan* documents a systematic approach to managing changes made to a product or system. The purpose is to ensure no unnecessary changes are made, all changes are documented, services are not unnecessarily disrupted, all affected stakeholders and end users are informed of the changes, and resources are used efficiently.

8.19 TESTING MANAGEMENT PLAN

The *Attachment T – Testing Management Plan* describes the overall technical and management approach, resources, and milestones for all intended test activities associated with development, validation, implementation, User Acceptance Testing, and operational testing.

8.20 STAKEHOLDER MANAGEMENT PLAN

The *Attachment U – Stakeholder Management Plan* describes the method for identifying stakeholders and the approaches for planning, managing, and controlling stakeholder engagement over the life of the Program.



SECTION 9: REPORTING AND METRICS

9.1 REPORTING OVERVIEW

This section describes the approach the FL WINS Program uses to provide DEO, and any subsequent parties or agencies deemed necessary, progress reports relative to the overall health of the Program. This reporting is ongoing for the life the Program.

Exhibit 9 1: Project Reporting Requirements and Frequency, below, identifies and describes the project reporting types and frequency for the Program and related projects provided to DEO by the FL WINS Project Manager.

Exhibit 9-1: Project Reporting Requirements and Frequency

REPORT	DESCRIPTION	FREQUENCY
FL WINS Status Report (for each named project)	<p>This is the regularly produced detailed status that is specific to each active project. The report includes:</p> <ul style="list-style-type: none"> ▪ Current CRAIDL items specific to the project ▪ Progress made over the past week ▪ Upcoming activities ▪ Items that need attention ▪ Green/Yellow/Red reporting against schedule, budget, risks, and issues ▪ Potential changes to scope ▪ Schedule metrics 	Weekly
FL WINS Program Status Report/Dashboard	<p>This is the regularly produced summary-level report that outlines program-level status. The information reported at a program level has been filtered to highlight the key:</p> <ul style="list-style-type: none"> ▪ Milestones ▪ Risks ▪ Issues ▪ Change Requests ▪ Decisions ▪ Schedule ▪ Cost 	Weekly
FL WINS Monthly Status Report to Department of Economic Opportunity (DEO)	<p>This report is a summary of the month's project activities and program status as well as costs referenced within the Spending Plan (as outlined in <i>Attachment G - Financial Management Plan</i>):</p> <ul style="list-style-type: none"> ▪ Program Status Overview ▪ Program Progress ▪ Program Issues/Risks ▪ Program Spend Plan <p>Per 60GG-1, F.A.C., the form DMS-F-0505B is used for monthly status reporting.</p>	Monthly
FL WINS Performance Reporting	<p>DEO monitors the FL WINS contractors' performance using a Performance Reporting System to oversee the quality of the contractors' performance, document performance levels in critical areas of the system, facilitate the management of the FL WINS contracts, and enhance the investment made by DEO and Workforce Partners in the administration of the FL WINS Program.</p>	Monthly
Ad hoc reports	Ad hoc analyses and reports at the written request of DEO.	As requested by DEO



9.1.1 ADMINISTRATIVE PROGRAM AND PROJECT COMMUNICATIONS

Agendas and summaries for discussions involving key issues, decisions made, and follow up items (e.g., meeting minutes) are stored in the FL WINS Central Repository.

For project email communications, the FL WINS Project Team communicates directly with the corresponding DEO and FL WINS contractor counterparts with the appropriate additional recipients copied for inclusion. Additional guidelines and details of the communication process can be found in the *Attachment C – Communication Plan*.

Guidance for strategic program communications focused on stakeholder engagement and transformational change management can be found in the Transformational Change Management Office’s Change Management and Communication Plan.

9.2 METRICS OVERVIEW

As part of the FL WINS Project Team’s continuous assessment of project quality, risks, and overall project and program statuses, the FL WINS Project Manager uses performance measures to monitor progress and performance toward the completion of milestones and for assessing trends in overall health.

The standard frequency for monitoring and reporting of project and program schedule metrics, along with performance management metrics, reporting mechanisms, and acceptable values, is detailed below in **Exhibit 9-2: Performance Metrics**.

Exhibit 9-2: Performance Metrics

METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
% Complete (Percent Duration Complete)	Determine project status based on percentage of its completed duration	How much time is needed to complete the project?	(Actual Duration / Total Planned Duration) x 100	Summary Task and Project Levels; Weekly and Monthly	Actual Duration Complete % is aligned with Planned Duration Complete %.	Project Status Report and/or Meeting

Percent Duration Complete expresses the current status of schedule activities as a percentage of the total scheduled duration that has been completed.

Schedule Performance Index (SPI)	On Target According to Scheduled Timeframe	Are we meeting our schedule?	Earned Value / Planned Value	Summary Task and Project Levels;	Between 0.90 and 1.10 with 1.00 as the	Project Status Report
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METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
				Weekly and Monthly	primary target. Above 1.00 is better than below 1.00.	and/or Meeting

SPI is an earned value metric that measures whether the project is earning value at the scheduled rate. This metric is used to assist project managers in determining if a project will be completed on time, assuming current trends continue.

Cost Performance Index (CPI)	On Target According to Resource-Allocation	Are we utilizing our scheduled resources efficiently?	Earned Value / Actual Cost	Project Level; Weekly and Monthly	Between 0.90 and 1.10 with 1.00 as the primary target. Above 1.00 is better than below 1.00.	Project Status Report and/or Meeting
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CPI is an earned value metric that measures the cost-efficiency of work completed by scheduled resources. This metric is used to assist project managers in determining if a project will be completed with its current level of resource allocation, assuming current trends continue.

Finish Variance	On Target According to Scheduled Finish Dates	Are scheduled tasks being completed as planned?	Current Scheduled Finish Date – Baseline Finish Date	Project Level; Weekly and Monthly	< 10% of overall project duration	Project Status Report and/or Meeting
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The Finish Variance field contains the amount of time that represents the difference between the Baseline Finish Date of a task or project and its current Finish Date.



METRIC / MODEL NAME	GOAL	QUESTION	FORMULA	ANALYSIS LEVEL, FREQUENCY	TARGET VALUES	ANALYSIS REPORTING
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Number of Open Risks	Ongoing Monitoring and Control of Project Risks	Are risks being identified and mitigated?	Count of Open Project Risks	Project Level; Weekly	Trend of total number on regular periodic basis.	Project Status Report and/or Meeting
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Open risks are continuously monitored and addressed such that risks with high or increasing exposure values are stabilized, and the overall quantity of risks is decreasing.

Overall Risk Exposure	Mitigate and reduce overall project risk	Are risks being addressed and mitigated?	Sum of all Exposures (Probability x Impact) score for all open risks	Project Level; Weekly	Trend of total exposure score on regular periodic basis.	Project Status Report and/or Meeting
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Overall risk exposure looks at the project's risk posture according to its average Probability x Impact score for all open risks.

9.2.1 PROGRAM AND PROJECT STATUS

On a weekly basis, program and project management staff prepare status reports for each active project and the overall Program. Often this evaluation process can be subjective rather than rooted in actionable criteria. The below grid outlines the guidelines used when assigning a Green – Yellow – Red rating to each parameter. Any time a parameter is either Yellow or Red, a documented Risk/Issue/Change Request must be logged and actively worked on to return the parameter to Green. As part of this effort, program management staff evaluate each project and the overall Program against the following four parameters in **Exhibit 9-3: Status Rating Criteria**

Exhibit 9-3: Status Rating Criteria

	G (Green)	Y (Yellow)	R (Red)
Scope	FL WINS Program, or project, defined and approved scope will be achieved.	Unplanned, recommended scope changes (i.e., not currently on the roadmap directly) are pending Change Request. Additionally, current issues that have potential for defined scope to not be achieved.	Currently defined scope is no longer achievable. Scope refinements will need to be defined and approved.
Schedule	Currently defined milestones will be achieved. SPI is 0.93 to 1.0 or SPI > 1.00	One or more key milestones are in danger of not being met. Risks/issues have been documented outlining potential issues with achieving dates.	Key milestone dates have been missed or will definitively be missed. Risks/Issues have been documented. Change Requests will be needed to



	G (Green)	Y (Yellow)	R (Red)
	with no negative impacts.	FV** \geq 5% < 10% of baseline duration of execution phase or not baselined within five weeks from charter approval.	reset expectations on a revised baseline that can be achieved. FV** \geq 10% of baseline duration of execution phase or not baselined within seven weeks from charter approval.
Resourcing	Program or project teams are fully staffed and aligned with the correct skillsets.	Resources are aligned but there are concerns with skillset or time allocation. Issue has been logged to track but no work-stoppages exist at this time.	Significant resource gaps exist. Missing resources and/or existing resource do not have the necessary skillsets or the time allocation. Resource gaps are now impacting the ability to proceed.
Budget	Program or project spending is within the appropriation. Budgets have been defined and the Program/project remains aligned to the budget parameters.	Currently at risk of exceeding budgetary parameters for the Program or project. Risks/Issues surrounding funding are logged and tracked but work may go on. Appropriation is less than amount requested in legislative budget request (LBR) (without an equivalent reduction in scope and/or schedule), or quarterly funding release is not granted by the end of the first month of the quarter.	Budget parameters for program or project will be/have been exceeded. Risks/Issues have been logged outlining the root causes.

9.2.2 ANALYSIS AND CORRECTIVE ACTIONS

Quality control is the process of reviewing the results of quality assurance activities and audits and performing root cause analysis where appropriate. This includes applying corrective actions and process improvements to products, services, and processes as they relate to each project. As referenced in Section 9.2.1 Program and Project Status:

1. *Risk* – Corrective actions include acceptance, avoidance, mitigation, and transference. These actions reduce the likelihood of a risk becoming a reality or lessen the likelihood of impact.
2. *Issue* – The primary course of action is to resolve the issue. The course of action must be specific to the characteristics of the underlying issue; not all steps to resolve the issue need to have been taken, rather they should be identified and documented for management purposes.
3. *Change Request* – The objective is to document and approve the necessary changes to establish a new baseline.

The FL WINS Project Manager uses the following rule to control the project when performance metrics deviate outside of standard thresholds. The rule applies to all metrics.

- **Beyond Limits** – The current metric result is outside the expected range (from baselines, specifications, or thresholds), going by whichever set of limits is most strict.



The FL WINS Project Team, during the project Planning Phase risk identification activity, must consider potential threats based on performance metrics, log the threats, assess, and plan response to minimize probability, and if possible, any impact. If any metric results trigger the risk event, the contingency is to determine the root cause, and where appropriate, document it in the Project Status Report (weekly and/or monthly), with updated status depending on impact to the project and overall Program.

The FL WINS Project Team must analyze and determine root causes for metrics with results beyond limits or those with results trending in one direction. The FL WINS Project Team must prepare a Corrective Action Plan to address root causes and report that plan to the Project Sponsor and the FL WINS Program Management Office, and during the Project Status Meeting. Any identified corrective actions are logged in the Action Item Log (under the CRAIDL) and tracked to completion.

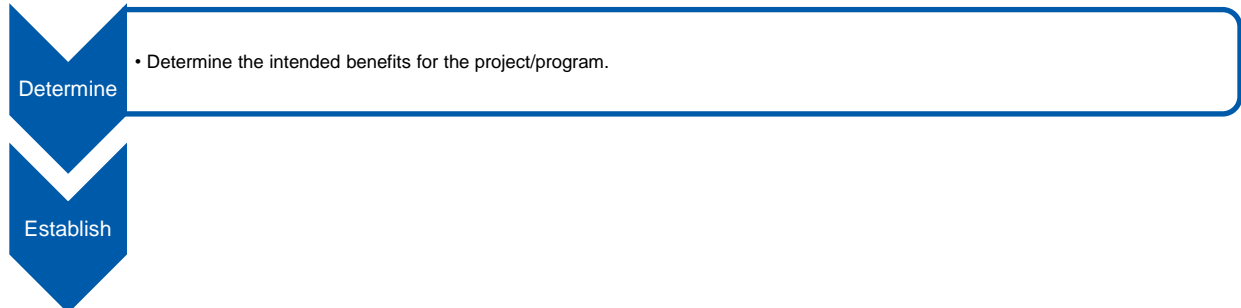
The FL WINS Project Manager must complete a Project Change Request for corrective actions affecting project scope, budget, or schedule as outlined in *Attachment M – Change Management Plan*.

9.2.3 BENEFITS REALIZATION PLAN

All program and project team members must have a clear understanding of the desired benefits associated with the Program and for all parties to make concerted efforts to ensure that these benefits are achieved. As each new project is initiated, applicable team members ensure the goals and objectives for the project align to a distinct set of benefits that tie, either directly or indirectly, to the benefits of the Program. Reference the Benefits Realization Table of the FL WINS Schedule IV-B (Section IV, subsection A) for planned benefits and their realization timeframe.



Exhibit 9-4: Benefits Realization Process



Program and project management staff address the following questions, and or statements, during the project authorization through planning stages:

- Identify the approved benefit(s) and associated assumptions.
- Describe how the project will achieve each benefit.
- Provide metrics, including key performance indicators (KPI), and procedures to measure progress toward achieving benefits; a good time for capturing baseline metrics is during current state (or as-is) analysis.
- Identify the roles and responsibilities of those managing benefits.
- How will the planned benefits and capabilities transition into an operational state and achieve benefits?
 - › Who will be responsible/accountable for this process?
- Prior to formal close out, what will be the ongoing process to assure the project has achieved/will achieve the desired benefits?



When establishing the metrics to be leveraged for realization, the metric must have a direct or indirect correlation to the actions taken by the Program/project. Also, the metric must represent either a tangible measurement (a numeric calculation) or an intangible measurement (a sentiment or perspective, i.e., customer satisfaction). It is preferred to establish tangible metrics that have a direct correlation to the project goals and objectives.

Once a metric is defined, the method for gathering the data and calculating the results must be clearly established so the same process can be applied each time the metric is evaluated to obtain a true “apples-to-apples” comparison. Efforts are taken to establish a set of baseline measurements in the current state. If possible, measurements for a look-back period are taken to determine if there is already an established trend in the data.

The program and project teams monitor and control benefits by considering the impact a proposed change has on a project’s ability to deliver planned outcomes and benefits. Changes that have a negative impact are escalated through the FL WINS PMO in alignment with the governance practices. If approved, the corresponding impacts to achievement of project benefits are communicated, and goals/expectations are adjusted to account for the change.

Project managers monitor progress towards planned outcomes and benefits during the execution of the project. Project teams cannot wait until projects go-live to manage benefits as doing so increases the risk that desired benefits are not realized. Specific metrics vary by project. However, project managers may generally monitor and control progress toward benefits realization in terms of:

- Maintaining scope alignment to strategic objectives (functionality or services needed to achieve the planned outcome and benefit)
- Providing initial reporting against established metrics as a component of project status reporting
- Complying with federal regulations (which may impact certification and funding)
- Managing to schedule and cost baselines (both of which impact return on investment)
- Assessing consumer satisfaction/public relations, where applicable (reduction in complaint volume)



SECTION 10: DATA SECURITY PLAN STRATEGY

10.1 INTRODUCTION

The State of Florida mandated that all State agencies must comply with a minimum set of standards for managing and securing information technology (IT) resources. These standards are codified in **Florida Administrative Code (FAC) Rules 60GG-2**, which is referred to as the “**State of Florida Cybersecurity Standards (SFCS)**”. The SFCS covers five major areas of responsibility that State agencies should address for managing IT security risk, namely:

1. **IDENTIFY** (FAC 60GG-2.002)
2. **PROTECT** (FAC 60GG-2.003)
3. **DETECT** (FAC 60GG-2.004)
4. **RESPOND** (FAC 60GG-2.005)
5. **RECOVER** (FAC 60GG-2.006)

10.2 SCOPE

The purpose of this section is to provide an outline of the key elements which comprise the FL WINS Data Security Plan (DSP). Specific details pertaining to how the SFCS data security requirements are satisfied by the FL WINS Program are covered in the standalone DSP document.

10.3 ROLES AND RESPONSIBILITIES

The FL WINS Program is a cross-agency initiative between the REACH Office, DEO, DCF, DOE, and CareerSource Florida. Successful integration, management, security, and privacy protections of data extracted from and shared among these agencies requires collaboration and clarity around the roles and responsibilities.

Therefore, the FL WINS DSP must clearly define the cross-agency roles and responsibilities described below.

10.3.1 INFORMATION SECURITY MANAGER (ISM)

As required by Section 282.318(4)(a) of the Florida Statutes, each State agency is required to have an ISM who is responsible for:

1. Development of a strategic information security (i.e., cybersecurity) plan and associated operational information security plan
2. Development and implementation of information security policies, procedures, standards, and guidelines
3. Direction and management of the information security awareness program
4. Coordination of the information security risk management process



5. Coordination of the Computer Security Incident Response Team
6. Coordination of Information Technology Disaster Recovery planning in support of the Continuity of Operations Plan
7. Serving as the internal and external point of contact for all information security and data protection matters
8. Communicating directly to the agency head in all information security duties
9. Compliance with applicable laws and regulations for information security as well as the rules, policies, procedures, and best practices promulgated by the Division of State Technology

Given the FL WINS Program crosses multiple agencies, a lead agency must be assigned which has oversight responsibility, with the other agencies providing support. The lead agency ISM is responsible for working in close coordination with the ISMs from the other agencies.

10.3.2 COMPUTER SECURITY INCIDENT RESPONSE TEAM (CSIRT)

The CSIRT is responsible for:

1. Selecting a team structure and staffing model
2. Developing templates for managing the cybersecurity incident/breach investigation and resolution management reporting
3. Creating and maintaining an incident response plan (IRP)
4. Staffing and training the incident response team
5. Investigating and analyzing incidents
6. Establishing relationships and lines of communication between the incident response team and other groups, both internal (e.g., legal department) and external (e.g., law enforcement agencies)
7. Coordinating with FL Digital Service's Enterprise Cyber Security Operation Center (ECSOC) for detecting, reporting, and responding to threats, breaches, or cybersecurity incidents
8. Managing internal communications and updates during or immediately after incidents
9. Communicating with employees, stakeholders, contractors, and the communications team about incidents as needed
10. Remediating incidents
11. Recommending technology, policy, governance, and training changes after security incidents

The CSIRT has cross-agency representation from DEO, DCF, DOE, FLDS and REACH with the designated lead agency serving as the team lead.



10.3.3 CHIEF TECHNOLOGY OFFICER

The Chief Technology Officer role, housed within DEO, is responsible for:

1. Advocating and funding information security requirements during budget planning and execution of the FL WINS Program
2. Coordinating with the other agencies' Directors of IT, ISM, and the FL WINS Program contractor teams to ensure proper workflow and touch points for the established FL WINS Program security tools and processes

10.3.4 PRIVACY OFFICER

The designated lead agency's Privacy Officer (PO) has the responsibility for working with the other agencies' POs to:

1. Evaluate and track privacy incident reports that arise from the FL WINS contractor team assigned Security Officer
2. Conduct Privacy Impact Assessments (PIA) to ensure handling of FL WINS information (i) conforms to applicable legal, regulatory, and policy requirements regarding privacy; (ii) to determine the risks and effects of collecting, maintaining, and disseminating information in identifiable form in an electronic information system, and (iii) to examine and evaluate protections and alternative processes for handling information to mitigate potential privacy risks
3. Support the procurement process by performing PIA on contractors, reviewing the privacy policies of contractor-submitted responses to solicitations
4. Provide privacy assessment input and recommendation to the FL WINS Program Director of Information Technology for Authorization to Operate (ATO)

10.4 STANDARDS AND BEST PRACTICES

Security standards play an important role in implementing secure systems that protect data privacy. Security standards are a set of rules to make decisions about security-related technology solutions. Using common technology standards and processes helps FL WINS implement projects that achieve the strategic vision. These security standards guide the implementation of all FL WINS projects. The standalone DSP document describes the framework of applicable federal, state, and agency security-related standards including 60GG and NIST800-53.

10.5 INCIDENT REPORTING PROCESS

The DSP document describes the process and guidance for the reporting of cybersecurity incidents and any resulting breach investigations. It provides a consolidated directive and describes the applicable tooling to manage security incidents. It describes:

- Current processes of enterprise system and data security



- Agency and internal departments, external organizations (including federal and state agencies and FL WINS project owners), and their roles and responsibilities within the context of an enterprise system and data security
- Current and future processes, templates, and tools used for incident reporting of security incidents
- Plans for transition from current to future state incident reporting and management processes
- Frequency of required reporting

10.6 PRIVACY

Data privacy protection standards are key components to effective data management, and should be addressed in the development of this plan. This would include defining the accessibility, authentication, and confidentiality protection standards that must be applied holistically representing all participating programs.

The goal is to review the individual FL WINS partners' privacy policies and notices to establish the FL WINS Program policy on how data should be classified, collected, used, disclosed, retained, and destroyed. It addresses maintaining compliance with federal and state regulations for specific types of data such as personally identifiable information and personal health information (PII/PHI), which, if PHI is identified in the shared data, will have HIPAA and HIPAA HITECH implications for the FL WINS Program.

Additional controls are required to ensure that only the appropriate people and systems have access to marked data. This is typically done via a role-based access control (RBAC) mechanism.

Security and privacy controls must also include:

- A plan to integrate data security and privacy into an overall cybersecurity strategy
- Data classification layers
- How consent management is handled – this includes provisions for consent of minors within a family account/hierarchy

10.6.1 ENCRYPTION

The FL WINS Program involves handling personally identifiable information and other sensitive information such as Federal Tax Information (FTI) data which have regulatory requirements for how this data must be safely handled while in transit and stored at rest. Therefore, the DSP identifies the data encryption requirements for the FL WINS Program.

10.7 SECURITY TRAINING

The FL WINS DSP addresses training required for all FL WINS Program and contractor personnel to safely and securely access, use, manage, administer, and monitor the FL WINS system. The standalone DSP document defines the training required to cover overall



responsibilities, policies, and procedures as well as specialized training required for specific user roles. In addition, the DSP defines the frequency by which recertification is required.

10.7.1 SECURITY TESTING

Security testing is the process of making applications more resistant to security threats by identifying security weaknesses and vulnerabilities. The central ideology behind system security is to recognize the different types of threats present in the system and identifying its potential vulnerabilities. The main focus of application security testing is to recognize the digital and software system-related weaknesses and every possible loophole that can cause significant damages. The DSP document describes the various types of security testing to be performed, how vulnerabilities discovered are reported, and the frequency of the testing and reporting.

It addresses the following types of vulnerability testing which are systematic reviews of security weaknesses in an information system to identify any known vulnerabilities.

- *Network* – Review and analyze endpoint and device networks for security issues
- *Cloud* (Amazon Web Services - AWS, Azure) – Examine the security of cloud-specific configurations, cloud system passwords, cloud applications and encryption, and APIs, databases, and storage access
- *Application* – Scan web-based applications for security vulnerabilities such as Cross-site scripting, SQL Injection, Command Injection, Path Traversal, and insecure server configuration
- *Code* – Analyze source code or compiled versions of code to find security flaws
- *Compliance* – Locate and assess vulnerabilities in system hardening configurations
- *SSL/TLS* – Execute testing of an SSL server, certificate, and ciphers
- *Database* – Identify database configuration errors, default settings, and coding errors

Security testing also addresses the process and requirements related to penetration testing which simulates cyber-attacks against a computer system to check for exploitable vulnerabilities.

10.8 RISK MANAGEMENT

The DSP defines how to manage privacy and security risks. In accordance with the SFCS, the FL WINS Program's risk management policies and procedures must adhere to the National Institute of Standards and Technology (NIST) Risk Management Framework (RMF), which provides a dynamic and flexible approach to help information system owners effectively manage security and privacy risk throughout the SDLC using a seven-step process.

1. *Prepare* – Create the context and priorities for managing security and privacy risk at both the organization and system-level
2. *Categorize* – Classify the systems and data processed, stored, and transmitted based on the loss impact



3. *Select* – Identify an initial set of controls for the system, tailoring them as needed to reduce risk to an acceptable level based on the risk assessment
4. *Implement* – Create the controls, describing how these are employed within the system and operating environment
5. *Assess* – Evaluate the controls to verify compliance and adequacy to satisfy security and privacy requirements
6. *Authorize* – Grant the system or controls access based on a determination that the risk to the organizational operations, assets, individuals, and other organizations is acceptable
7. *Monitor* – Monitor the system and controls on an ongoing basis to assess control effectiveness, document changes to the system and operational environment, conduct risk assessments and impact analyses, and report on the current security and privacy posture of the system

10.9 REPORTING

The DSP defines the overall framework to track and report the Program’s compliance with the security policies and standards put in place by the data governance team. This framework identifies the requirements for:

- Types and levels of compliance reports
- Frequency of reporting (annual, monthly, ad hoc)
- Scope
- Target audience

10.10 SECURITY CONTROLS AND POLICY

Security controls are the administrative, physical, and technical measures prescribed to protect the confidentiality, integrity, and availability (CIA) of all applications. Establishing standards for controls, technology, and capabilities diminishes risk, reduces the threat surface, and increases the confidentiality, integrity, and availability of the FL WINS Program.

This section describes the security architecture, life cycle, and processes used to satisfy federal and state regulations, industry standards, and agency policy. It includes the process for determining the security level of the Program that determines which controls are implemented. It contains a System Security Plan template that documents the controls used. It addresses:

- Governing statutes and policies
- Security categorization
- Application and Infrastructure Finding Report results
- Acceptable risk safeguards
- Project availability requirements
- Agency security program governance



10.11 DATA SHARING

The overarching objective of the FL WINS Program is to integrate several standalone and disparate systems to enable a seamless sharing of data between the Workforce Partner agencies to create common a shared view. The joint agency FL WINS data governance team develops the standards, policies, and procedures needed to define, collect, store, manage, integrate, analyze, protect, and ensure the quality of the data within the system. This includes identifying the FL WINS Program roles and responsibilities for individual and group level access to the data elements. The DSP is responsible for documenting the requirements for implementing an attribute-based access control (ABAC) mechanism.

10.12 PERIMETER PROTECTION

Perimeter security involves safeguarding an enterprise's network limits from hackers, intruders, and other unwanted individuals. It includes surveillance detection, analyzing patterns, recognizing threats, and dealing with them effectively.

This section describes the various components used to provide perimeter security. It includes:

- Firewalls
- Border Gateway routers
- Intrusion Detection Systems (IDS)
- Host Intrusion Detection Systems (HIDS)
- Host Intrusion Prevention Systems (HIPS)
- Intrusion Prevention Systems (IPS)
- Unified Threat Management (UTM) monitoring systems
- De-militarized Zones (DMZs)
- Virtual Private Networks (VPN)
- Anti-Virus, Anti-Spyware, and Anti-Spam software



SECTION 11: APPENDICES

11.1 APPENDIX A – FL WINS SUCCESS CRITERIA (FY 2022-23)

Several factors determine the success of the FL WINS Program. **Exhibit 11-1: FL WINS Success Criteria**, below, describes many of these factors in the form of success criteria, including:

- A brief description of the criteria
- The means for measuring or assessing the criteria
- Those who should benefit from the success criteria
- The fiscal year (FY) when the success criteria will begin to be realized through demonstrable change

These Realization Start Dates represent the earliest time-period when the success criteria begin to be realized. Full realization of the success criteria could take significantly longer based on complexity and the number of individual projects involved.

The success criteria originated in DEO’s Schedule IV-B for Workforce Partner Systems Modernization, Fiscal Year 2022-23.

Exhibit 11-1: FL WINS Success Criteria

#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
1	The solution creates an online opportunity portal to provide Floridians access to available state, federal, and local services and evaluative tools to determine short-term employability and long-term self-sufficiency.	<ul style="list-style-type: none"> ▪ Implementation of central portal providing information and guidance related to available services ▪ Implementation of self-service functionality to identify services potentially available to an individual user ▪ Provision of access to evaluative tools to determine short-term employability and long-term self-sufficiency 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users 	FY 2023-24
2	The solution creates an online portal that provides broader access to education and training options, real-time labor market information, career planning and career services tools, and other support available for workforce training and education linked to middle- and high-wage in-demand jobs.	<ul style="list-style-type: none"> ▪ Implementation of central portal providing information and guidance related to available services ▪ Access to information related to available education and training options ▪ Provision of real-time labor market information 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users 	FY 2023-24



#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
3	The solution will positively impact user experience by expanding self-service capabilities.	<ul style="list-style-type: none"> Utilization of self-service options Ability to access self-service options for all associated programs in a central portal 	<ul style="list-style-type: none"> Citizens System Users 	FY 2023-24
4	The solution will positively impact user experience/employee satisfaction through reducing manual, time-consuming processes.	<ul style="list-style-type: none"> Number of manual processes automated through implementation of new solution Number of manual vs. automated processes compared to baseline 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2023-24
5	The solution will positively impact user experience/employee satisfaction through providing ease of use through application integration, a reduction in duplicative data entry, and increased efficiency in serving clients.	<ul style="list-style-type: none"> Employee survey results Customer survey results Audits and review results Reduction in duplicative data entry 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2023-24
6	The solution will provide common intake form capabilities for applicable programs across the Workforce Partners.	<ul style="list-style-type: none"> Percentage of applicable programs addressed in common intake form functionality Percentage of programs receiving identified data from the data hub to begin intake process within associated application 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2024-25
7	The project and solution will introduce a formal cross departmental workgroup to collaboratively identify and address legal and/or policy issues arising from integrating the Workforce Partner programs, which contributes to the DEO vision of aligning programs and services to provide the greatest value to citizens.	<ul style="list-style-type: none"> Implementation of Legal and Policy Workgroup 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies State of Florida 	FY 2022-23
8	The project and solution will introduce a formal cross departmental Enterprise Architecture (EA) function to establish standards, requirements, and processes to ensure the solution's technical design aligns with business needs. EA will also establish a framework to guide ongoing technical decisions and	<ul style="list-style-type: none"> Implementation of Enterprise Architecture Establishment of Target Shared Architecture 	<ul style="list-style-type: none"> Workforce Partner Agencies 	FYI 2022-23



#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
	ensure future technical sustainability.			
9	The solution will incorporate modern technology with modular, reusable components, which enable lower costs and increased flexibility to incorporate emerging technologies in the future.	<ul style="list-style-type: none"> ▪ Implementation of service integration platform ▪ Implementation of data hub ▪ Time required for future implementation of other technologies ▪ Cost required for future implementation of other technologies 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2023-24
10	The solution will provide improvements in the efficiency and timeliness of data sharing between the Workforce Partners.	<ul style="list-style-type: none"> ▪ Percentage of applications integrated ▪ Timeliness of data updates shared with the data hub ▪ Timeliness of data updates accessible to other applications 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2023-24
11	The solution will integrate program data from across the Workforce Partners, creating a consolidated central client record and providing a holistic view of clients served, which should result in improved collaboration/communication between the Workforce Partner programs and more individualized service provision to Floridians to achieve self-sufficiency.	<ul style="list-style-type: none"> ▪ Percentage of applications integrated ▪ Achieve ability to track clients being served by multiple programs ▪ Number of cross-program customers identified and served holistically 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies 	FY 2023-24
12	The solution will utilize cloud-based hosting of the data hub, which will enable the versatility to make on-demand changes to the solution and contribute to a high degree of scalability to expand and evolve as needed.	<ul style="list-style-type: none"> ▪ Implementation of data hub ▪ Time required to implement future changes 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2023-24
13	The solution will provide enhanced reporting and analytics for quality assurance and strategic planning, which supports the HB 1507 goal of enhancing transparency and accountability of workforce programs.	<ul style="list-style-type: none"> ▪ Measured against baseline of analytics and reports currently available 	<ul style="list-style-type: none"> ▪ Citizens ▪ System Users ▪ Workforce Partner Agencies ▪ State of Florida 	FY 2024-25



#	DESCRIPTION OF CRITERIA	HOW WILL THE CRITERIA BE MEASURED/ASSESSED?	WHO BENEFITS?	REALIZATION START DATE (FY)
14	The solution will improve the efficiency and timeliness of referrals between programs through enhanced data sharing and integration.	<ul style="list-style-type: none"> Achieve ability to track referrals between programs Measure number and timeliness against baseline of cross agency referrals as currently being reporting by the programs If new cross agency referral patterns or pathways are made available by the solution, a baseline should be set and then measured against for continual improvement and efficiency. 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2024-25
15	The solution will produce all required data and information necessary for federal and state reporting requirements	<ul style="list-style-type: none"> Comparison to baseline of reporting capabilities currently available 	<ul style="list-style-type: none"> System Users Workforce Partner Agencies State of Florida 	FY 2023-24
16	The solution will enable the Workforce Partners to identify and safeguard sensitive personal information to comply with statutory data sharing requirements.	<ul style="list-style-type: none"> Audits and review results 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2023-24
17	The solution will meet all federal and state requirements for system development and certification.	<ul style="list-style-type: none"> Audits and review results Implementation time for future changes in federal or state requirements Implementation cost for future changes in federal or state requirements 	<ul style="list-style-type: none"> System Users Workforce Partner Agencies State of Florida 	FY 2023-24
18	The project(s) will be completed on-schedule, in accordance with an approved project plan(s).	<ul style="list-style-type: none"> Adherence to established program roadmap Interim project milestones 	<ul style="list-style-type: none"> Citizens System Users Workforce Partner Agencies 	FY 2022-23

11.2 APPENDIX B – CAPACITY PLANNING FOR OPERATIONAL WORK PLAN

Capacity planning for the FL WINS Program is developed in consultation with the BSTA Contractor and FL WINS solution providers. A Capacity Plan may not be appropriate for all implementation projects given the State’s cloud-first policy. Each contractor may provide different infrastructure configurations and approaches to how they meet the capacity demands of their respective solution components. Where necessary, a FL WINS Capacity Plan is prepared to document these requisite details.

11.3 APPENDIX C – GLOSSARY OF TERMS AND ACRONYMS

TERM/ACRONYM	DEFINITION
ABAC	Attribute-based Access Control



TERM/ACRONYM	DEFINITION
ACCESS	Automated Community Connection to Economic Self Sufficiency
AMS	Department of Children and Families ACCESS Management System
API	Application Program Interface
ATO	Authorization to Operate
AWS	Amazon Web Services
BPR	Business Process Re-engineering
BRP	Business Realization Process
BSTA	Business Support and Technical Advisory
CIA	Confidentiality, Integrity, and Availability
CM	Configuration Management
CMC	Change Management and Communication
CMS	Centers for Medicare and Medicaid Services
CPI	Cost Performance Index
CRAIDL	Changes, Risks, Actions, Issues, Decisions, Lessons Learned
CSIRT	Computer Security Incident Response Team
DCF	State of Florida Department of Children and Families
DCF (CP)	DCF Champion
DED	Deliverable Expectation Document
DEO	State of Florida Department of Economic Opportunity
DEO CTO	DEO Chief Technology Officer
DMS	State of Florida Department of Management Services
DMZ	De-militarized Zones
DOA	State of Florida Department of Agriculture
DOE	State of Florida Department of Education
DOL	State of Florida Department of Labor
DOS	Department of State
DSC	Decision Scoring Criteria
DSP	FL WINS Data Security Plan
EA	Enterprise Architecture
ECSOC	FL Digital Service's Enterprise Cyber Security Operation Center
EMOP	DOE Employment Meets Opportunity Portal
EOG	State of Florida Executive Office of the Governor
ESC	Executive Steering Committee
FAC	Florida Administrative Code
FAR	Florida Administrative Register
FedRAMP	Federal Risk and Authorization Management Program
FL WINS AMS	FL WINS Artifact Management Standards
FLDS	Florida Digital Service
FTI	Federal Tax Information



TERM/ACRONYM	DEFINITION
FV	Finish Variance
FY	Fiscal Year (Realization Start Date)
HB 1507	House Bill 1507
HIDS	Host Intrusion Detection Systems
HIPS	Host Intrusion Prevention Systems
IDS	Intrusion Detection Systems
IPS	Intrusion Prevention Systems
IRP	Incident Response Plan
ISM	Information Security Manager
IT	Information Technology
IV&V	Independent Verification & Validation
KPI	Key Performance Indicator
LBR	Legislative Budget Request
LPWG	Legal and Policy Workgroup
MPS	FL WINS Master Program Schedule
NIST	National Institute of Standards and Technology
NIST800-53	Cybersecurity standard and compliance framework developed by the National Institute of Standards in Technology
OPB	Office of Policy and Budget
OWP	Operational Work Plan
PCR	Project Change Request
PgMP	FL WINS Program Management Plan
PHI	Protected Health Information
PIA	Privacy Impact Assessment
PII	Personally Identifiable Information
PM	Project Manager
PMBOK	Project Management Body of Knowledge
PMCoE	Florida Department's Program Management Center of Excellence
PMI	Project Management Institute
PMO	FL WINS Program Management Office
PO	Privacy Officer
PPM	Project Portfolio Management
Prosci	ADKAR Model for [Organizational] Change Management
PWG	Program Workgroups
RBAC	Role-based Access Control
REACBIS	DEO Re-employment Assistance Claims and Benefits Information System
REACH	Reimagining Education and Career Help
Repository	FL WINS SharePoint Repository for Artifact Management
RIMS	DOE Rehabilitation Information Management System
RMF	Risk Management Framework



TERM/ACRONYM	DEFINITION
SDLC	System Development Life Cycle
SFCS	State of Florida Cybersecurity Standards
SME	Subject Matter Expert
SOP	Standard Operating Procedure(s)
SPI	Schedule Performance Index
SQL	Structured Query Language
SSL	Secure Sockets Layer
SSP	Self Service Portal
TCM	Transformational Change Management
TCMO	Transformation Change Management Office
TLS	Transport Layer Security
UTM	Unified Threat Management
VPN	Virtual Private Network
WIDb	DEO Workforce Information Database
WIS	Workforce Information Systems
Workforce Partners	State of Florida DEO, DCF, DOE (see above)

Exhibit 11-2: Glossary of Terms and Acronyms, below, provides the definitions of distinct terms and acronyms in the PgMP.

Exhibit 11-2: Glossary of Terms and Acronyms

TERM/ACRONYM	DEFINITION
ABAC	Attribute-based Access Control
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TERM/ACRONYM	DEFINITION
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UTM	Unified Threat Management
VPN	Virtual Private Network
WIDb	DEO Workforce Information Database
WIS	Workforce Information Systems



TERM/ACRONYM	DEFINITION
Workforce Partners	State of Florida DEO, DCF, DOE (see above)

**SCHEDULE IV-B FOR REEMPLOYMENT
ASSISTANCE CLAIMS AND BENEFITS
INFORMATION SYSTEM USER
ENHANCEMENTS
For Fiscal Year 2024-25**






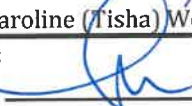
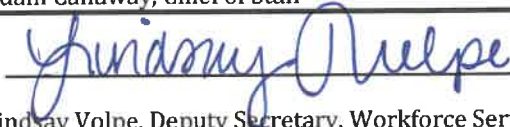
July 1, 2024

DEPARTMENT OF COMMERCE

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I. Schedule IV-B Cover Sheet

Schedule IV-B Cover Sheet and Agency Project Approval	
Agency: Department of Commerce	Schedule IV-B Submission Date: September 15, 2023
Project Name: Reemployment Assistance Claims and Benefits Information System Continuous Modernization	Is this project included in the Agency's LRPP? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
FY 2024-25 LBR Issue Code: 36303C0	FY 2023-24 LBR Issue Title: Reemployment Assistance Claimant Services Enhancement
Agency Contact for Schedule IV-B (Name, Phone #, and E-mail address): Caroline (Tisha) Womack, 850-245-7126, Caroline.Womack@commerce.fl.gov	
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: 9/15/23
Printed Name: J. Alex Kelly	
Agency Chief Information Officer (or equivalent): 	Date: 9/12/23
Printed Name: Domenic DiLullo, Chief Technology Officer	
Budget Officer: 	Date: 9/12/23
Printed Name: Caroline (Tisha) Womack, Chief Financial Officer	
Planning Officer: 	Date: 9/14/23
Printed Name: Adam Callaway, Chief of Staff	
Project Sponsor: 	Date: 9/14/23
Printed Name: Lindsay Volpe, Deputy Secretary, Workforce Services	
Schedule IV-B Preparers (Name, Phone #, and E-mail address):	
Business Need:	Lindsay Volpe, 850-245-7427, Lindsay.volpe@commerce.fl.gov
Cost Benefit Analysis:	Lindsay Volpe, 850-245-7427, Lindsay.volpe@commerce.fl.gov
Risk Analysis:	Lindsay Volpe, 850-245-7427, Lindsay.volpe@commerce.fl.gov
Technology Planning:	Domenic DiLullo, 850-245-7315, Domenic.DiLullo@commerce.fl.gov
Project Planning:	Lindsay Volpe, 850-245-7427, Lindsay.volpe@commerce.fl.gov

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

A. Background and Strategic Needs Assessment

1. Business Need

The Reemployment Assistance Claims and Benefits Information System (Reconnect) functions as the core Reemployment Assistance benefits administration platform used by Florida Department of Commerce (FloridaCommerce) staff and claimants to provide online access for claimants to apply for benefits, view and track claims, set up payment information, and file an appeal. Employers access Reconnect to respond to inquiries regarding claimants and to protest a benefit charge or file an appeal, if needed. Additionally, Reconnect allows employers to grant third-party administrators (TPA) access to perform specific functions.

During the 2021 legislative session, the Florida Legislature made the modernization of Florida’s System a top priority. When House Bill 1463 was signed into law (Chapter No. 2021-25, Laws of Florida), it rewrote section 443.1113, Florida Statutes, and directed FloridaCommerce to undertake a sustainable, continuous modernization effort of Reconnect to implement immediate system performance and functional improvement needs while positioning FloridaCommerce with an integrated, modular, cloud-based System that is secure, scalable, and sustainable. The language also directed FloridaCommerce to perform an annual review of Reconnect and identify enhancements or modernization efforts that improve the delivery of services to claimants and employers and reporting to state and federal entities. The language also directed FloridaCommerce to begin a three-year outlook of recommended enhancements or modernization efforts that include projected costs and timeframes for completion to ensure Reconnect remains viable into the future.

During the two-year modernization effort, FloridaCommerce engaged in 19 projects which were grouped into the following categories: infrastructure, software, data and analytics, and security. These initiatives addressed the immediate need to improve performance and usability of Reconnect while also establishing the architectural framework and processes necessary to implement future business process and technology changes efficiently and effectively. Of the 19 projects, 16 were complete. The Incremental Mobile-Responsive User Interface project is a multi-year project that is ongoing. The Security Architecture Audit was deferred to accommodate the completion of the Incremental Mobile-Responsive User Interface project. The 16 projects set a solid foundation for continuous modernization efforts to further improve the delivery of Reemployment Assistance services to Floridians and coordination with workforce partners to empower Floridians through career development activities.

This request represents the funding needed for continuous modernization efforts during the 2024-25 fiscal year for the continuation of the Incremental Mobile-Responsive User Interface project and project management, system and software integration, and independent verification and validation services as well as enhancing FloridaCommerce’s existing Fraud Initiative Rating and Rules Engine to safeguard against fraud, waste, and abuse of Reemployment Assistance benefits, and streamlining the Reemployment Assistance overpayment repayment process.

2. Business Objectives

The goals of modernizing Reconnect are to:

- Position FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes.
- Have a system that is efficient, scalable, and meets the needs of providing benefits to protect workers who lose their job through no fault of their own.
- Achieve Reemployment Assistance national prominence, as measured through the federal core measures, program integrity measures, and Secretary standards required by the U.S. Department of Labor.
- Improve access and equity in the delivery of Reemployment Assistance benefits.
- Sharpen the Reemployment Assistance program’s focus on outcomes and accountability.
- Promote Floridians’ self-sufficiency.
- Have a system that is capable of responding rapidly to changes in law and economic conditions.

- Reduce cyber security risk and potential for fraud.
- Improve information flow with claimants, employers, and TPAs to make quicker decisions.
- Improve Reemployment Assistance program quality, accountability, performance, and integrity.
- Leverage new technologies to improve claimants', employers', and TPAs' overall experience with the Reemployment Assistance program, including reducing the amount of time it takes to file a claim for benefits.
- Improve efficiencies and effectiveness in managing claim workload and being better equipped to handle unexpected spikes in the number of claims that may result from emergencies, disasters, or economic factors.
- Eliminate manual, error-prone, labor-intensive processes.
- Enhance Reconnect usability including accessibility.
- Reduce maintenance and support time and costs.
- Incorporate technical standards (e.g., software development standards, database standards, and interface standards) and modern technologies.
- Seamlessly integrate with other internal/external information technology assets.
- Modernize real time and batch interfaces, which include but are not limited to Employ Florida, Social Security Administration, Internal Revenue Service, National Directory of New Hires, State Information Data Exchange System, Systematic Alien Verification for Entitlements, Interstate Connection Network, Florida Department of Highway Safety and Motor Vehicles, and all other systems exchanging data with the Reemployment Assistance program.

3. Current Business Process(es)

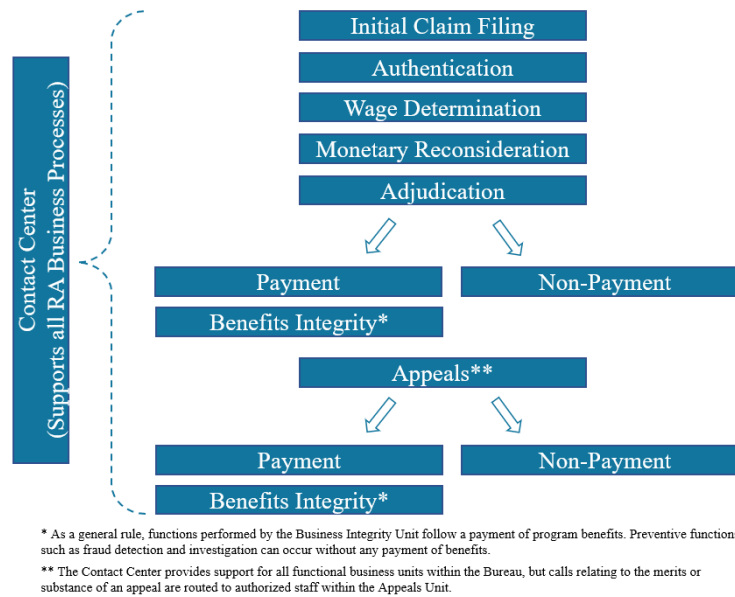
Functional business processes supported by Reconnect include the following:

- Claims Processing, including the Wage Determination Unit and Benefits Integrity Unit
- Adjudication
- Appeals
- Contact Center
- Quality Assurance and Training

The customer-facing process flow for the Reemployment Assistance program is illustrated below in Figure 1: Customer-Facing Reemployment Assistance Business Processes.

Figure 1: Customer-Facing RA Business Processes

Reemployment Assistance Process Flow



The responsibilities and activities currently performed in each of the functional business units are described below.

Claims Processing, including the Wage Determination Unit and Benefits Integrity Unit

Individuals who file for Reemployment Assistance benefits with the State of Florida are referred to as claimants. Employers for whom the claimants previously worked are referred to as employers. Generally, claimants can file an automated claim for Reemployment Assistance benefits as a first-time claimant if they have not filed for Reemployment Assistance benefits before or as a repeat claimant if they have previously filed for Reemployment Assistance benefits. When filing a claim for an existing claimant, the claimant is guided through an automated series of questions, messages, screens, and forms to enter required information in Reconnect to complete the claim application. In addition, Reconnect is designed to verify the identity of claimants as part of the completion of a claim application. Once a claim application has been completed in Reconnect by the claimant, claim notices are distributed to employers. A monetary determination is then issued indicating whether and in what amount a claimant is monetarily eligible for benefits based on the claimant’s wages during the base period of the claim.

Depending on the nature of the claim and the data entered by the claimant, Reconnect may generate one or more claim issues. FloridaCommerce uses the term “claim issue” to represent that any such issues will need to be reviewed or resolved before a claimant is considered eligible to receive benefit payments.

Wage Determination Unit

The Wage Determination Unit investigates claimant wages by reviewing the information provided from Reconnect and through contacting employers. If FloridaCommerce staff finds issue with the information reported within Reconnect, the Department of Revenue (DOR) is contacted to investigate. Once the correct wages are determined, FloridaCommerce staff updates the information in Reconnect and issues a monetary redetermination.

The Wage Determination Unit also investigates the claimant’s base period employment based on receipt of a request for monetary reconsideration from Claims Intake or the claimant.

Activities undertaken in the Wage Determination Unit include the following:

- Requests for wage verification
- Reviewing tax screens and wage report responses
- Sending claimant proof of employment request
- Sending employer letter requesting wage information
- Issuing redeterminations
- Initiating investigations if unable to verify employment

Special Programs Unit activities include the following:

- Short Term Compensation
- Combined Wage Claims from other states
- Federal and Military Claims

The review of claim issues is referred to as “adjudication” and the resolution of claim issues for eligibility is referred to as a “determination.”

Benefits Integrity Unit

The Benefit Integrity Unit performs functions related to wage audits, investigations of fraud and overpayments, recovery of program funds (due to fraud and/or overpayments) and oversight of the Special Payment Unit. Processes performed in each of these four areas are listed below.

1. Wage Audits

Processes related to Wage Audits include, but are not limited to the following:

- FloridaCommerce/DOR crossmatch of earnings
- Establish non-fraud and fraud overpayments
- Redetermination of overpayment
- Earning corrections
- Appeals
 - Non-fraud and fraud
 - Recoupment
 - Participation in appeals hearings

2. Investigations of Fraud and Overpayments

Investigations of fraud and overpayments are initiated based upon information on overpayments obtained from processed cross-matches, non-monetary determinations, appeals decisions, and internal Reconnect audits.

Processes related to investigation include but are not limited to the following:

- Reemployment Assistance fraud overpayment investigations for recoupment and prosecution
- Reemployment Assistance identity theft investigations and support for prosecution
- In-person identity verification
- Escalated Benefit Payment Control (BPC) mailbox/hotline tip investigations
- Escalated deceased claimant investigations
- Escalated incarcerated claimant investigations
- Fraudulent payments/hijacked claims

3. Recovery of Program Funds

Sources from which Reemployment Assistance funds may be recovered include but are not limited to the following:

- Treasury Offset Program

- Collection Agency
- Florida Lottery
- Small Claims Court
- Interstate Reciprocal Overpayment Recovery Arrangement (IRORA)

4. Special Payments Unit (oversight)

Processes related to the oversight of the Special Programs Unit include but are not limited to the following:

- Child support
- 1099G's
- Unpinned debit cards
- Internal Revenue Service
- Payment issues
- Claims cancellation
- Veterans Affairs request
- Deceased claimant issuance of benefits
- 1099G's on fraudulent claims
- Voucher certifications
- Earning corrections

Adjudication

Nonmonetary claim issues are automatically or manually created in Reconnect when circumstances are presented that are potentially disqualifying. These issues can either be auto-adjudicated based on pre-defined business logic within Reconnect, or manually handled by an Adjudicator. An example of an issue which is currently auto-adjudicated occurs when an employer has informed FloridaCommerce of a layoff due to a lack of work. Once a claimant has been determined monetarily eligible, non-monetary issues are adjudicated. After reviewing the available facts, the Adjudicator may be required to contact one or more parties to gather additional information and rebuttals prior to issuing a quality determination based on state law. Nonmonetary determinations have the potential to affect the claimants' past, present, or future benefits. Once a determination is processed, the claimant and affected employers will then receive copies of the non-monetary determination.

Non-monetary determinations relate to eligibility factors such as:

- Ability and availability issues
- Separation issues
- Earnings reported incorrectly
- Refusal of work issues
- New hire return to work issues (created when the System cross-matches with the DOR "New Hire" database)

Appeals

Claimants may appeal any adverse monetary or non-monetary benefit determinations, and employers have the right to appeal adverse non-monetary or charge-related benefit determinations to which they are a party.

If a determination is provided that adversely affects a claimant or employer, the affected party may file an appeal regarding eligibility, qualification, experience benefit charges, child support deductions, overpayment, special programs eligibility and/or fraud. Appeals are heard and decided by appeals referees. When an appeal is filed, the Office of Appeals must provide an opportunity for an administrative hearing providing all due process rights and in compliance with Florida's administrative code, evidence rules, and applicable rules of procedure. Pertinent files and documents must be made available to all parties. Following each hearing, a written decision is issued establishing findings of fact and conclusions of law with a ruling

affirming, reversing, or modifying the determination. The written decision can be appealed to the Reemployment Assistance Appeals Commission (RAAC) and then to a Florida District Court of Appeal (DCA).

Employers may also file appeals on determinations of their tax liability tax rate and benefit reimbursement. For each tax appeal, the Office of Appeals provides the opportunity for an administrative hearing and holds a hearing providing all due process rights and in compliance with Florida’s administrative code, evidence rules, and rules of procedure. Following each hearing, a written recommended order is issued establishing recommended findings of fact and conclusions of law with a recommended ruling affirming, reserving, or amending the determination. A Final Order is then issued based on the recommended order and any filed exceptions. Final Orders in these cases may be appealed directly to the DCA.

Reemployment Assistance Contact Center

In addition to general information made available by FloridaCommerce through the Reconnect webpage on the FloridaCommerce website and Frequently Asked Questions (FAQ) sections ([Claimant FAQs \(New\) - FloridaJobs.org](#)), the Reemployment Assistance Contact Center receives calls routed from Interactive Voice Response (IVR) menu options to Contact Center representatives based on the nature of the caller’s inquiry. Calls can relate to questions seeking general information or questions related to the status of a specific claim. Most calls processed at the primary Contact Center site, located in Orlando, Florida, are calls received from individual claimants inquiring about the status of a new or continuing claim. In addition to claim status inquiries, Contact Center representatives also process address changes, provide payment information relating to a specific claim, reset claimant Personal Identification Numbers (PIN), and place a “Stop” on payments if a claimant has returned to work.

Prior to the influx of claims received in March 2020 in response to the economic crisis, Contact Center volumes fell within an average of 25,000 attempted calls per week. During the peak of the economic crisis, the maximum number of calls attempted in a single day exceeded 1.1 million. The maximum attempted daily call volume to the Contact Center during the economic crisis was more than 200 times the previous daily average, or an increase of nearly 22,000%.

Quality Assurance

Although not customer-facing, the Quality Assurance Unit performs a broad and varied range of essential business functions that are not performed by other functional units elsewhere within the Reemployment Assistance program. Those various functions include, reporting required by the United States Department of Labor (USDOL), management reports and audits, records requests, central mail intake, Subject Matter Expert (SME) oversight for functional requirements development, testing, and maintenance of the System, oversight of a self-service task force driving improvements in Customer Experience, programmatic and quality training, and federally-required Benefit Accuracy Measurement, including Benefits Data Validation and Benefits Timeliness and Quality of non-monetary determinations.

A listing of activities performed within each functional area within the Quality Assurance Unit is provided below.

Federal Required Reporting and Management Reports/Audits:

- Responsible for submitting 36 core federal reports required by USDOL. Reports are used for economic statistics, allocating Reemployment Assistance administrative funding based on state workload, measuring state claimant eligibility criteria and performance in providing benefits, and accounting for fund utilization
- Coordinating, managing, and providing statistical data and program information
- Managing the State Quality Service Plan (SQSP)
- Serving as the Reemployment Assistance liaison for all business units during Federal, State, or internal audits
- Coordinating and providing audit responses for FloridaCommerce to the Office of Inspector General (OIG) or other relevant party

Records Requests:

- Responsible for handling records requests received for employer or claimant records, which are received by phone, fax, or email
- Responsible for processing any record request payments received and delivery to FloridaCommerce Financial Management

Central Mail Intake:

- Responsible for receiving and processing all the Reemployment Assistance program’s incoming mail
- Open, sort, and prep mail for scanning
- Mail received via certified, priority, courier, or overnight is logged and processed as time sensitive
- Returned mail is separated from regular mail and then returned to the originating unit or scanned and indexed to the appropriate workflow
- Preparation and scanning of documents into the document management tool for indexing to the appropriate workflows in Reconnect
- Process faxed documents

SME Oversight for functional requirements development, testing and maintenance of the System:

- Oversight for all development work, testing, and maintenance for Reconnect
- Responsible for the development and coordination of a statewide training plan and change management activities for the Reemployment Assistance program
- Manage all internal and external communications regarding programmatic changes or initiatives
- Responsible for the development and maintenance of all Reemployment Assistance documentation and correspondence
- Responsible for changes or updates to the Reemployment Assistance benefits website, Reconnect, and the Reemployment Assistance program’s Intranet site

Oversees a Self-Service Task Force driving improvements in Customer Experience (CX):

- Captures and reviews the “Voice of the Customer” to identify areas for improvement
- Drafts projects and business changes aimed at improving the customer experience and/or creating efficiencies
- Ensures FloridaCommerce’s front-line staff participate in development through the use of focus groups across the program
- Benchmarks initiatives and projects against other states and industry experts, when possible
- Reviews and develops content using plain language guidelines
- Assists in requesting, developing, testing, and deploying new technology
- Supports other units with unique requests as needed, e.g., drafting communication for claimants and employers

Programmatic and Quality Training:

- Develop, schedule, and perform programmatic training sessions to improve quality of the Reemployment Assistance program
- Supervise technical training for staff
- Conduct orientation sessions for recently hired staff
- Create brochures and training materials
- Conduct statewide Reemployment Assistance programmatic training for Disaster Unemployment Assistance (DUA), as needed

Benefit Accuracy Measurement:

- Federally required unit that provides the basis for assessing accuracy of Reemployment Assistance benefits payments and accuracy of benefits denied

- Assess improvements in program accuracy and integrity
- Conduct performance reviews to determine federal and state quality standards

Benefits Data Validation:

- Validates reported workload data, identifies and addresses discrepancies, and reports findings to USDOL
- Assesses the accuracy of reported counts, the validity of the counts, and that the correct information is being counted
- A required activity assessing accuracy of Reemployment Assistance benefits by submitting required reports used to measure performance and allocate Reemployment Assistance administrative funding

Benefits Timeliness and Quality:

- Responsible for completing federally required quarterly reviews of nonmonetary determinations which provides USDOL with data needed to help assess an aspect of the state’s Reemployment Assistance operational performance
- Responsible for completing weekly reviews of a defined sample of nonmonetary determinations, based on the federal Benefits Timeliness and Quality (BTQ) model, which provides reports and documents trends to assist adjudication management with training tools for individualized coaching
- Responsible for assisting with reviews of Reemployment Assistance operations with regards to monitoring first payment promptness performance
- Responsible for maintaining the Reemployment Assistance Adjudication Manual and other related resource materials such as procedural instructions and memorandums
- Conduct statewide Reemployment Assistance quality training, primarily for fact-finding and adjudication
- Provides statewide technical assistance when needed

4. Assumptions and Constraints

- Necessary staff resource availability may be materially constrained by:
 - Responding to disasters
 - Reduced Federal funding for administrative funding of state Reemployment Assistance programs
 - Increased workload volumes resulting from an economic downturn
- The ability to modify or restructure current business processes may be materially constrained by:
 - Governing provisions of federal laws and regulations
 - Governing provisions of state laws and regulations
 - Federal funding formula for administrative funding of state Reemployment Assistance programs
 - Supplemental state funding for program improvement costs not covered by federal funds

B. Proposed Business Process Requirements

1. Proposed Business Process Requirements

Please see:

- Appendix 1: Business Process Optimization Requirements Traceability Matrix
- Appendix 2: Fraud Initiative Rating and Rules Engine Requirements Traceability Matrix
- Appendix 3: Overpayment Repayment Requirements Traceability Matrix

2. Business Solution Alternatives

The four options below are typical alternatives that modernization efforts similar in size to Florida’s Reemployment Assistance system have considered in recent years:

1. Retain Existing System (do not modernize)
2. Custom development (modernize and enhance)
3. COTS/SaaS (utilize where feasible)
4. Other State Agency System

FloridaCommerce is utilizing a combination of alternatives two and three, utilizing COTS/SaaS where feasible, to modernize and enhance Reconnect.

FloridaCommerce will utilize alternative two to modernize and enhance both the fraud detection and overpayment repayment process.

3. Rationale for Selection

FloridaCommerce’s Reemployment Assistance Fraud Intelligence Rating and Rules Engine (FIRRE) was developed in-house and implemented in 2013 as a manual operation and has been enhanced over time to function as an automated, real-time interface that permits all Reemployment Assistance claims filed to be reviewed daily to identify potential identity theft using a variety of vibrant business rules. FIRRE provides front-end fraud prevention and detection by using pattern recognition, notifying victims of identity theft so they can take swift action to protect themselves from further occurrences, timely delivery of fraud data to law enforcement agencies and USDOL’s Office of Inspector General to facilitate the criminal prosecution of identity theft cases, and integrating with the National Association of State Workforce Agencies’ (NASWA) Suspicious Actor Repository, which provides access to bad actor data provided by other state Unemployment Insurance programs.

The implementation of FIRRE led to Florida being nationally recognized as a leader in preventing and detecting Reemployment Assistance fraud, waste, and abuse. While FloridaCommerce uses several front-end fraud prevention and detection tools, there are no commercially available products that provide the services FIRRE delivers to Florida; therefore, modernizing and enhancing the existing solution is the only option to continue these services.

Similarly, FloridaCommerce will modernize and enhance its current overpayment repayment technology to streamline the repayment process. FloridaCommerce’s website, www.floridajobs.org, currently offers an online overpayment repayment option claimants may use; however, there isn’t currently a connection to Reconnect, which is the primary database for all Reemployment Assistance claims and benefits information. FloridaCommerce currently has the information technology tools needed to collect overpayment repayments; therefore, new technology will not be purchased, and the existing technology will be modernized and enhanced to remove a currently manual process to improve the claimant experience.

4. Recommended Business Solution

The recommended business solution for both the fraud prevention and detection and overpayment repayment projects is to modernize and enhance FloridaCommerce’s existing technology.

C. Functional and Technical Requirements

Please see:

- Appendix 1: Business Process Optimization Requirements Traceability Matrix
- Appendix 2: Fraud Initiative Rating and Rules Engine Requirements Traceability Matrix
- Appendix 3: Overpayment Repayment Requirements Traceability Matrix

III. Success Criteria

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

SUCCESS CRITERIA TABLE				
1	An interface between Reconnect and www.floridajobs.org will be developed to apply overpayment repayment data directly to Reconnect and to increase data exchange scalability and staff efficiency.	Once implemented, FloridaCommerce will be able to automatically attach Reemployment Assistance repayments to claimant accounts in Reconnect.	System users and FloridaCommerce	06/25
2	FIRRE will interface directly with NASWA's Integrity Data Hub (IDH) to leverage other states' data that has been identified as being potentially fraudulent.	Once implemented, FloridaCommerce will have real-time communication with IDH and be able to eliminate manual queries and automate data processing.	System users, FloridaCommerce, and the State of Florida	06/25

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

A. Benefits Realization Table

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	Reduction in staff time to query and process IDH data.	System users, FloridaCommerce	The time to query and process IDH is reduced, thereby increasing speed to detect trends in suspicious activity.	A manual process will be eliminated.	06/25
2	Reduction in improper payments	System users, FloridaCommerce, and the State of Florida	The interface between Reconnect and www.floridajobs.org will prevent the underpayment of Reemployment Assistance benefits to eligible claimants.	An API will be configured for the automatic application of overpayment repayments, which will prevent Reconnect from improperly offsetting future benefits.	06/25
3	Faster delivery of Reemployment Assistance benefits	System users, FloridaCommerce	The interface between Reconnect and www.floridajobs.org will automate overpayment repayments and prevent the future payout of benefits.	The number of overpayment repayment items in the Benefit Recovery workbasket will be reduced until eliminated.	06/25

B. Cost Benefit Analysis (CBA)

Please see Appendix 4.

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"> • Return on Investment • Payback Period • Breakeven Fiscal Year • Net Present Value • Internal Rate of Return

V. Schedule IV-B Major Project Risk Assessment

Please see Appendix 5.

VI. Schedule IV-B Technology Planning

A. Current Information Technology Environment

1. Current System

a. Description of Current System

Reconnect was deployed in 2013 to provide a modernized, web-based system and to replace a legacy mainframe system. It is used by FloridaCommerce staff, claimants, employers, and TPAs, and serves as the central repository to track, view, and file Reemployment Assistance claims. Reconnect functions as the core benefits administration platform for FloridaCommerce staff and provides online access for claimants to apply for benefits, view and track claims, set up payment information, and file an appeal. For employers, Reconnect allows access to inquiries regarding claimants for response and to protest a benefit charge or file an appeal. Additionally, Reconnect allows employers to grant TPAs access to perform specific functions.

Reconnect is primarily developed in .NET using an Oracle database and is hosted in the Azure Government Cloud. Reconnect is based on the Unemployment Framework for Automated Claim and Tax Services system

(uFACTS), which is also deployed in Massachusetts and New Mexico. As a result, a reduced-scope solution was deployed in 2013. Since the deployment, FloridaCommerce has been focused on resolving a backlog of technical issues and adding required functionality while accumulating technical debt across 75 proprietary products that make up the system. Reconnect covers today’s basic needs, but workarounds, including manual databases, spreadsheets, tickler lists, and desk procedures have been put in place to keep up with changes. It is critical for FloridaCommerce to be able to improve the timely delivery of Reemployment Assistance benefits to effectively serve eligible claimants.

The following are examples of challenges with Reconnect:

1. Problematic to enhance or modify the existing system, and system maintenance requires extensive programming to incorporate changes;
2. Significant parts of Reconnect’s processing are performed in batch mode overnight, lessening responsiveness and timeliness to customers;
3. Offers minimum self-service functionality;
4. Not customer-centric;
5. Not mobile-friendly or responsive for mobile devices;
6. Applications have been continually updated because of mandated legislative and USDOL changes, which has made Reconnect difficult to maintain from a programming perspective;
7. Cost of maintaining the applications is high due to the complexity of the data structures and code constructs, as well as the hardware; and
8. As a result of the increased volume and data, FloridaCommerce has suspended the use of any proactive campaigns and SMS messaging advising claimants of recent payments, reminders to claim weeks or complete fact finding, appeals hearings, and has also disabled virtual IVR self-service capabilities.

The Reemployment Assistance program is comprised of three (3) primary functions: Tax, Benefits, and Appeals. Approximately 32 applications run on the client/server network, services, and in the cloud, to accomplish these functions. See Appendix 6 for a table of Reemployment Assistance applications.

Please see Appendix 7 for Reconnect’s logical environment and servers.

Please see Appendix 8 for the target architecture of Reconnect.

Reconnect interfaces with various State and Federal systems as needed to process and report data applicable to the Reemployment Assistance program. Please see Appendix 9 for a table of Reemployment Assistance interfaces.

b. Current System Resource Requirements

This section provides an overview of Reconnect, including a detailed description and the area of focus for improvement of system hardware and storage assets. Appendix 8 provides an overview of the main components of Reconnect as well as the interaction between these components post RA Modernization.

Hardware

Reconnect utilizes the Azure Government Cloud to support both the main Benefits Determination application as well as the Treasury Offset Program (TOP), Digital Appeals Recording System (DARS), Fraud Initiative Rating and Rules Engine (FIRRE), Interactive Voice Response (IVR), database, and reporting/analytics. Integration services within the Reconnect application provide communications to other components as well as external agencies.

The table below outlines the processing hardware characteristics for all current and planned System components.

System Component	Hosting	Notes
Reconnect application	Cloud	Used for providing the user interface components.
Reconnect application	Cloud	Used for exposing API to the user interface components.
Reconnect application	Cloud	Hosting for document generation software

SCHEDULE IV-B FOR REEMPLOYMENT ASSISTANCE CLAIMS AND BENEFITS INFORMATION SYSTEM USER ENHANCEMENTS

System Component	Hosting	Notes
Reconnect application	Cloud	Hosting for document storage and workflow software
Reconnect application	Cloud	Hosting for email software
Reconnect application	Cloud	Hosting for running batch processes including processes that integrate with external systems
Reconnect application	Cloud	Hosting for Incremental Customer Experience (CX)/User Experience (UX) Mobile-Responsive Software Transformation project solution.
Reconnect application	Cloud	Hosting for Robotic Process Automation (RPA) software
Reconnect application	Cloud	Hosting for session management software
DevOps	SaaS	Hosted externally by vendor to support ongoing System development efforts.
System Oriented Architecture and Application Programming Interface	Cloud	Hosting for Enterprise Service Bus
Treasury Offset Program	Cloud	Used for hosting the user interface components.
Treasury Offset Program	Cloud	Used for running batch processes including processes that integrate with external systems
Digital Recording Software	Cloud	Hosting for Appeals Hearing Recording software
Fraud Detection Application	Cloud	Hosting for fraud detection software
IVR	Cloud	Hosting for IVR software
Reporting/Analytics	Cloud	Hosting for report generation software
Reporting/Analytics	Cloud	Hosting for Dashboards and analytics software
Database	Cloud	Clustered hardware used to host Oracle database software
Database	Cloud	Hosting for TOP software
Database	Cloud	Hosting for cloud database software
Database	Cloud	Hosting for the FIRRE database software
Data Warehouse	SaaS	Hosted externally by vendor for Federal reporting
Data Ingestion	Cloud	Hosted in cloud for Federal reporting
Master Data Management	Cloud	Hosted in cloud to support Reconnect

Storage

The table below outlines the major database storage components within Reconnect used to store both structured and unstructured data.

SCHEDULE IV-B FOR REEMPLOYMENT ASSISTANCE CLAIMS AND BENEFITS INFORMATION SYSTEM USER ENHANCEMENTS

System Component	Purpose	Hosting	Notes
File storage	Store all files used by Reconnect components in the cloud	Cloud	N/A
Database storage	Database storage for all Reconnect components in the cloud	Cloud	N/A

Software

The table below provides an inventory of current and future software supporting Reconnect. For each business capability of Reconnect, a description of supporting software and the status is included.

System Component	Business Capability	Description
General	Authentication	Used for non-claimant authentication and authorization. Claimant authentication and authorization is performed with a custom process using the database.
	Information Technology Service Management (ITSM)	The ITSM tool is used for tracking work initiated from business units.
	Source Code Control	Used for source code control and tracking work within the development teams.
	Cloud Application Performance Monitoring	Assesses the performance of Reconnect components.
CONNECT Application	CONNECT Web Application	This application is implemented using an older version of Microsoft .Net framework and the web forms user interface technology.
	Address Validation Services	Validates the claimant and employer address data.
	Web Server	Delivers web pages and API responses to both end users and API consumers.
	Document generation	Provides the capability to generate correspondence.
	Batch Management and Scheduling	Schedules and initiate batch jobs.
	Workflow and Document Storage	Tracks the flow of work within the Reconnect application and stores any documents generated from and received into the Reconnect application.
	Object Relational Mapping	Development tool that facilitates database access and updates.
	Queue System Access	Provides the equivalent of a waiting room to ‘throttle’ end user sessions and support maintaining a manageable system load and avoid negative consequences.
	Robotic Process Automation (RPA)	Automates repetitive claims processing that does not require human intervention

SCHEDULE IV-B FOR REEMPLOYMENT ASSISTANCE CLAIMS AND BENEFITS INFORMATION SYSTEM USER ENHANCEMENTS

System Component	Business Capability	Description
	Initial Claims Processing	Offloads initial claims processing from the Reconnect application
	Session Management	Tracks and stores user information (session state) after the user logs into the Reconnect application
	Document Conversion	Converts documents between various format such as Word or PDF
	Redacted File Viewing	Redacts and displays documents that have redactions
	RA Help Center	Provides guided self-help to claimants
Financial Recovery Application	TOP Web Application	User interface for tracking interaction with the IRS for recovering overpayments.
	Web Server	Delivers web pages and API responses to both end users and API consumers
Recording Software	DARS Application	Records appeals hearings
	Web Server	Delivers web pages and API responses to both end users and API consumers
Microsoft Azure	Azure Business 2 Consumer (B2C)	Provides consumer access management including Multi-factor Authentication, conditional access, etc.
	Key Vault	Stores Secure JSON Web tokens.
	App Services	Used for API calls to the B2C
	App Insights	Used for Application monitoring for the B2C application
	Log Analytics	Used for Log collections for the whole component (B2C, dynamic fraud prevention).
	Multi-Factor Authentication	Provides authentication services as an extra layer for identification verification.
Identity Verification Services	ID.ME	Third party identity verification services (e.g., facial recognition, document verification, credit validation, etc.)
	Microsoft Dynamics Fraud Prevention	Delivers adaptive AI protection against fraud that continuously learns evolving fraud patterns.
	APRIS	Delivers incarceration cross match data.
Fraud Detection Application	FIRRE Application	Flags potentially fraudulent claims activity.
	Web Server	This component delivers web pages to fraud detection application users.
IVR	Contact Center Services	IVR guides claimants with getting support as well as provides claimant information to support staff.
	Web Server	Delivers web pages and API responses to both end users and API consumers.
	Chatbot	Provides additional support options for customer service claimants.

System Component	Business Capability	Description
	Visual IVR	Provides self-help capabilities via web-browser.
Reporting/Analytics	Report generation	Generates both internally and externally consumed reports.
	Dashboards and analytics	Provides dashboards and visualizations of Reconnect data.
	Dashboards and analytics	Provides dashboards and visualizations of Reconnect data
	Enterprise Data Warehouse (Snowflake)	Enterprise data warehouse for analytics and reporting.
	STRIM	Change data capture tool for active data replication (i.e., pulls data in real-time into the EDW.
	Tableau Server	Provides Federal reporting and analytics.
	Splunk	Consolidates Reemployment Assistance application logs.
Database	Data Management and Storage	Used to store structured data for System components other than TOP and TFS.
	Data Management and Storage	These applications are used to stored structured data for the TOP and TFS applications.
	File Storage	This component is used to store files for Reconnect components.
	Oracle Database	Database to store Reconnect data

c. Current System Performance

Reconnect was migrated to the Azure Government Cloud in January 2023, which allows Reconnect to increase capacity as needed to address new peak demand requirements that exceed the peak demand levels experienced in 2020. Cloud Service Provider (CSP) Service Level Agreements (SLA) were also provided. CSP SLAs include documentation of server and storage capacity and scalability requirements, transaction response time requirements, and service resiliency requirements.

2. Information Technology Standards

B. Current Hardware and/or Software Inventory

As of January, 2023, FloridaCommerce transitioned Reconnect to the cloud as part of the RA Modernization Program. This transition afforded FloridaCommerce the capability to quickly increase and decrease capacity to assure performance while managing costs.

C. Proposed Technical Solution

1. Technical Solution Alternatives

The four options below are typical alternatives that modernization efforts similar in size to Florida’s System have considered in recent years:

1. Retain Existing System (do not modernize)
2. Custom development (modernize and enhance)
3. COTS/SaaS (utilize where feasible)
4. Other State Agency System

FloridaCommerce is utilizing a combination of alternatives two and three, utilizing COTS/SaaS where feasible, to modernize and enhance Reconnect.

FloridaCommerce will utilize alternative two to modernize and enhance both the fraud detection and overpayment repayment process.

2. Rationale for Selection

DEO utilized a combination of alternatives two and three, utilizing COTS/SaaS where feasible, to modernize and enhance Reconnect. A cloud-based solution that enables timely enhancements and customizations provides the best alignment of business needs with technology optimization, and flexibility moving forward.

FloridaCommerce will utilize alternative two to modernize and enhance both the fraud detection and overpayment repayment process. This is due to FIRRE being a custom and proprietary rules engine developed by FloridaCommerce; no similar products are commercially available. This is also due to the overpayment repayment project only requiring the development of APIs, not technology solution replacement.

3. Recommended Technical Solution

FloridaCommerce utilized a combination of alternatives two and three, utilizing COTS/SaaS where feasible, to modernize and enhance Reconnect. A cloud-based solution that enables timely enhancements and customizations provides the best alignment of business needs with technology optimization, and flexibility moving forward.

D. Proposed Solution Description

1. Summary Description of Proposed System

The two-year Reemployment Assistance Modernization Program included 19 projects which were grouped into the following categories: infrastructure, software, data and analytics, and security. These initiatives were designed to address the immediate need to improve performance and usability of Reconnect while also establishing the architectural framework and processes necessary to implement future business process and technology changes efficiently and effectively.

The initiatives that were complete by June 30, 2023, helped achieve a modular system that set a solid foundation for continuous modernization efforts to further improve the delivery of Reemployment Assistance services to Floridians and coordination with workforce partners to empower Floridians through career development activities. For FloridaCommerce to realize greater benefit of these efforts, authority to use \$16,472,314 in reverted and reappropriated funding is being requested that will allow FloridaCommerce to continue providing the following services:

Independent Verification and Validation

- System and Software Integration
- Strategic Planning Office
- Chatbot (continuation of the Cloud Migration project)
- RA Mod Communications
- Staff Augmentation

For FloridaCommerce to focus on reducing the time and cost to process claims by increasing staff productivity, \$2,583, 850 is being requested to hire a staff augmentation team, consisting of developers, business analysts, and testers to perform the following:

- Modernize and enhance one of FloridaCommerce’s front-end fraud prevention and detection tools to prevent fraud, waste, and abuse of Reemployment Assistance benefits.
 - FIRRE was implemented in 2013 as a manual operation and is now an automated real-time interface that permits all Reemployment Assistance claims filed to be reviewed daily to identify potential identity theft using a variety of vibrant business rules. FIRRE utilizes a technology which facilitates the processing and analysis of a large volume of data. In 2016 and 2017,

FIRRE was enhanced to identify additional techniques being used to circumvent existing fraud solutions. This upgrade specifically included the expansion and honing of the business rules utilized to detect identity theft through enhanced pattern recognition. FIRRE was also enhanced to permit the issuance of a notification to the victims of identity theft so that they can take action to protect themselves from further occurrences. In addition, an in-person reporting project was implemented for claimants who triggered specific business rules as an additional tool to detect identity theft and to validate the identity of applicants for Reemployment Assistance benefits. The ability of FloridaCommerce’s fraud investigators to utilize FIRRE data was also enhanced to improve the quality as well as the timeliness of information provided to law enforcement agencies and the U.S. Department of Labor’s Office of Inspector General to facilitate the criminal prosecution of identity theft cases. In September 2018, FIRRE underwent another enhancement to be fully integrated with the Suspicious Actor Repository (SAR). SAR was created by NASWA’s UI Integrity Center and is a repository of bad actor data provided by other state Unemployment Insurance Programs. It is used to help states identify identity theft and prevent fraudulent payments and further build on existing business rules to enhance FIRRE’s ability to identify fraudulent activity.

- The requested funds would be used to update FIRRE’s current software code to the latest editions and add functionality. Updating the software code ensures FIRRE remains supported and functions efficiently. Additional functionality will allow FloridaCommerce to leverage and utilize data made available by other states through NASWA’s Integrity Data Hub (IDH). IDH allows all participating states to provide data showing fraudulent activity trends and leverage similar data from other states to arrest fraudulent schemes being applied across all state unemployment insurance programs. Lastly, the funds would be used to update FIRRE’s reporting capabilities and enhance the existing set of rules that help identify fraudulent activity.
- Enhance the Reemployment Assistance claimant experience by automating the application of overpayment repayments in Reconnect.
 - FloridaCommerce currently provides a method for claimants who have an overpayment on their Reemployment Assistance claim to repay the overpayment via a repayment application available on www.floridajobs.org. While the process for the claimant repayment step is automated; the process of applying the repayment to that claimant’s Reemployment Assistance account in Reconnect is not. Due to the time that is required to manually apply the repayment to Reconnect, if a claimant reapplies for Reemployment Assistance benefits and is deemed eligible before the repaid overpayment is applied to their claim, their benefits could be impacted.
 - The requested funds would be used to develop an application programming interface (API) that would create a direct line of communication between the repayment application available on www.floridajobs.org and Reconnect. The implementation of this API would result in timely application of the claimant’s repayment, thereby preventing any interruption in the receipt of any future eligible Reemployment Assistance benefits payments. Additionally, this funding would help eliminate a manual process, which will allow FloridaCommerce to utilize staff to prioritize other workflow items that will result in the faster processing of Reemployment Assistance claims.

2. Resource and Summary Level Funding Requirements for Proposed Solution (if known)

Please see Appendix 4 – Cost Benefit Analysis – for summary of funding requirements and request.

E. Capacity Planning
(historical and current trends versus projected requirements)

Section VI.A.1.c details historical and current Reconnect performance and capacity.

VII. Schedule IV-B Project Management Planning

A. Scope of Continuous Modernization

The vision for continuous modernization of the System is to continue enhancing system performance and functional improvement needs while maintaining FloridaCommerce's secure, scalable, and sustainable system architecture and agile support processes.

To realize this vision for continued modernization efforts and long-term sustainability there are technology and resource investments necessary in fiscal year 2024-25. These investments will result in long-term benefit to claimants, employers, and TPAs in immediate process improvement and long-term benefit to FloridaCommerce in reduced system maintenance time and cost.

To ensure the most efficient and effective implementation of projects included in continuous modernization, FloridaCommerce plans to maintain the services of the third-party providers which were procured during the initial modernization effort to manage and implement system enhancements. Modernization project teams will still be comprised of a combination of FloridaCommerce and third-party resources.

Projects will be governed by FloridaCommerce. The governance process ensures that there is an integrated process, vertically and horizontally, for requesting new projects and funding. FloridaCommerce plans to maintain the Strategic Planning Office (SPO) and Independent Validation & Verification (IV&V) services to ensure that projects are executed with minimal cost and schedule variance.

The SPO serves as the single point of contact for budget, schedule, scope, and status reporting. A critical role and function of the SPO is to ensure that approved projects effectively engage stakeholders and maintain a high level of efficient, coordinated, and productive collaboration.

B. Governance and Strategic Planning Office

For approved projects, the SPO will serve as the single point of contact for budget, schedule, scope, and status reporting. A critical role and function of the SPO will be to also ensure that approved projects effectively engage stakeholders and maintain a high level of efficient, coordinated, and productive collaboration. The SPO will also maintain the existing governance structure to provide horizontal and vertical decision making, including continuing the use of the established Center of Excellence which standardizes the Change Management, Communications, Risk Management, and reporting requirements for the SPO and FloridaCommerce.

VIII. Appendices

Appendix 1: Business Process Optimization Requirements Traceability Matrix

Appendix 2: Fraud Initiative Ratings and Rules Engine Requirements Traceability Matrix

Appendix 3: Overpayment Repayment Requirements Traceability Matrix

Appendix 4: Cost Benefit Analysis

Appendix 5: Project Risk Assessment

Appendix 6: RA Applications

Appendix 7: RA Servers

Appendix 8: Target Architecture for Reconnect

Appendix 9: RA Interfaces

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR1	As Is \ To Be	The System must provide an intuitive, user-friendly, cost-effective, cloud-based System which provides a full range of Reemployment Assistance services for Florida claimants, employers, Third-Party Administrators, and DEO staff.	Overall System
FR2	To Be	The Contractor must ensure that the services provided for the Project are not impacted by services provided by the Contractor to any other state or agency.	Overall System
FR3	As Is \ To Be	The System must include all functionality necessary to enter and update Solution code tables and business rules.	Overall System
FR4	As Is \ To Be	The System must include all functionality necessary to allow other state Unemployment Insurance agencies to access and use the System.	Overall System
FR5	As Is \ To Be	The System must include all functionality necessary to securely configure access to the applications, interfaces, and any other Solutions identified by DEO.	Overall System
FR6	As Is \ To Be	The System must include all functionality necessary to allow employers, claimants, Third Party Administrators, and other external parties to access and use Reemployment Assistance services independent of the involvement of DEO staff.	Overall System
FR7	As Is \ To Be	The System must include all functionality necessary to allow external agencies and law enforcement agencies, as identified by DEO, to access Reemployment Assistance data.	Overall System
FR8	As Is \ To Be	The System must be able to be deployed in a teleworking environment while still meeting DEO's mission and operational needs.	Overall System
FR9	As Is \ To Be	The System must include all functionality to allow customers to use credit/debit cards, online checking, and Electronic Funds Transfers (EFTs) to pay DEO.	Overall System
FR10	To Be	The System must include a System administration user interface that allows authorized DEO staff to: (1) Update dynamic reference data that business wants to control (e.g., monetary parameters, error messages, etc.) in code tables, reference tables, or rules engine. Additional reference data may be added to this framework in subsequent components; (2) Input and maintain messages and release notes that can be displayed on specifically identified System pages; and (3) Input and maintain messages to be displayed to individuals or groups for a specified audience during a specified date and time range. For example, System outage message for a specific geography.	Overall System
FR11	To Be	The System must support electronic signatures.	Overall System
FR12	As Is \ To Be	The System must allow for moving data between the System, and any databases, interfaces, or Solutions identified by DEO. (e.g. API, stream)	Overall System
FR13	As Is \ To Be	The System must include all functionality necessary to make any changes or edits to the System (text, fact-finding, USDOL updates) without needing massive coding changes.	Overall System
FR14	To Be	The System must include all functionality necessary to allow for a separate claimant System which integrates with the staff System to prevent the System from becoming overloaded/inoperable.	Overall System
FR15	As Is \ To Be	The System must include all functionality necessary to provide a reactivate link for employers account admins when users become inactive.	Overall System
FR16	As Is \ To Be	The System must include all functionality necessary for compatibility with SIDES modernization. View SIDES modernization builds to compare to what Reemployment Assistance Claims and Benefits Information System has to offer and see if the Reemployment Assistance Claims and Benefits Information System will have similar capabilities.	Overall System
FR17	To Be	The System must include all functionality necessary to modify the Business information screen work search section with a program type indicator so that in times of disasters, if the work search is waived the work search indicator is automatically switched to 'no' which would prevent unnecessary issues from creating.	Overall System
FR18	As Is \ To Be	The System must include all functionality necessary to add a calculate pre-monetary button (option) to the monetary summary screen so that when selected, the System displays any lag quarter wages.	Overall System

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR19	To Be	The System should remove all unnecessary subtypes and rationales in the System. Any missing subtypes/rationales should be added.	Overall System
FR20	As Is \ To Be	The System must include all functionality to service an employer account.	Overall System
FR21	To Be	The System must include consistent language/verbiage amongst the System and forms, for example, the employer portal displays as "Action Due Date" and the UCB412 form displays as "Response Due Date."	Overall System
FR22	As Is \ To Be	The System must follow the DEO Web Application Standards for all controls (such as buttons, menus, etc.)	Overall System
FR23	To Be	The System must use "down and back" modal navigation when users do not need to jump between tasks.	Overall System
FR24	As Is \ To Be	The System must provide a global link to the application home page on each page of the application.	Overall System
FR25	To Be	The System must provide links or graphics for single-level navigation.	Overall System
FR26	To Be	The System must provide a site map to allow the user to skip directly to lower levels in the hierarchy for pages not dependent on a hierarchical flow.	Overall System
FR27	As Is \ To Be	The System must provide simple link menus to allow the user to navigate to the landing pages of separate applications within the application website.	Overall System
FR28	As Is \ To Be	The System must use icon-based navigation only when the icons are universally recognized or an internal user recognizes and frequently uses this feature.	Overall System
FR29	As Is \ To Be	The System must provide persistent top horizontal navigation menu items within a single row and should not require horizontal scrolling to access all menu items.	Overall System
FR30	As Is \ To Be	The System must make Home the left-most menu item on persistent top navigation or top link in a left-hand navigation.	Overall System
FR31	As Is \ To Be	The System must use left-handed navigation lists when the user needs access to large number of options.	Overall System
FR32	As Is \ To Be	The System must arrange left-handed navigation in groups of no more than 10 to not overwhelm the user or lose links below the fold.	Overall System
FR33	To Be	The System must limit displayed hierarchy to two levels consisting of the category and subcategory.	Overall System
FR34	To Be	The System must use sequential or wizard navigation when a multi step process must be addressed or completed.	Overall System
FR35	To Be	The System must design light weight web pages to maximize performance.	Overall System
FR36	To Be	The System must use relative font sizes (such as ems and not pixels) to allow users to scale up or down based on their browser or mobile device settings.	Overall System
FR37	As Is \ To Be	The System must use proportional font spacing for easier reading.	Overall System
FR38	As Is \ To Be	The System must use italics sparingly and only for emphasis.	Overall System
FR39	As Is \ To Be	The System must use underlining only for text that is clickable such as links, hyperlinks and URLs.	Overall System
FR40	As Is \ To Be	The System must differentiate between visited vs not visited links, hyperlinks and URLs.	Overall System
FR41	As Is \ To Be	The System must left-align all text and use ragged-right margin text.	Overall System
FR42	As Is \ To Be	The System must group common data elements and controls using proximity, color and/or borders	Overall System
FR43	As Is \ To Be	The System must employ consistent capitalization to increase perceived reliability of the information.	Overall System
FR44	As Is \ To Be	The System must avoid duplicating content.	Overall System
FR45	As Is \ To Be	The System must provide keyboard orientation and shortcuts to minimize device switching.	Overall System
FR46	As Is \ To Be	The System must provide generous amounts of space (at least 2 mm) around interactive areas and controls.	Overall System
FR47	As Is \ To Be	The System must make any interactive area a minimum of 1 cm x 1 cm for ease of usage.	Overall System

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
FR48	As Is \ To Be	The System must place contextual menus above target area, instead of under, to avoid user's hand blocking information.	Overall System
FR49	As Is \ To Be	The System must place core interaction within the "thumb zone" for mobile devices.	Overall System
FR50	As Is \ To Be	The System must place the focus in the first interactive data field on the page.	Overall System
FR51	As Is \ To Be	The System must make the textbox larger than the longest anticipated entry in each input group. (refer to the DEO Website Application Standards)	Overall System
FR52	As Is \ To Be	The System must group multiple related single textboxes together.	Overall System
FR53	As Is \ To Be	The System must provide formatted and masked textboxes for data that must be entered in a specific format.	Overall System
FR54	As Is \ To Be	The System must provide open data entry when errors are not likely to happen. Otherwise, provide other selective interactive controls such as checkboxes, dropdown, radio buttons etc.	Overall System
FR55	As Is \ To Be	The System must provide descriptive labels to inform the user what data to enter.	Overall System
FR56	As Is \ To Be	The System must indicate required fields on the page using both color and symbol.	Overall System
FR57	As Is \ To Be	The System must stack labels, data entry fields and other controls vertically when the lengths are long or flexible to prevent horizontal scrolling, (e.g. on mobile devices).	Overall System
FR58	As Is \ To Be	The System must provide a uniform distance between labels and input fields on right-aligned labels.	Overall System
FR59	To Be	The System must use drag-and-drop and browse functionality to move/copy files or when adding attachments.	Overall System
FR60	As Is \ To Be	The System must order drop-down list selections alphabetically or numerically, and provide a default selection when appropriate.	Overall System
FR61	As Is \ To Be	The System must use list checkbox when there are multiple selections that are used frequently. The list should be ordered alphabetically and numerically.	Overall System
FR62	As Is \ To Be	The System must make action buttons a minimum of 1cm x 1cm to easily select with descriptive text without crowding and use imperative command verbs.	Overall System
FR63	To Be	The System must make action buttons appear clickable and avoid ghost or flat buttons.	Overall System
FR64	To Be	The System must use anchor links to jump to subheadings on very long pages.	Overall System
FR65	As Is \ To Be	The System must use clear and concise words to describe the link destination.	Overall System
FR66	To Be	The System must use a calendar control or a date picker as an alternate method for selecting or entering a date field.	Overall System
FR67	As Is \ To Be	The System must provide user ID "auto-fill" options or "Remember Me".	Overall System
FR68	As Is \ To Be	The System must provide a self-service method for users to easily retrieve forgotten user IDs and passwords.	Overall System
FR69	As Is \ To Be	The System must use alternate row background shading colors to allow for easy scanning of data.	Overall System
FR70	As Is \ To Be	The System must provide sortable table columns to allow users to focus on the data type relevant to them.	Overall System
FR71	To Be	The System must provide filters for tables with large amounts of data to allow users to reduce the data interaction.	Overall System
FR72	As Is \ To Be	The System must use scrolling forms when users expect to fill out the information in one continuous flow.	Overall System
FR73	As Is \ To Be	The System must implement a graphical user interface.	Overall System
FR74	To Be	The System must give external users the ability to save data as a draft.	Overall System
FR75	To Be	The System must alert external users before their session expires and allow them to extend the session.	Overall System
FR76	As Is \ To Be	The System must use a business rules engine to process claims and apply functional validation	Overall System
FR77	As Is \ To Be	The System must update the claim record and apply the appropriate eligibility rules based on the business rules document.	Overall System

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
FR78	As Is \ To Be	The System must allow DEO staff to manually enter information into data fields that can be used to apply the eligibility business rules	Overall System
FR79	As Is \ To Be	The System must maintain a transaction log for changes to eligibility information that specifies the following:	Overall System
FR80	As Is \ To Be	The System must describe allowable password characteristics	Overall System
FR81	As Is \ To Be	The System must display instructions to the external user of the course of action to take, if the user is locked out.	Overall System
FR82	As Is \ To Be	The System must check the password for allowable characteristics and prompt the external user if password constraints are not followed	Overall System
FR83	To Be	The System must allow the external user to enter a hint to get a password reminder.	Overall System
FR84	To Be	The System must have the capability to display images, using a service from DMS that opens in a separate window from the RA application, allowing for manual key data entry, by allowing for the user to view the image and the application concurrently.	Overall System
FR85	As Is \ To Be	The System must allow external user to change password.	Overall System
FR86	As Is \ To Be	The System must display real-time confirmation that the password has been changed.	Overall System
FR87	To Be	The System must allow an authorized System Analyst to add, change, and inactivate business rules, without altering the System's structure.	Overall System
FR88	To Be	The System must allow authorized System analysts to add, modify, and inactivate lists of values.	Overall System
FR89	As Is \ To Be	The System must allow high-volume providers to submit their forms directly to the System using secure file transfer capabilities.	Overall System
FR90	As Is \ To Be	The reporting System must provide the following reporting capabilities: - Ability of System to summarize data - Ease-of-use by non-technical staff by using a Windows Graphical User Interface (GUI), using descriptive business names of the data elements, instructions on how to use and generate ad hoc reports, and documentation of all standard reports, instructions on viewing, exporting and printing reports - Inclusion of a self-paced online training module for developing all ad hoc reports - Flexibility to change/revise reports data elements and prompts for ad hoc reports, and to configure prompts for standard reports, - Easily downloadable to Microsoft Excel AND - Easily reports on different time periods (days, weeks, months, quarters, Fiscal years, Calendar year)	Overall System
FR91	As Is \ To Be	The System reports must be developed with parameterized input fields (prompts) to make the report flexible for reporting variations of the same information from different vantage points as defined in report specification documents.	Overall System
FR92	As Is \ To Be	The System must include all functionality necessary to submit shared work and mass claims.	Business Functionality: File Claims
FR93	As Is \ To Be	The System must include all functionality necessary to register a claimant.	Business Functionality: File Claims
FR94	As Is \ To Be	The System must include all functionality necessary to manage a customer's profile.	Business Functionality: File Claims
FR95	As Is \ To Be	The System must include all functionality necessary to file claims.	Business Functionality: File Claims

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ID	As Is \ To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR96	As Is \ To Be	The System must include all functionality necessary to request payments.	Business Functionality: Manage Claims
FR97	As Is \ To Be	The System must include all functionality necessary to receive and process payment requests.	Business Functionality: Manage Claims
FR98	As Is \ To Be	The System must include all functionality necessary for claimants to manage claims.	Business Functionality: Manage Claims
FR99	As Is \ To Be	The System must include all functionality necessary for DEO staff to manage claims for employers and claimants.	Business Functionality: Manage Claims
FR100	As Is \ To Be	The System must include all functionality necessary to initiate, investigate, and adjudicate benefits issues.	Business Functionality: Manage Claims
FR101	As Is \ To Be	The System must include all functionality necessary to charge employer accounts	Business Functionality: Manage Claims
FR102	As Is \ To Be	The System must include all functionality necessary to send, receive, and process claimant and employer correspondence.	Business Functionality: Manage Claims
FR103	As Is \ To Be	The System must include all functionality necessary to create and update Reemployment Assistance program data.	Business Functionality: Manage Claims
FR104	As Is \ To Be	The System must include all functionality necessary to edit data with the option of placing the record back into workflow.	Business Functionality: Manage Claims
FR105	As Is \ To Be	The System must include all functionality necessary to respond to inquiries.	Business Functionality: Manage Claims
FR106	As Is \ To Be	The System must be flexible enough to integrate with various data sources provided by the Florida Department of Corrections, Florida Clerk of Courts, Federal Bureau of Prisons, and Department of Health	Business Functionality: Manage Claims
FR107	As Is \ To Be	The System must be flexible enough to implement additional validation methodologies around Incarceration, Death Certificates, Workforce Information, Address Information, and Bank Accounts (e.g. business rules, machine learning, AI)	Business Functionality: Manage Claims
FR108	As Is \ To Be	The System must have the functionality to adjudicate a claim.	Business Functionality: Adjudication
FR109	To Be	The System must include all functionality necessary for more auto-adjudication.	Business Functionality: Adjudication
FR110	As Is \ To Be	The System must include functionality to update "bots" to support the auto-adjudication process	Business Functionality: Adjudication
FR111	As Is \ To Be	The System must include functionality to save claimant responses to "bots" with claimant information and timestamp	Business Functionality: Adjudication
FR112	To Be	The System must include functionality to update business rules to support the auto-adjudication process	Business Functionality: Adjudication
FR113	As Is \ To Be	The System must include functionality to collect performance and metric data around "bots"	Business Functionality: Adjudication

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ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR114	As Is \ To Be	The System must include functionality to analyze "bot" data to optimize population segmentation	Business Functionality: Adjudication
FR115	To Be	The System must include all functionality for adjudication case management to be more efficient, redesign of the adjudicator inbox workflow or developing an alternative, which would result in claimants be paid timely and/or timely determinations in order to be able to meet our federal measures.	Business Functionality: Adjudication
FR116	As Is \ To Be	The System must have the functionality to produce fact finding documents based on issues	Business Functionality: Adjudication
FR117	As Is \ To Be	The System must include all functionality necessary to render a determination.	Business Functionality: Adjudication
FR118	As Is \ To Be	The System must include all functionality necessary to receive and route a request for re-determination	Business Functionality: Adjudication
FR119	As Is \ To Be	The System must include all functionality necessary to submit documentation	Business Functionality: Adjudication
FR120	As Is \ To Be	The System must include all functionality necessary to respond to inquiries.	Business Functionality: Adjudication
FR121	As Is \ To Be	The System must include all functionality necessary to generate and transmit reports.	Business Functionality: Adjudication
FR122	To Be	The System must include all functionality necessary to assign work to adjudicators.	Business Functionality: Adjudication
FR123	As Is \ To Be	The System must be able to integrate with all functionality in the FIRRE System	Business Functionality: Prevent and Detect Fraud
FR124	To Be	The System must include a re-work of all claimant and employer fact- findings for better data validation and to design potential automations using RPA and AI.	Business Functionality: Prevent and Detect Fraud
FR125	To Be	The System must include all functionality necessary to ensure fact-finding is dynamic and conditional and presents questions based on how the previous question was answered. All necessary fields should be required and must be complete in order to submit a form.	Business Functionality: Prevent and Detect Fraud
FR126	To Be	The System must include all functionality necessary for fact-finding to be mobile friendly and can be completed without delay.	Business Functionality: Prevent and Detect Fraud
FR127	To Be	The System must include all functionality necessary to produce fact-finding documents which are formatted in easy to read, one-page documents.	Business Functionality: Prevent and Detect Fraud
FR128	To Be	The System must include all functionality necessary to allow multiple fact-finding documents to open simultaneously.	Business Functionality: Prevent and Detect Fraud

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ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR129	As Is \ To Be	The System must include all functionality necessary to allow for the use SMS, email or means to advise when fact-finding need to be completed.	Business Functionality: Prevent and Detect Fraud
FR130	To Be	The System must include all functionality necessary to create alerts to be sent to staff when a contact attempt form/fact-finding due date expires	Business Functionality: Prevent and Detect Fraud
FR131	To Be	The System must include all functionality necessary for staff to schedule fact-finding interviews.	Business Functionality: Prevent and Detect Fraud
FR132	As Is \ To Be	The System must be configurable to made updates to the business rules in FIRRE	Business Functionality: Prevent and Detect Fraud
FR133	As Is \ To Be	The System must include functionality to collect and analyze data and key metrics from the FIRRE System	Business Functionality: Prevent and Detect Fraud
FR134	As Is \ To Be	The System must include all functionality necessary to validate entered or selected data to ensure Solution operates on and with clean, correct, and useful data.	Business Functionality: Data Integrity
FR135	As Is \ To Be	The System must allow that all data entered into the System is the property of DEO. DEO data may not be released to other parties, including in aggregate form, without the express written permission of DEO. At the time of termination of this and any Contract for any purposes, all DEO data must be provided to DEO in an electronic form approved by DEO and none of the DEO data may remain on any external System, after such event.	Business Functionality: Data Integrity
FR136	As Is \ To Be	The System must have the functionality to integrate with other Systems for the purpose of streamlined data collection (e.g. SSA, NDHD, EMPLOYEFLORIDA MARKETPLACE, REEMPLOYMENT ASSISTANCE HELP CENTER, IVR, ICON, ID.ME, IDH, and SUNTAX)	Business Functionality: Data Integrity
FR137	To Be	The System must capture pre-selected responses in fields where possible, via autopopulation and dropdown menu lists or a similar approach, to standardize responses. For example, the reason for separation from Employer and the reason for overturning a decision on appeal. The System must pre-populate data fields where possible and cascade data between input screens to improve productivity and reduce data entry errors.	Business Functionality: Data Integrity
FR138	As Is \ To Be	The System must use single-line textboxes for short variable data information.	Business Functionality: Data Integrity
FR139	As Is \ To Be	The System must allow selection from a dropdown list by typing, using the arrow key or mouse selection.	Business Functionality: Data Integrity
FR140	As Is \ To Be	The System must auto-suggest the completion for character by character text entry in a dropdown list.	Business Functionality: Data Integrity
FR141	As Is \ To Be	The System must allow the completion of auto-suggest input in a dropdown list by pressing the Tab or Enter key.	Business Functionality: Data Integrity
FR142	To Be	The System must incorporate a “collect once use many” approach to data entry in order to eliminate redundant data entry.	Business Functionality: Data Integrity

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ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR143	As Is \ To Be	The System must provide spell checking in designated fields.	Business Functionality: Data Integrity
FR144	To Be	The System must validate all entered and imported data to the greatest extent possible. The System must display appropriate and meaningful message(s) to the user when data does not meet the edit/validation requirements.	Business Functionality: Data Integrity
FR145	As Is \ To Be	The System must ensure database integrity between production database, any replicated reporting databases, and copies made for back-up and recovery.	Business Functionality: Data Integrity
FR146	As Is \ To Be	The System must capture all data elements, including calculated fields, required by USDOL for Reemployment Assistance programs identified by DEO and be able to extract them to the DEO Data Warehouse.	Business Functionality: Data Integrity
FR147	As Is \ To Be	The System must collect all data elements required to meet Federal, State, and local operational requirements and export the information to the DEO Data Warehouse. Data elements include but are not limited to: (1) Extract of real-time Labor Market and Career Information (LMCI) data (surveys, employer contact data); (2) Customer information and demographics (initial and subsequent updates); (3) Employer "demographics" (such as number of employees; type of business) - both initial and subsequent updates.	Business Functionality: Data Integrity
FR148	To Be	The System must use slider controls with clear value range when settings are defined and contiguous.	Business Functionality: Data Integrity
FR149	To Be	The System must disable non-applicable choices during data entry.	Business Functionality: Data Integrity
FR150	To Be	The System must use auto-suggest to aid data entry when suggestions can be pulled from a manageable set of data or items can be entered in multiple ways.	Business Functionality: Data Integrity
FR151	As Is \ To Be	The System must provide confirmation of destructive or permanent actions.	Business Functionality: Data Integrity
FR152	As Is \ To Be	The System must provide field-level and page-level validation of page prior to submitting the information to the database.	Business Functionality: Data Integrity
FR153	As Is \ To Be	The System must provide form-level validation after the information is submitted to the database.	Business Functionality: Data Integrity
FR154	As Is \ To Be	The System must detect any errors, inform users of a possible fix, and ask for permission to fix the errors.	Business Functionality: Data Integrity
FR155	As Is \ To Be	The System must provide useful error messages indicating what was entered, what was wrong, what to do and consequences of actions.	Business Functionality: Data Integrity
FR156	As Is \ To Be	The System must use precise, specific, familiar language for error messages. The message must not be accusatory or alarming.	Business Functionality: Data Integrity
FR157	As Is \ To Be	The System must provide help, validation and edits to claimants, employers, voluntary plan employers, voluntary plan third party administrators and medical providers when submitting data electronically to improve the accuracy of data entered into the RA System.	Business Functionality: Data Integrity
FR158	As Is \ To Be	The System must implement the defined validations and edits to warn DEO staff when a user action results in an error	Business Functionality: Data Integrity

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ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR159	As Is \ To Be	The System must implement the defined validations and edits for conflicting and incomplete data.	Business Functionality: Data Integrity
FR160	As Is \ To Be	The System must allow DEO staff to perform spell checks using functionality in the browser or allow DEO staff to use external applications (e.g. Microsoft Word, Outlook) to perform spell checks	Business Functionality: Data Integrity
FR161	As Is \ To Be	The System must accept requested information via internet forms or data capture forms	Business Functionality: Data Integrity
		The System must edit data fields and apply validation rules that prevent DEO staff from entering incorrect, incomplete, or inconsistent data when processing a medical provider verification request (733 MED)	Business Functionality: Data Integrity
FR162	To Be	The System must provide real time, online validation of addresses entered by external users. The System must retain both the address provided by the claimant (online or paper copy) and the address as modified by the address validation System.	Business Functionality: Data Integrity
FR163	As Is \ To Be	The System must validate identified data on the electronic version of the forms before it is submitted.	Business Functionality: Data Integrity
FR164	As Is \ To Be	The System must validate a US address using the address validation service.	Business Functionality: Data Integrity
FR165	As Is \ To Be	The System must include all functionality necessary to prevent and detect fraud.	Business Functionality: Data Integrity
FR166	As Is \ To Be	The System must include all functionality necessary to investigate high risk activity and fraud.	Business Functionality: Data Integrity
FR167	As Is \ To Be	The System must include all functionality necessary to prevent users from entering invalid dates such as "11/11/1111" in any scenario	Business Functionality: Data Integrity
FR168	To Be	The System must include all functionality necessary to access employer's RT-1s and RT-29s through an interface with DOR.	Business Functionality: Data Integrity
FR169	To Be	The System must include all functionality necessary to allow robotic processing of a paper claim form.	Business Functionality: Data Integrity
FR170	To Be	The System must include all functionality necessary to create reports without negatively impacting the production environment.	Business Functionality: Reporting
FR171	As Is \ To Be	The System must include all functionality to generate, display, distribute, and print reports for DEO Executive Leadership, Staff, and USDOL	Business Functionality: Reporting
FR172	As Is \ To Be	The System must include all functionality necessary to analyze data and create ad hoc reports including but not limited to production reports, error reports, statistical reports, and metrics reports (including performance measurement/key performance indicators reports).	Business Functionality: Reporting
FR173	As Is \ To Be	The System must allow an authorized DEO staff to select a standard report and provide report prompts based on the report specifications	Business Functionality: Reporting
FR174	As Is \ To Be	The System must allow authorized DEO staff the following report access: display, export and print.	Business Functionality: Reporting

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ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR175	As Is \ To Be	The System must include all functionality necessary to graphically present information for decision-making (e.g. Dashboard views)	Business Functionality: Reporting
FR176	As Is \ To Be	The System must include all functionality necessary to perform database queries.	Business Functionality: Reporting
FR177	As Is \ To Be	The System must include all functionality necessary to generate and transmit reports.	Business Functionality: Reporting
FR178	As Is \ To Be	The System must include all functionality necessary to gather, analyze, and report on staff performance and operational metrics.	Business Functionality: Reporting
FR179	As Is \ To Be	The System must include all functionality necessary to process correspondence/reports.	Business Functionality: Reporting
FR180	As Is \ To Be	The System must include all functionality necessary to provide a count of current first pay issues that are pending.	Business Functionality: Reporting
FR181	As Is \ To Be	The System shall follow the natural work flow of the task for navigation	CX/UX: Overall
FR182	As Is \ To Be	The System shall provide consistent navigation layout on each web page.	CX/UX: Overall
FR183	As Is \ To Be	The System shall allow the user to navigate back, forward, save or cancel their task on multi-step processes	CX/UX: Overall
FR184	To Be	The System shall allow user to navigate forward or backward or jump to specific page on a multi page process without losing already entered data	CX/UX: Overall
FR185	As Is \ To Be	The System shall show the navigational menu at all times	CX/UX: Overall
FR186	To Be	The System shall follow enterprise usability standards for placement of web page escape/exit options.	CX/UX: Overall
FR187	To Be	The System shall provide a visual indicator, such as breadcrumbs, to identify the user's location in the application. All points of the path should be clickable links except the current page.	CX/UX: Overall
FR188	To Be	The System shall provide shortcuts and saved work-in-progress to allow the user quick access to their last navigation point.	CX/UX: Overall
FR189	To Be	The System shall indicate where the user is in a multi step process and how many steps are left in that process (ex. You are in step 1 of 10 and progress bar)	CX/UX: Overall
FR190	To Be	The System shall use hierarchical drill-down navigation when individual tasks must be completed or terminated before others can begin.	CX/UX: Overall
FR191	To Be	The System shall make drill-down navigation menus disappear after the user selects the menu item.	CX/UX: Overall
FR192	As Is \ To Be	The System shall provide a visual highlight to communicate to the user the current location or selected menu item in the application.	CX/UX: Overall
FR193	As Is \ To Be	The System shall locate search in a prominent, persistent area on every page so it is easily accessible.	CX/UX: Overall
FR194	As Is \ To Be	The System shall make link and tab labels short, predictable, and in the users' vocabulary (e.g., use recognized terms, no jargon or acronyms).	CX/UX: Overall
FR195	To Be	The System shall use visual highlighting of navigational elements and descriptive page headings to tell the user where they are in a sequential, multi-step task.	CX/UX: Overall
FR196	As Is \ To Be	The System shall provide consistent Header on each page in accordance with the DEO standard web template.	CX/UX: Overall
FR197	As Is \ To Be	The System shall provide consistent Footer on each page in accordance with the DEO standard web template.	CX/UX: Overall
FR198	As Is \ To Be	The System shall use the current DEO web template colors, fonts and formatting/style to keep a consistent look and feel across all pages.	CX/UX: Overall
FR199	As Is \ To Be	The System shall avoid horizontal scrolling	CX/UX: Overall

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ID	As Is / To Be	Description	Justification
FR200	As Is \ To Be	The System shall avoid unnecessary navigation for the user to complete a task.	CX/UX: Overall
FR201	To Be	The System shall place form field hints outside of form field so they don't disappear once user begins typing.	CX/UX: Overall
FR202	To Be	The System shall not hard-code the field hints	CX/UX: Overall
FR203	As Is \ To Be	The System shall design the page so that the most important information is in the largest area of the screen.	CX/UX: Overall
FR204	To Be	The System shall bring attention to important information by making it stand out on the page (e.g., using unique shapes and high contrast areas).	CX/UX: Overall
FR205	As Is \ To Be	The System must use a common and consistent design style across pages in accordance with DEO standard template	CX/UX: Overall
FR206	As Is \ To Be	The System design must incorporate a clear visual hierarchy that flows left-to-right and top-to-bottom to match the natural focus of the user.	CX/UX: Overall
FR207	To Be	The System must optimize the design without losing the relevant content for the most common screen size, resolution and orientation, but ensure that the design works on other screen sizes, resolutions and orientations as well.	CX/UX: Overall
FR208	As Is \ To Be	The System must display all critical information, navigation, content, links and graphics above the fold.	CX/UX: Overall
FR209	As Is \ To Be	The System must make the menu and navigation links available at all times.	CX/UX: Overall
FR210	As Is \ To Be	The System must make it clear that information exists below the fold, avoiding false page bottoms (e.g., partial design elements, text peek, or other visual queues).	CX/UX: Overall
FR211	As Is \ To Be	The System must use label and control alignment points to reduce visual clutter and improve readability.	CX/UX: Overall
FR212	As Is \ To Be	The System must use appropriate white space to assist the users in interpreting text and graphics.	CX/UX: Overall
FR213	As Is \ To Be	The System shall use color to highlight text to indicate a selection, such as table row.	CX/UX: Overall
FR214	As Is \ To Be	The System shall use distinct colors and not monochrome when needed to communicate different meanings of similar goals, such as on a graph.	CX/UX: Overall
FR215	As Is \ To Be	The System shall limit the use of colors to cut down on unnecessary visual clutter and to improve the user's ability to process the page content.	CX/UX: Overall
FR216	As Is \ To Be	The System shall use graphics when it helps clarify or enhance the page content.	CX/UX: Overall
FR217	As Is \ To Be	The System shall always label icons	CX/UX: Overall
FR218	As Is \ To Be	The System shall optimize design by using consistent screen elements and by communicating as much as possible in as few elements as possible.	CX/UX: Overall
FR219	As Is \ To Be	The System shall display relevant content in logical groups to assist users in completing tasks.	CX/UX: Overall
FR220	As Is \ To Be	The System shall provide default values when appropriate to minimize work for the user.	CX/UX: Overall
FR221	As Is \ To Be	The System shall use title case capitalization for navigation, menus, button label and headers	CX/UX: Overall
FR222	As Is \ To Be	The System shall use sentence case capitalization for all other text	CX/UX: Overall
FR223	As Is \ To Be	The System shall use active voice for general content, when instructing users or for user actions	CX/UX: Overall
FR224	As Is \ To Be	The System shall use passive voice for headlines, subheadings, captions, links, and bulleted lists	CX/UX: Overall
FR225	As Is \ To Be	The System shall avoid using contractions	CX/UX: Overall
FR226	As Is \ To Be	The System shall use words that are unambiguous and clearly denote meaning without emotion, implied references or vagueness.	CX/UX: Overall
FR227	As Is \ To Be	The System shall keep complex and technical terms to a minimum, and avoid the use of abbreviations, mnemonics, jargon and acronyms (unless the acronym is widely used and understood).	CX/UX: Overall
FR228	As Is \ To Be	The System shall avoid repetitive phrasing while retaining clarity and not being cryptic.	CX/UX: Overall

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ID	As Is / To Be	Description	Justification
FR229	As Is \ To Be	The System shall be free of spelling, grammar and punctuation errors	CX/UX: Overall
FR230	As Is \ To Be	The System shall keep sentences short and precise (usually between 8 and 20 words)	CX/UX: Overall
FR231	As Is \ To Be	The System shall use ordered lists to indicate step-by-step instructions	CX/UX: Overall
FR232	As Is \ To Be	The System shall keep content and messages informative while keeping a positive tone. For example, instead of "You cannot qualify for benefits unless...."; state "In order to qualify for benefits, you can...".	CX/UX: Overall
FR233	To Be	The System shall provide a means to edit/modify content without requiring developer assistance	CX/UX: Overall
FR234	As Is \ To Be	The System shall ensure that the writing style and tone remains consistent throughout the application.	CX/UX: Overall
FR235	As Is \ To Be	The System shall provide content that is concise, easily scanned and objective. (e.g., bulleted lists to organize the content)	CX/UX: Overall
FR236	As Is \ To Be	The System shall write legalese content in clear understandable text.	CX/UX: Overall
FR237	As Is \ To Be	The System shall properly introduce all acronyms and not assume the user knows what they mean.	CX/UX: Overall
FR238	As Is \ To Be	The System shall provide a maximum character count-down for larger textboxes or multi-line textbox entries.	CX/UX: Overall
FR239	As Is \ To Be	The System shall provide resizable textbox for multi-line entries.	CX/UX: Overall
FR240	As Is \ To Be	The System shall use toolbars for easy access to frequently used features and replicate this toolbar on appropriate pages.	CX/UX: Overall
FR241	As Is \ To Be	The System shall dynamically adjust the drop-down lists to a manageable length and provide scrollbar when necessary.	CX/UX: Overall
FR242	As Is \ To Be	The System shall make navigation links underlined to signify they are clickable. If not underlined, then the link should be blue and an underline should appear when the cursor hovers over it.	CX/UX: Overall
FR243	As Is \ To Be	The System shall use deferred display of input fields until needed based on user interaction	CX/UX: Overall
FR244	As Is \ To Be	The System shall present tables in standard layout by left-aligning text and right-aligning numeric fields.	CX/UX: Overall
FR245	To Be	The System shall stream video content as the preferred method	CX/UX: Overall
FR246	To Be	The System shall provide a clear and relevant thumbnail option for video preview.	CX/UX: Overall
FR247	To Be	The System shall provide written transcripts or text equivalent of video content.	CX/UX: Overall
FR248	To Be	The System shall provide length of video and time remaining.	CX/UX: Overall
FR249	To Be	The System shall provide user controls to play, pause, control volume, fast forward and reverse video content.	CX/UX: Overall
FR250	To Be	The System must include all functionality necessary to provide more "at-a-glance" summarized information on one screen so the users don't have to click through multiple links to view the needed information. (for example, the weekly benefit details should include a column for earnings reported, the claimant profile header should have a summary of contact info, claim history, disqualified issues. Like the summarized BH10. The employment history screen should display start and end date of employment, total gross earnings and reason for separation on the first screen without having to click multiple links)	CX/UX: Self Service
FR251	To Be	The System must allow users to drill down into dashboard details for more information.	CX/UX: Self Service
FR252	As Is \ To Be	The System must include a secure location (e.g. portal) where users can access functionality for initial claims, continued claims, claims status, and management	CX/UX: Self Service
FR253	As Is \ To Be	The System must allow claimants easy access to update personal information and System preferences	CX/UX: Self Service
FR254	To Be	The System must give applicants one easy location to access help, FAQ, and links to appropriate resources	CX/UX: Self Service

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
FR255	To Be	The System must give applicants an easy navigation pane where they can access more details on their Benefits Eligibility Status, Payment Summary, Monetary, Tax, Archives, and Documents	CX/UX: Self Service
FR256	To Be	The System must give applicants one view of all their open required actions	CX/UX: Self Service
FR257	To Be	The System must give applicants one view on all their statuses (e.g. Claim, Eligibility, Remaining Benefit Limit)	CX/UX: Self Service
FR258	To Be	The System must give applicants access to all their communications with sort and advanced search functionality	CX/UX: Self Service
FR259	To Be	The System must provide integrated, on-line user guides based on the role of the user, which identify capability and functionality available to claimants, employers, third party administrators, and staff.	CX/UX: Self Service
FR260	To Be	The System must provide on-line user documentation that is indexed and searchable that includes the list of all documents and data required to complete the submission process. The System also must provide links to DEO sites and documents such as those currently displayed on http://floridajobs.org/ .	CX/UX: Self Service
FR261	To Be	The System must provide separate, focused and customized on-line help at the System, function, screen, error, and field levels.	CX/UX: Self Service
		The UI System must have online help to assist claimants, medical providers??, employers, and third party administrators in filling out all electronic forms used in the DI processes.	CX/UX: Self Service
FR262	To Be	The System must provide context-sensitive help that includes references to relevant Florida Statute sections for all application functionality that will be used by DEO staff.	CX/UX: Self Service
FR263	As Is \ To Be	The System must provide a frequently asked questions page for DEO staff to use when responding to inquiries	CX/UX: Self Service
FR264	To Be	The System must include all functionality necessary to provide summarized access of the claimant information in a one screen view for efficiency and ease of access rather than multiple links/screens which slow productivity. (Views of DOR Wage Data, Weeks Claimed/Paid/, Payment Amounts, Payment Type, Eligibility Issues, monetary determination status should be housed on one page).	CX/UX: Self Service
FR265	As Is \ To Be	The System must allow claimant's and employers to update contact information for themselves and witnesses. Telephone number and address.	CX/UX: Self Service
FR266	As Is	The System must allow claimants and employers to submit subpoena requests	CX/UX: Self Service
FR267	As Is \ To Be	The System must allow staff to request and process motions (motion to quash, request for continuance, etc.)	CX/UX: Self Service
FR268	As Is \ To Be	The System should allow claimant's and employers to request a reconsideration and /or end a disqualification. (assistive content help)	CX/UX: Self Service
FR269	To Be	The System should be designed to support user flow and design and where necessary be support be omni-channel analytics and funnel analysis	CX/UX: Self Service
FR270	To Be	The System must be capable of capturing data for all channels of communication with an applicant (e.g. message, phone, fax, chatbot)	CX/UX : Omni-Channel Analytics
FR271	As Is \ To Be	The System must integrate usage analytics.	CX/UX : Omni-Channel Analytics
FR272	To Be	The System must be capable utilizing advanced analytic capabilities including machine learning and artificial intelligence natural language processing to capture metrics and insights on applicant behavior	CX/UX : Omni-Channel Analytics
FR273	To Be	The System must be flexible enough to optimize funnel flow based on channel and applicant behavior analytics	CX/UX : Omni-Channel Analytics
FR274	To Be	The System must be able to update help and FAQ sections based on channel and applicant behavior analytics	CX/UX : Omni-Channel Analytics
FR275	As Is \ To Be	The System must arrange the most critical, frequently used links above the fold.	CX/UX : Omni-Channel Analytics
FR276	To Be	The System must include advanced administrative and operational functionality to provide the ability to adjust skills for phone related activities.	CX/UX : Omni-Channel Analytics

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
FR277	As Is	The System must include all functionality to monitor contact center and personal KPIs which includes phone and emails interactions. Currently, when there is an overload of emails received, some get stuck in a pending queue which does not allow items to be worked.	CX/UX : Omni-Channel Analytics
FR278	To Be	The System must include all functionality to record and analyze customer contacts which provides the ability to accurately and consistently manage, analyze, and correct gaps in employee performance.	CX/UX : Omni-Channel Analytics
FR279	To Be	The System must include all functionality to provide insight to enable contact center operations performance.	CX/UX : Omni-Channel Analytics
FR280	To Be	The System must include all functionality to provide quick results on personnel access (door status) and event history for building entry security purposes.	CX/UX : Omni-Channel Analytics
FR281	To Be	The System must include all functionality to record inbound and outbound interactions with screen capture.	CX/UX: Communications
FR282	To Be	The System must include omni-channel functionality where claimants can securely reach DEO Staff by messages, phone, fax, or chatbot	CX/UX: Communications
FR283	To Be	The System must have functionality to support modern features for external and internal communications/alerts (e.g. personalized broadcasts, mass mailings, email, SMS, push notification)	CX/UX: Communications
FR284	To Be	The System must include all functionality necessary to generate and distribute outgoing correspondence (e.g. alerts, deadlines, status changes) as well as receive and process incoming correspondence.	CX/UX: Communications
FR285	To Be	The System must include modern features available across the industry, including social media, personalized broadcasts, and mass mailings.	CX/UX: Communications
FR286	To Be	The System must have the capability to display broadcast messages, banners, and alerts to all, specific, or a subset of users configurable by DEO.	CX/UX: Communications
FR287	To Be	The System must have the ability to optimize broadcast messages, banners, and alerts based on omni-channel analytics	CX/UX: Communications
FR288	As Is \ To Be	The System must display a DEO-approved, System use notification banner message before granting System access informing potential users that the user is accessing a Florida State Government information System. Notification wording to be provided by DEO.	CX/UX: Communications
FR289	To Be	The System must include secure internet-based support, audio and video conferencing, and messaging capabilities such as chat and message center.	CX/UX: Communications
FR290	To Be	The System must be able to administer and capture survey information from claimants	CX/UX: Communications
FR291	As Is \ To Be	The System must display a warning message when re-directing the user to an external page. The warning message must provide the user options to continue, cancel or close the navigation.	CX/UX: Communications
FR292	To Be	The System must clearly indicate an error(s) by more than one mechanism.	CX/UX: Communications
FR293	As Is \ To Be	The System must place error notifications next to the error.	CX/UX: Communications
FR294	As Is \ To Be	The System must make clear what actions are needed to remedy error alerts.	CX/UX: Communications
FR295	As Is \ To Be	The System must respond with a informational message based on the context of the user action.	CX/UX: Communications
FR296	To Be	The System must provide help text and hints (Ex. Tool tips, Info Tips) when the cursor hovers over a control or a control has the focus (Ex. Menu item or a link)	CX/UX: Communications
FR297	To Be	The System must display tooltips after the user hovers the pointer for 0.5 seconds.	CX/UX: Communications
FR298	To Be	The System must display tooltips / info tips where they will not obscure relevant information or object of interest on the page.	CX/UX: Communications
FR299	To Be	The System must show an activity indicator when response times are greater than 2 seconds.	CX/UX: Communications

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR300	To Be	The System must provide a way to cancel or stop processing on tasks.	CX/UX: Communications
FR301	As Is \ To Be	The System must provide confirmation, both on screen and via notificiton channel such as e-mail, of important completed transactions and/or submissions.	CX/UX: Communications
FR302	As Is \ To Be	The System must not automatically navigate away from any confirmation message.	CX/UX: Communications
FR303	As Is \ To Be	The System must provide user alerts for items needing immediate attention.	CX/UX: Communications
FR304	As Is \ To Be	The System must communicate with the external user through their preferred channel of communication and via the U.S. Mail.	CX/UX: Communications
FR305	As Is \ To Be	The System must display all of the external user's current communication channel preferences whenever the user profile is displayed.	CX/UX: Communications
FR306	As Is \ To Be	The System must initiate communication with claimant by their preferred method of communication.	CX/UX: Communications
FR307	As Is \ To Be	The System must include all functionality necessary to manage cases	Case Management: Overall
FR308	To Be	The System must capture claimant information and timestamp for each interaction (e.g. phone, message, fax, chatbot) and data type entered into the System (e.g. documents, responses)	Case Management: Overall
FR309	As Is \ To Be	The System must include all functionality necessary to capture and display claimant and employer account notes.	Case Management: Overall
FR310	As Is \ To Be	The System must include all functionality necessary to process work from initiation to completion.	Case Management: Overall
FR311	As Is \ To Be	The System must include all functionality necessary to perform quality reviews.	Case Management: Overall
FR312	As Is \ To Be	The System must include all functionality necessary to respond to inquiries.	Case Management: Overall
FR313	To Be	The System must include functionality of a unified case management System, with workflow that interfaces with or is integrated with the existing Reemployment Claims and Benefits Information System, to streamline claims, determinations, claim and employer data, benefit overpayment information, and appeals information.	Case Management: Overall
FR314	As Is \ To Be	The System must include functionality to allow DEO staff to easily access and make notes for each claimant interaction	Case Management: Overall
FR315	As Is \ To Be	The System must allow users to select, view, complete and submit electronic forms.	Case Management: Overall
FR316	As Is \ To Be	The System must allow the DEO staff to manually key in data received by non data-capture forms.	Case Management: Overall
FR317	As Is \ To Be	The System must accept requests by DEO staff and claimant to update claimant information.	Case Management: Overall
FR318	As Is \ To Be	The System must allow DEO staff to update claim and claimant information and the external user claimant to update identified information.	Case Management: Overall
FR319	As Is \ To Be	The System must include all functionality necessary to support the functions of the Division of Workforce Services.	Case Management: Resource Management
FR320	To Be	The System must have functionality to support an integrated workflow for assigning, managing, monitoring, and approving work	Case Management: Resource Management
FR321	To Be	The System must collect and provide performance and quality metrics	Case Management: Resource Management
FR322	To Be	The System must include all functionality to manage the workforce: forecasting, scheduling, coverage, shrinkage, adherence.	Case Management: Resource Management

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR323	To Be	The System must include all functionality necessary to distribute work efficiently through the adjudicator inbox workflow.	Case Management: Resource Management
FR324	To Be	The System must include the functionality necessary to auto-assign cases.	Case Management: Resource Management
FR325	To Be	The System must include all functionality necessary to assign work based on timeliness, issue priority, adjudicator skill level/experience.	Case Management: Resource Management
FR326	To Be	The System must include the agility to allow for quick changes to be made to respond to daily workflow fluctuations and needs.	Case Management: Resource Management
FR327	To Be	The System must include all functionality necessary to allow issues to be handled without manually assigning.	Case Management: Resource Management
FR328	To Be	The System must include all functionality necessary to allow protest to be handled without manually assigning.	Case Management: Resource Management
FR329	To Be	The System must include all functionality necessary to triage claimants/issues directly from one department to another (built-in escalation path or forms that triage directly from System from Contact Center).	Case Management: Resource Management
FR330	To Be	The System must include all functionality necessary to allow links to connect with the appropriate department based on the claim status. (for example, if a claim is locked, have the Reemployment Assistance Claims and Benefits Information System provide a link to contact the correct department)	Case Management: Resource Management
FR331	To Be	The System must include all functionality necessary for an administrative control panel which allows for reassignment of issues, and to manage/report team performance.	Case Management: Resource Management
FR332	To Be	The System must include all functionality necessary to allow staff to assign issues directly from the issue. Update the reassign button in the issue details screen so that when clicked, the issue automatically assigns to the user clicking the button. In addition, add select buttons to the issues in the issue summary with a reassign function so that by selecting one or more issues could also be reassigned from that screen by the user.	Case Management: Resource Management
FR333	To Be	The System must include functionality to reassign or move cases to different queues.	Case Management: Resource Management
FR334	To Be	The System must include all functionality necessary to merge cases to the referee's calendar.	Case Management: Resource Management
FR335	As Is \ To Be	The System must allow staff to enter multiple employers on one case.	Case Management: Resource Management
FR336	To Be	The System must include all functionality to view real time performance stats.	Case Management: Resource Management
FR337	To Be	The System must include all functionality necessary to view, manage and report on production (overall, team, individual, issue type).	Case Management: Resource Management
FR338	To Be	All incorrect workload counts and grammatical errors on determinations must be corrected for efficiency and to prevent failing quality scores.	Case Management: Resource Management

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR339	As Is \ To Be	The System must include all functionality necessary to submit documentation (e.g. upload, email, fax, or other means to be defined) and associate it to the claimant, or employer/TPA.	Case Management: Document / Inquiry Storage
FR340	To Be	The System must include all functionality necessary to access, upload, and export documentation, including the ability to mark exhibits, label documents and designate document type. This also includes the ability for certain staff to edit and delete added documents.	Case Management: Document / Inquiry Storage
FR341	As Is \ To Be	The System must allow DEO staff to export the data to external software and to any of the following formats: PDF, TIFF, CSV, XML, MHTML, MS Word and MS Excel.	Case Management: Document / Inquiry Storage
FR342	To Be	The System must process online electronic forms via the Internet for DI Claim processing	Case Management: Document / Inquiry Storage
FR343	To Be	The System must perform online form processing to include form retrieval, data capture and form submission.	Case Management: Document / Inquiry Storage
FR344	As Is \ To Be	The System must allow DEO staff to retrieve and view an image of a scanned, non-OCR form.	Case Management: Document / Inquiry Storage
FR345	To Be	The System must have the ability to receive claimant and employer/tpa contact information and track constituent communication in the System (e.g. messages, phone, fax, chatbot)	Case Management: Document / Inquiry Storage
FR346	To Be	The System must have the ability to record the communication for a constituent, detail for those requests/correspondences, and route requests based upon service needs	Case Management: Document / Inquiry Storage
FR347	To Be	The Sytem must have the ability to record communication preferences by the claimant and use preference to process and route correspondance as specified.	Case Management: Document / Inquiry Storage
FR348	To Be	Ability to compare documents, identify document types, search and report on documents by type and/or other variables and version control	Case Management: Document / Inquiry Storage
FR349	As Is \ To Be	The System must include all functionality to assemble or merge documents, redact information from a document and number pages.	Case Management: Document / Inquiry Storage
FR350	To Be	The System must produce all documents related to an open records request, including automatic redaction of Personally Identifyable Information.	Case Management: Document / Inquiry Storage
FR351	To Be	The System must archive data according to business rules and allow authorized users to reinstate and interact with archived data.	Case Management: Document / Inquiry Storage
FR352	To Be	The System must be able to pull adjudication documents into the case folder of an appealed determination.	Case Management: Document / Inquiry Storage
FR353	To Be	The System must allow for data validation on uploaded document and potential automations using RPA and AI.	Case Management: Document / Inquiry Storage
FR354	As Is \ To Be	The System must have the ability to associate each document and communication to the individual claimant and include a timestamp	Case Management: Document / Inquiry Storage
FR355	As Is \ To Be	The System must include all functionality necessary to conduct System searches and view the results.	Case Management: Search

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
FR356	To Be	The System must allow DEO staff to query and search for specific cases based on parameters (from USDOL or internal), review the cases, select cases to include in the population, and generate a comprehensive case file including all correspondence for each case.	Case Management: Search
FR357	To Be	The System must allow DEO staff to search for documents and claimant communications (e.g. messages, phone, fax, chatbot)	Case Management: Search
FR358	To Be	The System must allow DEO staff to smart word search in documents and claimant communications (e.g. messages, phone, fax, chatbot)	Case Management: Search
FR359	To Be	The System must include all functionality necessary for the search results in Workflow-My Inbox show each protest individually for multiple protests that contain the same social security number and EAN (as Workflow-Group reflects). This will assist the staff in being able to differentiate true duplicates.	Case Management: Search
FR360	As Is \ To Be	The System must include all functionality necessary to search by Issue ID in Issue Summary Screen.	Case Management: Search
FR361	To Be	The System must provide concise site search engine result pages to help the user decide which link to select.	Case Management: Search
FR362	To Be	The System must adhere to the standard protocol of Search Engine Result Pages (SERPs) for site search including result pages, search term display, relevant result order.	Case Management: Search
FR363	To Be	The System must display site search results on a separate page or separate tab without closing the current application page.	Case Management: Search
FR364	To Be	The System must integrate an auto-complete feature in its site search functionality.	Case Management: Search
FR365	To Be	The System must configure the Enter key to launch the search function when the user is typing in the search field.	Case Management: Search
FR366	As Is \ To Be	The System must be implemented as 508 compliant	National and State Unemployment: User Accessibility
FR367	As Is \ To Be	The System's external-facing user interfaces must comply with 29 CFR 38.9 and ensure meaningful access to limited English proficient individuals. The inclusion of Spanish and Haitian Creole are required. The System must allow DEO staff to display staff and customer screens in English, Spanish and Haitian Creole.	National and State Unemployment: User Accessibility
FR368	As Is \ To Be	The System must consider layout and text expansion needs when translating to non-English languages.	National and State Unemployment: User Accessibility
FR369	As Is \ To Be	The System must ensure all punctuation and grammatical symbols are used correctly in the translation to non-English content.	National and State Unemployment: User Accessibility
FR370	As Is \ To Be	The System must provide an standard format for international addresses.	National and State Unemployment: User Accessibility
FR371	As Is \ To Be	The System must be accessible from multiple current Internet browsers at minimum, the two most current builds of Internet browsers constituting at least 95% of the market share on both personal computers and mobile devices.	National and State Unemployment: User Accessibility
FR372	As Is \ To Be	The System must provide printer-friendly versions of all web pages.	National and State Unemployment: User Accessibility
FR373	To Be	The System must be optimized for secure mobile capabilities which may include mobile applications or friendly on mobile devices through adaptive and responsive design.	National and State Unemployment: User Accessibility
FR374	To Be	The System screens must be built in compliance with ADA compliance, 29 CFR 38.9, sensitive data masking (e.g. SSN), and look and feed branding	National and State Unemployment: User Accessibility

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR375	As Is \ To Be	The System must display a user agreement for claimants, employers, third party administrators, etc. and require that they acknowledge and accept the agreement prior to accessing the System. DEO will provide the specific language.	National and State Unemployment: Audit
FR376	To Be	The System must have audit tracking and control capabilities for data modifications and deletion; and must describe in detail how these features work and what flexibility customers have in terms of customizing them. Examples of tracking and control expected are: (1) Identification of data entry in key fields with details of what changed from and to; (2) who made the change, and when it occurred; (3) Role-based controls on initial data entry, updates, corrections, and deletions; (4) Deletions in the form of “soft deletions” so that the original data/values remain in the System and can be queried, exported to TWC’s data warehouse, or even viewed in the System by DEO staff with sufficient privileges; and (5) Each deletion should also have a “reason why” in the form of a reason category and a free text explanation.	National and State Unemployment: Audit
FR377	As Is \ To Be	The System must include all functionality necessary to perform federally mandated audits on the Reemployment Assistance program.	National and State Unemployment: Audit
FR378	To Be	The System must be easily adaptable to future Federal, State, and Local Mandates	National and State Unemployment: Mandates / Regulations
FR379	As Is \ To Be	The System must comply with all USDOL and Florida state Reemployment Assistance requirements.	National and State Unemployment: Mandates / Regulations
FR380	As Is \ To Be	The System must be kept current with Federal and State regulations and laws regarding Reemployment Assistance eligibility, service delivery, data capture, and reporting.	National and State Unemployment: Mandates / Regulations
FR381	As Is \ To Be	The System must accommodate any change of USDOL or related mandated data elements, categories, and/or reports per USDOL deadlines, including changes created through USDOL approved waivers.	National and State Unemployment: Mandates / Regulations
FR382	As Is \ To Be	The System must comply with USDOL Employment and Training Administration guidance and support alternative access options for individuals with barriers to filing by phone or on-line, such as those with Limited English Proficiency (LEP) (UIPL 30-11), Babel notices, disabilities, literacy issues including computer literacy, and computer access issues, etc.	National and State Unemployment: Mandates / Regulations
FR383	As Is \ To Be	The System must meet DEO’s Records Retention Schedule. DEO’s Records Retention Schedule can be accessed at the following link: http://www.floridajobs.org/Businessservices/pdf/AgencySpecificRetentionSchedule.pdf	National and State Unemployment: Mandates / Regulations
FR384	To Be	The System must provide the ability for DEO staff to specify archive/purging rules according to retention policies.	National and State Unemployment: Mandates / Regulations
FR385	As Is \ To Be	The System must accommodate USDOL mandated data and report validation functions. The System must collect the data necessary to produce required Federal Data Validation extract files (Tax, Benefits, and Appeals).	National and State Unemployment: Mandates / Regulations

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
FR386	As Is \ To Be	The System must include all functionality necessary to create all federal and state mandated reports. Awarded Vendor must ensure that these reports are timely and accurately updated to meet new state or federal reporting requirements including development of new state or federal reports that are mandated. The System must be able to save and retain a copy of the data files used to create the reports, so the reports can be <u>regenerated for reconciliation and auditing purposes.</u>	National and State Unemployment: Mandates / Regulations
FR387	As Is \ To Be	The System must implement mandates as written in the Plain Writing Act of 2010	National and State Unemployment: Mandates / Regulations
FR388	As Is \ To Be	The System must reference the DEO Style Guide and the Associated Press Stylebook when creating and formatting content.	National and State Unemployment: Mandates / Regulations
FR389	As Is \ To Be	The System must provide instructions, for each point of data entry above immediately above the data entry field	CX/UX: Self Service
FR390	As Is \ To Be	The System must group data entry fields by related context in sections, and provide a <u>summary instructions at the start of each section.</u>	CX/UX: Self Service
FR391	To Be	The System must enable intelligent document parsing. When a user uploads a document to support an action, the data from the document is used to prepopulate the fields and <u>forms in the system for the claim.</u>	CX/UX: Self Service
FR392	As Is \ To Be	The System will enable review of any data entered into the system through automation (e.g. document parsing FR391) so the user can ensure accuracy of the entry prior to submission.	CX/UX: Self Service
FR393	To Be	The System will enable an offline electronic form or template to collect a complete <u>application for Disaster Unemployment Assistance (DUA).</u>	CX/UX: Self Service
FR394	To Be	The System must include functionality for employer/TPA task management to be more efficient, redesign of the employer/TPA inbox workflow or developing an alternative enabling employers/TPAs to have better search capability and better visibility for <u>pending items, urgent items, and immediate need items.</u>	CX/UX: Communications; Case Management; Search
FR395	To Be	The System will enable an online/offline electronic form or template to collect a <u>complete mass claim filings by employers/TPAs.</u>	CX/UX: Self Service
FR396	To Be	The System shall use consistent and easy to understand formatting for numbers, dates and other information across all concerns. E.g. MM/DD/YYYY for dates, Negative numbers use leading hyphen, etc.	CX/UX: Overall
FR397	To Be		CX/UX: Self Service; Business Functionality: Data Integrity
FR398	To Be	The system must record a timestamp for each document upload into the system	Case Management: Document / Inquiry Storage
FR399	To Be	The system must display the upload date and time for a document in the system when the document is retrieved in a search	Case Management: Document / Inquiry Storage; CX/UX: Self Service
FR400	To Be	The system shall implement an automated interactive chat system to assist claimants, employers/TPAs with specific question around their claim, appeal, protest or other process. The automated interactive chat system will provide the user with detailed information regarding their question directing them to the correct solution to move their process forward as needed without the need to contact DEO staff directly.	

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	Functional Requirement = FR# As Is / To Be	Description	Justification
Technical Requirement = TR#			
TR1		Be hosted in the government cloud or secure private cloud with at least FedRAMP provisional Authority to Operate (ATO) at the “moderate” or higher level, as approved by DEO;	Security
TR2		Utilize application security best practices and standards, with leading sources of guidance being DEO policies and practices, 60GG-2 F.A.C., 60GG-4 F.A.C., CISA Cloud Security Technical Reference Architecture (TRA), CISA Zero Trust Maturity Model, NIST Special Publication 800-53, the CIS Controls Version 8, the OWASP Top 10, the SANS SWAT Checklist, and FedRAMP Moderate ATO;	Security
TR3		Integrate fully with DEO’s chosen Identity and Access Management Solution(s);	Security
TR4		Have the ability to use third-party data validation and verification;	Security
TR5		Have the ability to request and track System changes and upgrades for audit purposes;	Security
TR6		Support the ability to limit access to specific internet protocol (IP) address ranges and domains;	Security
TR7		Support role-based (RBAC) and attribute-based (ABAC) access control for all users;	Security
TR8		Generate user audit reports by role;	Security
TR9		Allow accounts to be configured with strong passwords and passphrases, and multi-factor authentication, meeting or exceeding minimum DEO requirements, which will be provided at or near Contract execution;	Security
TR10		Provide audits and alerts for user activity, including, but not limited to, changes to records, exports, and printing;	Security
TR11		Provide the ability to manage, change, and disable default settings that pose a security risk. Such settings include, but might not be limited to: Infrastructure and application encryption keys; Accounts; Passwords; and Simple Network Management Protocol (SNMP) community strings;	Security
TR12		Use strong, unique encryption keys, where applicable, in both the application and underlying infrastructure, and allow them to be fully managed and controlled by DEO; and	Security
TR13		Support integration with DEO’s preferred central log management tool(s) and security information and event management platform.	Security
TR15		All relevant System Security Plans (SSPs) must be updated in a manner that, at minimum, meets NIST Special Publications 800-18 and 800-171 guidance, as well as any identified compliance requirements;	Security
TR16		Development processes must follow secure best practices, using the NIST Secure Software Development Framework (SSDF) as a baseline, and include, at a minimum, a process for continual vulnerability assessment (to include static code analysis, dynamic code analysis, and web application scanning), as well as best practices for code versioning and automated release management in the cloud environment;	Security
TR17		DevOps practices must follow NIST DevSecOps guidance;	Security
TR18		The development supply chain must be managed, including, but not limited to hardware, software, third-party code and code modules, portable code, and cloud environments;	Security
TR19		Audit information, including, but not limited to, physical access, logical security controls, and System logs, must be available;	Security
TR20		SOC 2 compliance audit reports for any SaaS components of The System must be provided and reviewed by DEO;	Security
TR21		DEO and its contractors must meet information compliance requirements, including, but not limited to, IRS Publication 1075, Safeguards for Protecting Federal Tax Information, Social Security Administration data sharing agreements, FBI Criminal Justice Information Systems Policy, and Unemployment Insurance Program Internal Security requirements;	Security

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
TR22		Florida laws and rules must be followed, including, but not necessarily limited to statutory rules listed in TR23 - TR29	Security
TR23		DEO requirements highlighted in section 282.318, F.S. [specifically (4)(a) and (4) (c-i)], requiring a designated information security manager, comprehensive risk analysis performed at least every three years, established information security policies and procedures, implemented security controls, periodic internal audits, consideration of security during procurement, employee security awareness efforts, and incident detection and response http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0200-0299/0282/Sections/0282.318.html ;	Security
TR24		Section 501.171, F.S., Security of Confidential Personal Information concerning notice and duties of third-party agents and requirements for disposal of customer records http://www.leg.state.fl.us/statutes/index.cfm?mode=View%20Statutes&SubMenu=1&App_mode=Display_Statute&Search_String=501.171&URL=0500-0599/0501/Sections/0501.171.html ;	Security
TR25		Florida Cybersecurity Standards (Chapter 60GG-2, F.A.C.);	Security
TR26		Florida Cloud Computing Standards (Chapter 60GG-4, F.A.C.);	Security
TR27		DEO Security policies derive guidance and ideology from the NIST 800 Series, NIST Cybersecurity Framework, and the Center for Internet Security (CIS) Controls (https://www.cisecurity.org/controls/). Contractor is expected to remain in compliance with these policies over the lifetime of this Contract; and	Security
TR28		Section 443.1715, F.S., regarding disclosure and confidentiality of Reemployment Assistance information http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0400-0499/0443/Sections/0443.1715.html .	Security
TR29		The System must ensure the protection of DEO confidential information, including PII and SPI from unauthorized disclosure, unauthorized access, and misuse, at a minimum in accordance with the NIST Special Publication 800-122, Guide to Protecting the Confidentiality of PII (https://nvlpubs.nist.gov/nistpubs/legacy/sp/nistspecialpublication800-122.pdf) through the implementation of controls such as role-based access controls, encryption at rest and in transit, Utilize application security best practices and standards, with leading sources of guidance being DEO policies and practices, 60GG-2 F.A.C., 60GG-4 F.A.C., CISA Cloud Security Technical Reference Architecture (TRA), CISA Zero Trust Maturity Model, NIST Special Publication 800-53, the CIS Controls Version 8, the OWASP Top 10, the SANS SWAT Checklist, and FedRAMP Moderate ATO, etc.	Security
TR46		The System must implement a means of recording actions taken by a user in the System for later retrieval and inspection, example data points: Type of action Date and time of action taken Result of action	Security
TR30		The System and Solution must be available twenty-four (24) hours a day, seven (7) days a week, including holidays, excluding DEO's scheduled maintenance. DEO's scheduled maintenance is completed between Saturday at 12:01 a.m. and Monday at 4:59 a.m. Eastern Standard Time. Whenever the System is not available, an advisory notice will be viewable to users	System Availability
TR31		The System and Solution must provide System capacity allowing 250,000 concurrent users and be scalable for expansion.	System Availability
TR32		The System and Solution must support an average response time for basic transactions, such as insert, update, delete, and queries from a single table in 2 seconds measured at the 90th percentile.	System Availability

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
TR33		The System must complete all overnight processing at least 60 minutes prior to start of work the next business day. If overnight processing does not complete at least 60 minutes prior to start of work the next business day, the System must remain available to process online transactions	System Availability
TR34		In case of a System failure, the System must resume operations within DEO's recovery time objective for enterprise Systems. All business continuity requirements apply to both pre-production and production environments. The System must provide planned and proven redundancy that includes automatic detection and failover mechanisms for each potential point of failure that could result in a service outage. The System must not have a single point of failure except as approved, in writing by DEO. The System must utilize hardware or software to distribute connectivity and load processing across multiple, redundant computing resources for performance and failover capabilities.	System Availability
TR35		The System must provide for dynamic scaling to minimize ongoing costs through provisioning of minimal platform/infrastructure resources necessary to maintain operations during average traffic periods and have utilization triggers that will allow for automatic provisioning of additional resources during peak traffic periods and then return to the minimal resource configuration once peak traffic triggers have subsided.	System Enhancement & Upgradability
TR36		The System must be constructed using modular components for ease of maintenance. The System must be capable of minor repairs, routine maintenance, System checks, archiving and backups, without taking the System out of service. The System must provide the capability for authorized users to implement approved database changes or fixes.	System Enhancement & Upgradability
TR37		The System must meet or exceed the DCS standards for hardware refresh (five (5) year refresh).	System Enhancement & Upgradability
TR38		The System must meet or exceed the DCS standards for technical currency of hardware and software (n/n-1).	System Enhancement & Upgradability
TR39		The System must provide for installation, configuration, and maintenance of all components of the System; including the operating System and other software components to ensure upgrades and security patching activities are performed timely. The System must maintain data integrity for all upgrades and enhancements.	System Enhancement & Upgradability
TR40		The System must execute functionality according to set business rules. The System must maintain business rules in a user configurable format. The System must allow all business rule changes to be version controlled and previous rule versions must be available and enforceable. The System must include a business rules engine that detects and rejects conflicts, optimizes redundancy among the rules and permits a rule update to be done without disrupting other System activities.	System Enhancement & Upgradability
TR44		The System must design light weight web pages to maximize performance.	System Enhancement & Upgradability
TR47		The System must support English and Spanish, and be extensible for future support of other (including double byte character) languages when required by the Dymally-Alatorre Bilingual Services Act.	System Enhancement & Upgradability
TR41		The System must handle errors created through batch processes, store related errors, and generate alerts for each batch error. The System must stop error records from continuing through any automated processing steps while allowing continued process of all other records. The System must ensure error messages are written in plain English and including specific directions to follow in the event of an error. The System must store user error messages for later retrieval and review.	External System Integration

Appendix 1: Business Process Optimization Requirements Traceability Matrix

ID	As Is / To Be	Description	Justification
Functional Requirement = FR#			
Technical Requirement = TR#			
TR42		The System must reconnect to resources, services, and applications that were temporarily unavailable once the resource, service, or application becomes available	External System Integration
TR45		The System must provide ongoing daily database transactions to DEO's Data Warehouse (changes only) after initial load. The format should work with DEO's current data warehouse software.	External System Integration
TR43		The System must allow authorized users to suspend a process prior to process execution.	User processes
TR48		The System must allow authorized users to terminate a process.	User processes
TR49		The System must have the capability to be configured to stop or continue processing based on success or failure of predecessor processes.	User processes
TR50		The System must be able to resume a suspended process.	User processes
TR51		The System must provide the capability to restart failed batch jobs at the last committed transaction (checkpoint restart).	User processes
TR52		The System must be configurable to initiate corrective action when a batch job fails to start or terminates abnormally.	User processes
TR53		The System must provide escalation capabilities for processes based on configurable values	User processes
TR54		The System must employ timestamping of imported electronic data in a manner that is consistent with practices of handling hard copy data. I.e. Saving data received dates rather than data sent dates.	External System Integration
TR55		The System shall enable token recognition in the document upload process using extracted data elements to populate appropriate data fields within the system	External System Integration / User processes
TR56		The System shall enable the capability of handling an asynchronous submission for submission of Disaster Unemployment Assistance (DUA) Applications.	User processes
TR57		The System shall immediately initiate processing of DUA application upon receipt	System Availability
TR58		The System shall enable offline asynchronous forms for data collection. Completed Forms will be saved and queued for submission within the device serving the form.	User processes
TR59		Asynchronous offline forms saved for submission will be uploaded automatically to The System when the device storing those forms has connectivity to the system.	System Availability / External System Integration
TR60		The System shall enable delegation of role capabilities and privileges as appropriate (e.g. employer to TPA)	Security
TR61		The System shall require a definitive time frame for delegation of role capabilities and privileges by requiring a start and end date when enabling delegation	Security
TR62		The System shall enforce timelimits for actions performed by claimants, employer/TPAs, and DEO staff based on statute, e.g. when an appeal can be filed.	User processes
TR63		The System must maintain compatibility with current technological capabilities in the RA System. (i.e. if the RA system uses a SOAP interface for a particular transaction, the system must be compatible with that implementation until such time as it is changed.)	System Availability

Appendix 2: Fraud Initiative Rating and Rules Engine (FIRRE) Interface Requirements Traceability Matrix

Description
The Fraud Initiative Rating and Rules Engine (FIRRE) interface shall be configurable, so that it integrates with other RA Program Systems/Applications as identified by FloridaCommerce.
The FIRRE interface must be able to receive and send information to systems, interfaces, applications, and web services associated with the RA Program.
The FIRRE interface shall be compatible with the Integrity Data Hub (IDH).
For the initial claimant interaction, the FIRRE interface shall include all claimants who filed for the first time in Reconnect.
The FIRRE interface shall include all claimants who are filing an initial claim with a new benefit year.
For the continued claims interactions, the FIRRE interface shall include all claimants who made a weekly payment request for the day.
The FIRRE interface shall include records where maintenance has occurred by the claimant. Maintenance items include changes to tax withholding, back account information (i.e., account or routing number), payment method, and contact information (i.e., address, phone, email, etc.)
The FIRRE interface shall be a real-time, synchronous, RESTful web service.
The FIRRE interface shall indicate whether the claim is under investigation, fraudulent, or clear.
The FIRRE interface shall store the investigation indicator at the claim level.
The FIRRE interface shall create and deliver a new event log to Reconnect as the investigation response is received.
The FIRRE interface shall indicate whether the claim is locked or unlocked.
The FIRRE interface shall indicate whether the claimant is locked or unlocked.
The FIRRE interface shall indicate the source – initial claims, continued claims, or maintenance.
The FIRRE interface shall include the unique claimant and claim IDs from Reconnect.
The FIRRE interface shall include the claim status – reopened, additional, etc.
The FIRRE interface shall include the claim type – regular, disaster, extended, federal, emergency, etc.
The FIRRE interface shall include the claimant Social Security number.
The FIRRE interface shall include the first and last name of the claimant and their middle initial, if applicable.
The FIRRE interface shall include the street address, city, state, and zip code provided by the claimant and the type of address – mailing or residential.
The FIRRE interface shall include the home phone number provided by the claimant.
The FIRRE interface shall include the cell phone number provided by the claimant.
The FIRRE interface shall include the “other” phone number if provided by the claimant.
The FIRRE interface shall include the email address provided by the claimant.

Description

The FIRRE interface shall include the payment type – debit card or direct deposit.
The FIRRE interface shall include the current tax withholding option provided by the claimant.
The FIRRE interface shall include the claim submission date (MM/DD/YYYY) and time in a 24-hour clock format (HH:MM:SS).
The FIRRE interface shall include the employer’s name. If multiple employers are present, the interface shall display the latest employer information for the claimant, and latest is defined as the employer with the latest employment end date.
The FIRRE interface shall include the employer’s “doing business as” name.
The FIRRE interface shall include the employment begin date (MM/DD/YYYY) provided by the claimant.
The FIRRE interface shall include the employment end date (MM/DD/YYYY) provided by the claimant.
The FIRRE interface shall include the job title for the employer provided by the claimant.
The FIRRE interface shall include the gross earnings for the employer provided by the claimant.
The FIRRE interface shall include the gross earnings entered while requesting a week.
The FIRRE interface shall include the separation reason code associated with the separation from the employer.
The FIRRE interface shall include an additional employment count that represents the number of other employers registered to the claimant, employers other than the latest employer previously established.
The FIRRE interface shall include the routing number of the bank if direct deposit is the chosen payment method.
The FIRRE interface shall include the account number of the bank if direct deposit is the chosen payment method.
The FIRRE interface shall include the most recent login date (MM/DD/YYYY) and time in a 24-hour clock format (HH:MM:SS).
The FIRRE interface shall include the most recent IP address used to log into System.
The FIRRE interface shall compute and display the number of minutes spent in the System by subtracting the most recent login time from the claim submission date and rounding to the nearest whole minute.
The FIRRE interface shall include whether the claim was filed using Agency Assist. Y and N are possible values. N is used when the database value is null.
The FIRRE interface shall indicate whether there is a match for claimant driver’s license information.
The FIRRE interface shall include the type of identification used as proof by the claimant in the initial claim, along with the identification number.
The FIRRE interface shall include the job title of the claimant.
The FIRRE interface shall include the claim type code assigned to the claim (e.g., 1FO).
The FIRRE interface shall include the date of birth (MM/DD/YYYY) provided by the claimant.
The FIRRE interface shall be compatible with LexisNexis.
Through LexisNexis, the FIRRE interface shall compute an overall authentication status based on the responses to the next ten requirements. If the responses are all Y, then the claimant is authenticated. Otherwise, the claimant is unauthenticated.
Through LexisNexis, the FIRRE interface shall verify that the death status of the Social Security number provided by the claimant.

Description

Through LexisNexis, the FIRRE interface shall verify that the Social Security number provided by the claimant matches the full name provided by the claimant.
Through LexisNexis, the FIRRE interface shall verify that the Social Security number provided by the claimant exists.
Through LexisNexis, the FIRRE interface shall verify that the address provided by the claimant is not considered high risk.
Through LexisNexis, the FIRRE interface shall verify the claimant's current residency.
Through LexisNexis, the FIRRE interface shall verify that the address is deliverable.
Through LexisNexis, the FIRRE interface shall verify that the address is not a business.
Through LexisNexis, the FIRRE interface shall verify that the address is not mail drop.
Through LexisNexis, the FIRRE interface shall verify the date of birth year provided by the claimant.
Through LexisNexis, the FIRRE interface shall verify full date of birth provided by the claimant.
Through LexisNexis, the FIRRE interface shall verify that the Social Security number provided by the claimant matches the year of birth provided by the claimant.
The FIRRE interface shall include the total number of work searches performed for the requested week.
The FIRRE interface shall include the address for the corresponding work search. From Reconnect, address line 1 and 2 shall be concatenated for this field.
The FIRRE interface shall include the city for the corresponding work search.
The FIRRE interface shall include the state for the corresponding work search.
The FIRRE interface shall include the zip code for the corresponding work search.
The FIRRE interface shall include the contact number for the corresponding work search.
The FIRRE interface shall include the outcome of the employer contact.
The FIRRE interface shall include the type of employer.
The FIRRE interface shall include the employer's website.
The FIRRE interface shall include the date (MM/DD/YYYY) of the employer contact.
The FIRRE interface shall include the type of work sought.
The FIRRE interface shall include the employer's promised hire date (MM/DD/YYYY).
The FIRRE interface shall include the name of the employer or agency.
The FIRRE interface shall include the contact email of the employer.
The FIRRE interface shall include the name of the employer contact.
The FIRRE interface shall include the type of employer contact.
The FIRRE interface shall include the date (MM/DD/YYYY) on which the continued claims request was received from the claimant, along with the time in the 24-hour clock format (HH:MM:SS).
The FIRRE interface shall include the date (MM/DD/YYYY) of the week requested by the claimant.

Description
The FIRRE interface shall indicate whether the claimant received earnings from more than one employer for a specified week.
The FIRRE interface shall indicate whether the claimant's employment ended during the week.
The FIRRE interface shall indicate whether the claimant worked in a specified week.
The FIRRE interface shall indicate whether the claimant refused any work.
The FIRRE interface shall indicate whether the claimant was able and available for work during the requested week.
The FIRRE interface shall indicate whether the claimant looked for work during the requested week.
The FIRRE interface shall indicate whether the claimant returned to work during the requested week.
The FIRRE interface shall include the number of hours worked by the claimant for the requested week.
The FIRRE interface shall include the reopen date (MM/DD/YYYY) for additional claims, along with the time in the 24-hour clock format (HH:MM:SS).
The FIRRE interface shall include the date (MM/DD/YYYY) that the most recent payment was distributed.
The FIRRE interface shall include the claimant's weekly benefit amount on the current claim, and the format shall include two decimal places.
The FIRRE interface shall include the claimant's maximum benefit amount on the current claim, and the format shall include two decimal places.
The FIRRE interface shall include the balance of the maximum benefit amount.
The FIRRE interface shall include the amount paid on the current claim.
The FIRRE interface shall include the history of all payments made to the claimant.
The FIRRE interface shall include an incremented count of the total number of address changes for the life of the claimant.
The FIRRE interface shall include an incremented count of the total number of payment type updates for the life of the claimant.
The FIRRE interface shall include the type of maintenance performed for a maintenance claim. Possible values include tax withholding changed, back account information changed, payment method to direct deposit, and payment method to debit card.
The FIRRE interface shall accept a unique claim ID.
The FIRRE interface shall accept a unique claimant ID.
The FIRRE interface shall accept whether an investigation will occur on the claim and store the values true or false, based on the user's response.
The FIRRE interface shall host an IDH report tab that notes the number of triggers, flags, and indicators.
The FIRRE interface shall allow manual submissions to the IDH crossmatch based on triggers, flags, and indicators.
The FIRRE interface shall provide a fillable form to staff to complete and submit to IDH. The form shall include a list of options, along with check boxes, a short response box, and the option to proceed or cancel.
The FIRRE interface shall include distinct staff roles.
The FIRRE interface shall display a message when a record has been successfully submitted to IDH.
The FIRRE interface shall include an event log item under the claim history, notating the IDH submission.

Description

The FIRRE interface shall notify Reconnect if the IDH interface is down or an investigation request has been sent to IDH.

The FIRRE interface shall track, and store historic data associated with each claim and claimant in a table.

The FIRRE interface shall identify whether a claimant shares banking information with more than the allowed number of claimants noted in the FIRRE rules, regardless of the period.

The FIRRE interface shall identify whether a claimant shares banking information with more than the allowed number of claimants in the FIRRE rules and lock all associated claims, regardless of the period.

The FIRRE interface shall verify that if the claimant does not share banking information with multiple claimants, then the claim will not become locked.

The FIRRE interface shall support a consistent signal for optimal communication.

The FIRRE interface shall support real time communication for continued claims and claim maintenance.

The FIRRE interface shall support file exports in CSV and Excel (XLS and XLSX) file formats.

The FIRRE interface shall be capable of locking in mass quantities.

The FIRRE interface shall support the categorization that aligns with IDH for reporting purposes, including a Suspicious Actor Repository, Bank Account Verification, Identity Verification, Suspicious Email Domains, Foreign IP address Detection, and others.

Appendix 3: Overpayment Repayment Interface Requirements Traceability Matrix

Description
The interface shall be configurable, so that it integrates with other RA Program Systems/Applications as identified by FloridaCommerce.
The interface shall host a data field to capture a claimant ID.
The interface shall host a data field to capture a Social Security number.
The interface shall host a data field to capture a date of birth (MM/DD/YYYY).
The interface shall host a data field to capture a first and last name.
The interface shall host a data field to capture a street address, including the city, state, and zip code.
The interface shall host a data field to capture an email address.
The interface shall host a data field to capture a phone number.
The interface shall host a data field to capture a dollar amount, including 2 decimal places and no dollar sign.
The interface shall host a data field to capture whether the submitter is the claimant or someone paying on behalf of the claimant.
The interface shall be compatible with the NIC/Tyler Technologies payment processing site.
The interface shall be able to receive and send information to systems, interfaces, applications, and web services associated with the RA Program.
The interface shall capture the payment type (i.e., Visa, Mastercard, and Discover) and its associated details. For example, if the payment type is debit or credit card, the interface shall capture the card number, expiration date, CVV, and name on the card.
The interface shall display the payment confirmation to the claimant.
The interface shall update the RA overpayment database with the transaction status and details.
The responsible business unit within the RA program shall be able to access the reporting site and reconcile the transactions.
The interface shall provide assistive content.
The interface shall be a web service that acts as the intermediary between the overpayment application and the Reconnect System.

CBAForm 1 - Net Tangible Benefits

Agency	<u>Florida Commerce</u>	Project	<u>User Experience Enhancements</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 <i>(Recurring Costs Only -- No Project Costs)</i>	FY 2023-24			FY 2024-25			FY 2025-26			FY 2026-27			FY 2027-28		
	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a)+(b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Cost Change Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project	(a) Existing Program Costs	(b) Operational Cost Change	(c) = (a) + (b) New Program Costs resulting from Proposed Project
A. Personnel Costs -- Agency-Managed Staff	\$0	\$0	\$0	\$1,808,850	\$0	\$1,808,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A.b Total Staff	0.00	0.00	0.00	7.00	0.00	7.00	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 (#)	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 Staff (Salaries)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-2.b. OPS (#)	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	\$1,808,850	\$0	\$1,808,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
A-3.b. Staff Augmentation (# of Contractors)	0.00	0.00	0.00	7.00	0.00	7.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
B. Application Maintenance Costs	\$0	\$0	\$0	\$0	\$775,000	\$775,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-2. Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-3. Software	\$0	\$0	\$0	\$0	\$650,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
B-4. Other <i>Intergration Services</i>	\$0	\$0	\$0	\$0	\$125,000	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. Data Center Provider Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-1. Managed Services (Staffing)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-2. Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-3. Network / Hosting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-4. Disaster Recovery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C-5. Other <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
D. Plant & Facility Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E. Other Costs	\$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 <i>Specify</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total of Recurring Operational Costs	\$0	\$0	\$0	\$1,808,850	\$775,000	\$2,583,850	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
F. Additional Tangible Benefits:		\$0			\$0			\$0			\$0			\$0	
F-1. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-2. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
F-3. <i>Specify</i>		\$0			\$0			\$0			\$0			\$0	
Total Net Tangible Benefits:		\$0			(\$775,000)			\$0			\$0			\$0	

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 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	Florida Commerce	User Experience Enhancements																				
	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.				FY2023-24			FY2024-25			FY2025-26			FY2026-27			FY2027-28			TOTAL		
2	Include only one-time project costs in this table. Include any recurring costs in CBA Form 1A.				\$ -			\$ 2,583,850			\$ -			\$ -			\$ -			\$ 2,583,850		
3																						
4	Item Description <i>(remove guidelines and annotate entries here)</i>	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	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ 1,808,850	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 1,808,850		
8	Project management personnel and related deliverables.	Project Management	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -		
9	Project oversight to include Independent Verification & Validation (IV&V) personnel and related deliverables.	Project Oversight	Contracted Services	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ -		
10	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	\$ -	\$ -	\$ -		
11	Separate requirements analysis and feasibility study procurements.	Project Planning/Analysis	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
12	Hardware purchases not included in data center services.	Hardware	OCO	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
13	Commercial software purchases and licensing costs.	Commercial Software	Expense	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000		
14	Professional services with fixed-price costs (i.e. software development, installation, project documentation)	Project Deliverables	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000		
15	All first-time training costs associated with the project.	Training	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
16	Include the quote received from the data center provider for project equipment and services. Only include one-time project costs in this row. Recurring, project-related data center costs are included in CBA Form 1A.	Data Center Services - One Time Costs	Data Center Category	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
17	Other contracted services not included in other categories.	Other Services	Contracted Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
18	Include costs for non-state data center equipment required by the project and the proposed solution (insert additional rows as needed for detail)	Equipment	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
19	Include costs associated with leasing space for project personnel.	Leased Space	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
20	Other project expenses not included in other categories.	Other Expenses	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
21		Total		\$ -	0.00	\$ -	\$ -	0.00	\$ 2,583,850	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	0.00	\$ -	\$ -	\$ 2,583,850		

CBAForm 2 - Project Cost Analysis

Agency	<u>Florida Commerece</u>	Project		<u>User Exeperience Enhancements</u>
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PROJECT COST SUMMARY	PROJECT COST SUMMARY (from CBAForm 2A)					TOTAL
	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	
TOTAL PROJECT COSTS (*)	\$0	\$2,583,850	\$0	\$0	\$0	\$2,583,850
CUMULATIVE PROJECT COSTS <small>(includes Current & Previous Years' Project-Related Costs)</small>	\$0	\$2,583,850	\$2,583,850	\$2,583,850	\$2,583,850	
Total Costs are carried forward to CBAForm3 Project Investment Summary worksheet.						

PROJECT FUNDING SOURCES	PROJECT FUNDING SOURCES - CBAForm 2B					TOTAL
	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	
General Revenue	\$0	\$500,400	\$0	\$0	\$0	\$500,400
Trust Fund	\$0	\$2,083,450	\$0	\$0	\$0	\$2,083,450
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	\$2,583,850	\$0	\$0	\$0	\$2,583,850
CUMULATIVE INVESTMENT	\$0	\$2,583,850	\$2,583,850	\$2,583,850	\$2,583,850	

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

CBAForm 3 - Project Investment Summary

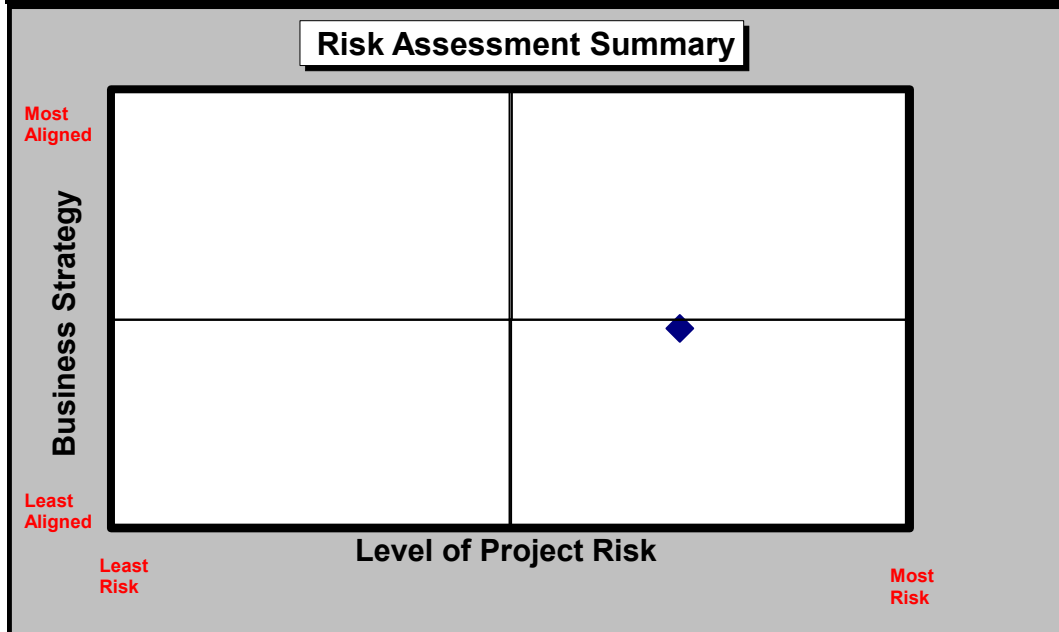
Agency	<u>Florida Commerece</u>	Project	<u>er Exeperience Enhanceme</u>
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COST BENEFIT ANALYSIS -- CBAForm 3A						
	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	TOTAL FOR ALL YEARS
Project Cost	\$0	\$2,583,850	\$0	\$0	\$0	\$2,583,850
Net Tangible Benefits	\$0	(\$775,000)	\$0	\$0	\$0	(\$775,000)
Return on Investment	\$0	(\$3,358,850)	\$0	\$0	\$0	(\$3,358,850)
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)	(\$3,135,522)	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 -- CBAForm 3C					
Fiscal Year	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Cost of Capital	3.50%	3.50%	3.60%	3.60%	3.60%

Project	<i>Reemployment Assistance Claims and Benefits Information System Continuous Modernization</i>	
Agency	<i>Department of Commerce</i>	
FY 2023-24 LBR Issue Code:	FY 2023-24 LBR Issue Title:	
<i>36303C0</i>	<i>Reemployment Assistance Claimant</i>	
Risk Assessment Contact Info (Name, Phone #, and E-mail Address):		
<i>Lindsay Volpe ----- 850-245-7427 ----- Lindsay.Volpe@commerce.fl.gov</i>		
Executive Sponsor	<i>Lindsay Volpe</i>	
Project Manager	<i>Lindsay Volpe</i>	
Prepared By	<i>Lindsay Volpe</i>	<i>9/12/2023</i>



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

Agency: Department of Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

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	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	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	1 year or less
		Between 3 and 5 years	
		Between 1 and 3 years	
		1 year or less	

Agency: Department of Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

Section 2 -- Technology Area			
#	Criteria	Values	Answer
2.01	Does the agency have experience working with, operating, and supporting the proposed technical solution 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 technical solution 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 technical alternatives/solution options been researched, documented and considered?	No technology alternatives researched	No technology alternatives researched
		Some alternatives documented and considered	
		All or nearly all alternatives documented and considered	
2.04	Does the proposed technical solution 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 technical solution 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 defined only at a conceptual level
		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 Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

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	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)	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	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: Department of Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

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	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	No
		No	
4.04	Are all affected stakeholders included in the Communication Plan?	Yes	No
		No	
4.05	Have all key messages been developed and documented in the Communication Plan?	Plan does not include key messages	Plan does not include key messages
		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	No
		No	

Agency: Department of Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

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	
		Less than \$500 K	
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	Neither requested nor 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	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	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)	Combination FFP and T&E
		Firm Fixed Price (FFP)	
		Combination FFP and T&E	

Agency: Department of Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

Section 5 -- Fiscal Area			
#	Criteria	Values	Answer
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	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	
		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	No
		No	
5.16	Have all procurement selection criteria and outcomes been clearly identified?	No selection criteria or outcomes have been identified	No selection criteria or outcomes have been identified
		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	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 Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

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	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	No, business, functional or technical experts dedicated 50% or less 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	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	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 Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

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	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	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 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	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 Commerce Reemployment Assistance Claims and Benefits Information System Continuous Modernization

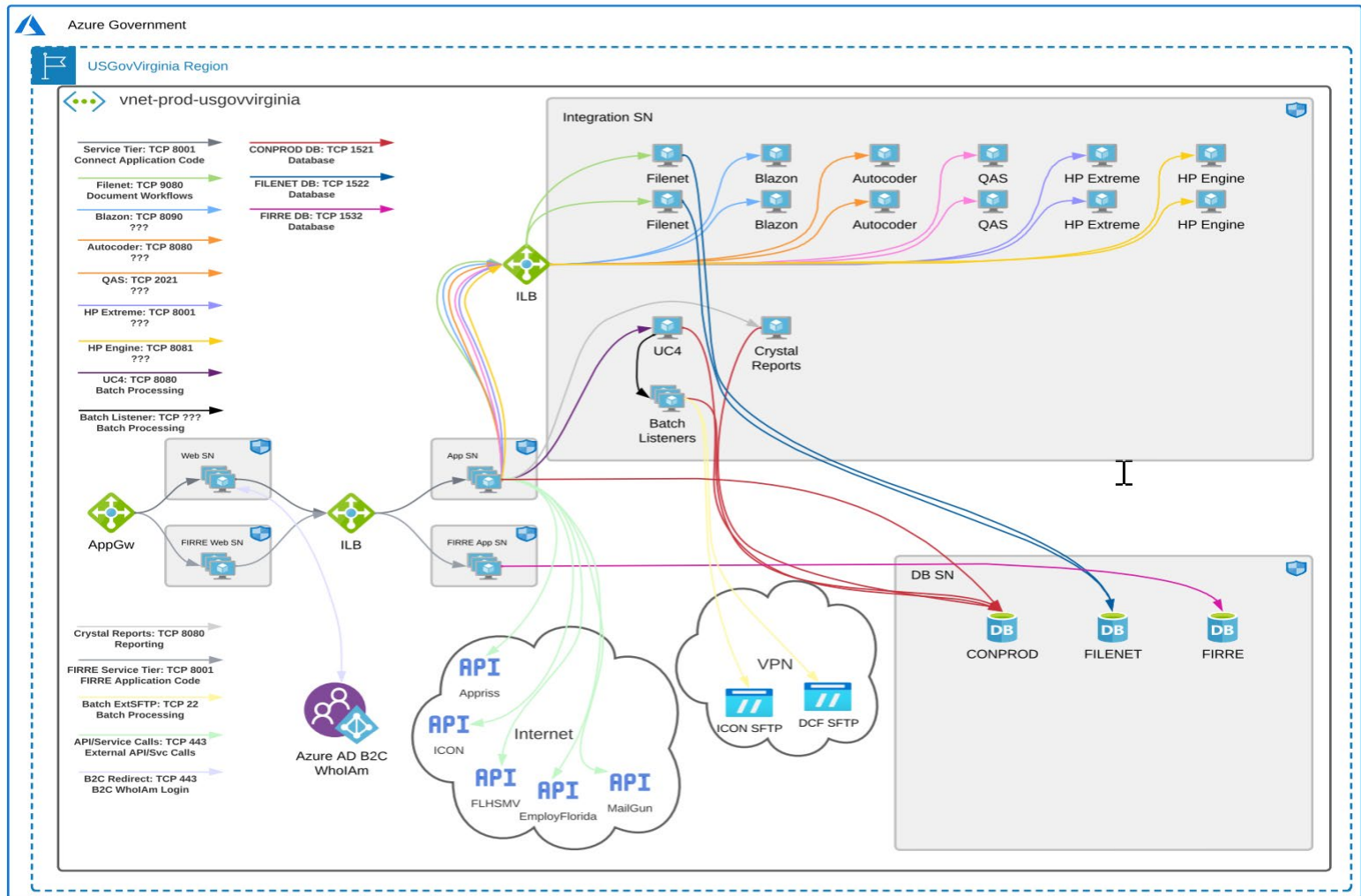
Section 8 -- Project Complexity Area			
#	Criteria	Values	Answer
8.01	How complex is the proposed solution compared to the current agency systems?	Unknown at this time	Similar complexity
		More complex	
		Similar complexity	
		Less complex	
8.02	Are the business users or end users dispersed across multiple 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	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	Greater than 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	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 6: Reemployment Assistance Applications

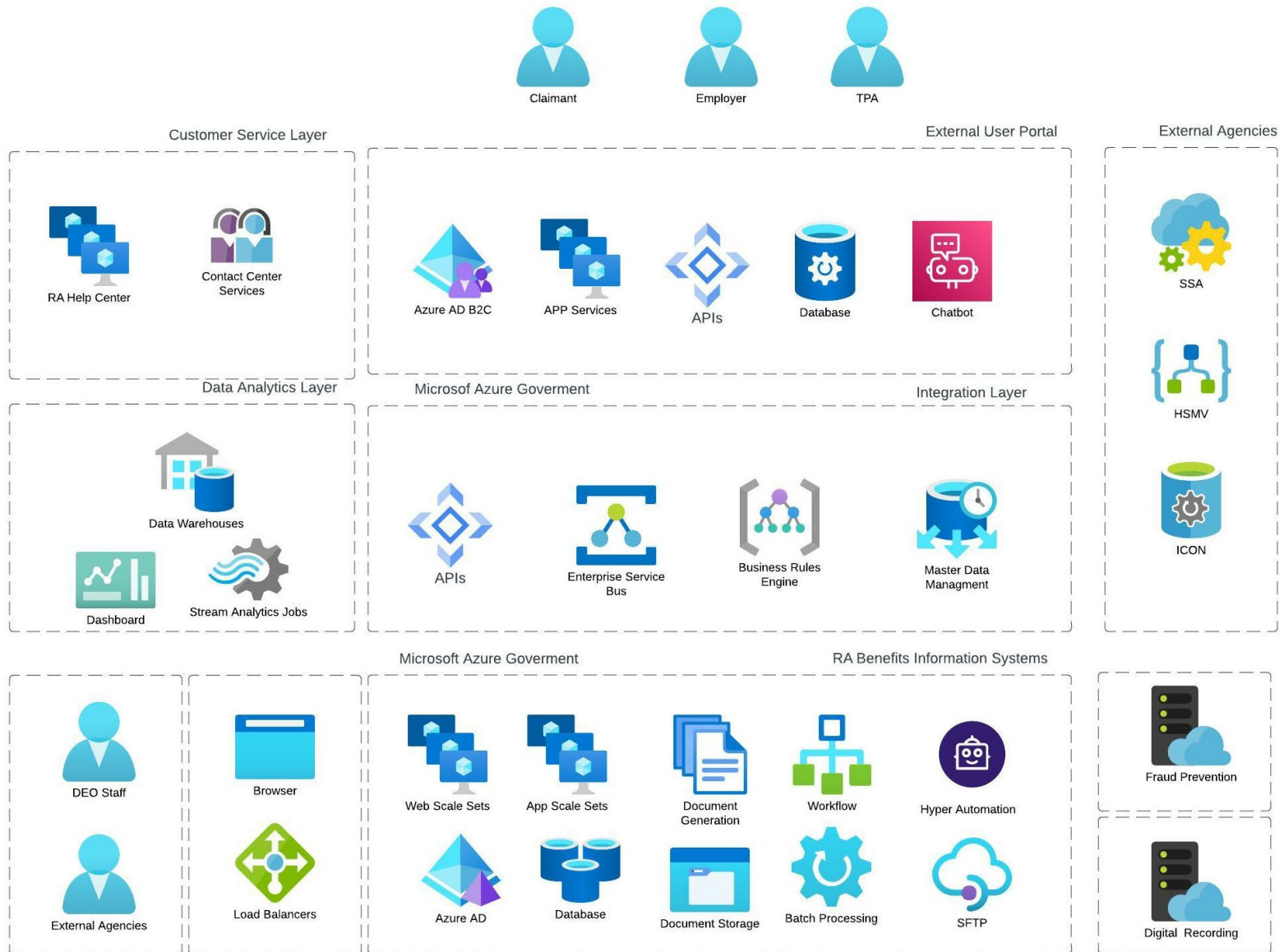
Applications	Where Application Runs (D=Desktop; S=Server)	Where Data Resides	Primary Interface (E=External (outside DEO); I=Internal (inside DEO))
Tax			
Treasury Offset Program (TOP)	D	TOP Database/SQL Server	I
Benefits			
CONNECT Web Application	S	CONNECT Database/Oracle	E/I
Fraud Initiative Rate and Rules Engine (FIRRE)	S	FIRRE Database/Oracle	I
Pega Systems Application	S	Third Party	E/I
FileNet	S	FileNet	I
Unemployment Insurance State Information Data Exchange (SIDES)	S	Third Party	E
Mail Gun	S	-	E
B2C	S	-	E
HPX	S	HPX; CONNECT Database	I
Crystal Reports	S	CONNECT Database/Oracle	I
ETA Reports	S	CONNECT Database/Snowflake	I
iContact	-	-	-
Systematic Alien Verification for Entitlements (SAVE) Program	-	-	E
Appeals			
Digital Appeals Recording System	S		I
BRAVA	S	FileNet	I

Applications	Where Application Runs (D=Desktop; S=Server)	Where Data Resides	Primary Interface (E=External (outside DEO); I=Internal (inside DEO))
Non-UI Systems that use Benefits Data			
Interactive Voice Response	S	Oracle	I
Contact Center			
Genesys Workforce Management	S	Oracle	I
Genesys Customer Relationship Management (CRM)	S	Oracle	I
Genesys Pulse	S	Oracle	I
Genesys Administrator Extension (GAX)	S	Oracle	I
Genesys Workspace	D	Oracle	I
Genesys Quality Management	S	Oracle	I
Genesys Call Recording	S	Oracle	I
Genesys Interactive Insights	S	Oracle	I
DNA Fusion (Security Access Software)	S	MSSQL	I
Cisco Jabber	D	Not storing data	I
Global Protect (VPN)	D	Cloud	E
Adjudication			
SUNTAX	-	DOR	E
EmployFlorida	-	Third Party	E
State Connector Portal (Equifax)	-	Third Party	I
Stop Inmate Fraud - LexisNexis	-	Third Party	E/I
National Directory of New Hire Crossmatch	-	-	E

Appendix 7: Reemployment Assistance Servers



Appendix 8: Target Architecture for the Modernized System



Appendix 9: RA Interfaces

Reemployment Assistance Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
1	Send	Batch	Weekly	DOR	DOR Child Support - Establish Claims	SFTP Claims
2	Receive	Batch	Daily	ICON	IB1, IB4, IB5, IB13 Import	FTPS Claims
3	Receive	Batch	Weekly	DEO Workforce	Trade Training and Waiver Import	SFTP Claims
4	Send	Batch	Daily	ICON	IB1, IB4, IB5, IB13 Export	FTPS Claims
5	Receive	Batch	Weekly	DOR	DOR Incoming Employer Updates	SFTP Employer Portal
6	Receive	Batch	Weekly	DOR	DOR Incoming Wage Updates	SFTP Employer Portal
7	Receive	Batch	Nightly	ICON	UIQ	Batch Web Services Claims
8	Receive		Realtime	ICON	SIDI	Web Services Claims
9	Receive		Realtime	ICON	IBIQ	Web Services Claims
10	Send		On Demand	ICON	WIC	Web Services Claims
11	Both		On Demand	Employ Florida Marketplace	DEO Workforce Registration Status	Web Services Claims
12	Both		Realtime	DHSMV	DHSMV	Batch Web Services Claims
13	Both		Realtime	DHS	DHS	Web Services Claims
14	Send	Batch		ICON	HCTC Export	FTPS Claims
15	Send	Batch	Daily	ICON	Federal Wage and Separation Information Export	FTPS Claims
16	Receive	Batch	Daily	ICON	Federal Wage and Separation Information Import	FTPS Monetary
17	Send	Batch	Daily	ICON	IB6 Export	FTPS Charging

Appendix 9: RA Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
18	Receive	Batch	Daily	ICON	IB6 Import	FTPS Charging
19	Send	Batch	Daily	ICON	FCCC Export	FTPS Monetary
20	Receive	Batch	Daily	ICON	FCCC Import	FTPS Monetary
21	Send	Batch	Weekly	ICON	LADT Export	FTPS Claims
22	Receive	Batch	Weekly	ICON	LADT Import	FTPS Claims
23	Send	Batch	Date	ICON	Interstate Crossmatch Request Export	FTPS Benefit Payment Control- DEO - Program Integrity
24	Receive	Batch	Date	ICON	Interstate Crossmatch Request Import	FTPS Claims
25	Send	Batch	Date	ICON	Interstate Crossmatch Response Export	FTPS Claims
26	Receive	Batch	Date	ICON	Interstate Crossmatch Response Import	FTPS Benefit Payment Control- DEO - Program Integrity
27	Send	Batch	Quarterly	ICON	SID Claim - Overpayment Export	FTPS Claims
28	Receive	Batch	Daily	CONDUENT	Payment Debit Card Receive Account Status	SFTP Benefit Payment Control- DEO - Payments
29	Receive	Batch	Daily	CONDUENT	Debit Card Receive Account Maintenance Reject	SFTP Benefit Payment Control- DEO - Payments
30	Receive	Batch	Daily	ACS	Payment Debit Card Receive ACS Return	SFTP Benefit Payment Control- DEO - Payments

Appendix 9: RA Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
31	Send	Batch	Daily	CONDUENT	Payment Debit Card Send Account Maintenance	SFTP Benefit Payment Control-DEO - Payments
32	Send	Batch	Daily	ACS	Payment Debit Card Send ACS Deposit	SFTP Benefit Payment Control-DEO - Payments
33	Receive	Batch	Daily	Wells Fargo	Payment Direct Deposit Receive ACH Return	SFTP Benefit Payment Control-DEO - Payments
34	Send	Batch	Daily	Wells Fargo	Payment Direct Deposit Send ACH Deposit	SFTP Benefit Payment Control-DEO - Payments
35	Send	Batch	Daily	UCB	Collection Agency 2 Interface File (UCB)	SFTP Collections
36	Receive	Batch	Obsolete	DFS	Financial Mgmt Receive 12 Month Warrant Cancel	SFTP Benefit Payment Control-DEO - Payments
37	Send	Batch	Daily	DFS	Financial Mgmt Send Detail Warrant Request	SFTP Payments
38	Receive	Batch	Weekly	FDLE	Florida Department of Law Enforcement Incarcerated Claimant Cross Match	FTPS Benefit Payment Control-DEO - Program Integrity
39	Receive	Batch	Quarterly	DOH	DOH Deceased Claimant Cross Match	FTPS Benefit Payment Control-DEO - Program Integrity
40	Receive	Batch	Weekly	DOR	DOR Child Support Receive Establish Deduction	FTPS Claims

Appendix 9: RA Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
41	Receive	Batch	Daily	DOR SDNH	DOR New Hire Cross Match	FTPS Benefit Payment Control-DEO - Program Integrity
42	Send	Batch	Weekly	DOR	DOR Child Support Send Intercept Amount	FTPS Claims
43	Send	Batch	Quarterly	DOR	Quarterly Benefit Charge Load	SFTP Charging
44	Receive	Batch	Weekly	DEO Workforce	REA PREP Data	FTPS Claims
45	Receive	Batch	Weekly	DEO Workforce	REA EDP No Show	FTPS Claims
46	Receive	Batch	Weekly	DEO Workforce	REA PREP No Show	FTPS Claims
47	Send	Batch	Weekly	DEO Workforce	REA PREP Pool	FTPS Claims
48	Send	Batch	Weekly	DEO Workforce	PREP Profile Export to DEO Workforce	FTPS Claims
49	Send	Batch	Annually	Internal Revenue Service	1099G Interface	n/a Monetary
50	Send	Batch	Weekly	Department of Lottery	Lottery Intercept Interface File	SFTP Collections
51	Receive	Batch	Weekly	NDNH	NDNH New Hire Cross Match	SFTP Benefit Payment Control-DEO - Program Integrity
52	Send	Batch	Weekly	NDNH	NDNH New Hire Cross Match	SFTP Benefit Payment Control-DEO - Program Integrity
53	Receive	Batch	Weekly	TOP	Receive Blurred Collections File	FTP Collections
54	Send	Batch	Daily	TOP	Send TOP Update File from Connect to TOP	FTPS Collections
55	Receive	Batch	Weekly	Workforce - DEO	REA Latest Claimant Data	SFTP Claims
56	Receive	Batch	Daily	Workforce - DEO	WIA Approved Training	SFTP Claims
57	Send	Batch	Quarterly	DFS	Write Off File for Approval to DFS	SFTP Collections

Appendix 9: RA Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
58	Send	Batch	Daily	DEO	Pitney Bowes Correspondence Print	FTPS
59	Send	Batch	Daily	DEO Finance and Accounting	FundAdjustmentBatch	FTP Payments
60	Send	Batch	Daily	DEO Finance and Accounting	VoucherBatch	FTP Payments
61	Send	Batch	Daily	DEO Finance and Accounting	WarrantCancellationBatch	FTP Payments
62	Send	Batch	Monthly	DEO Finance and Accounting	OutstandingOverpaymentCasesBatch	FTP Payments
63	Send	Batch	Annually	DEO Finance and Accounting	PriorYearBenefitsPaidBatch	FTP Payments
64	Send	Batch	Monthly	DEO Finance and Accounting	ReimbursableEmployerMonthlyChargeBatch	FTP Payments
65	Send	Batch	Monthly	DEO Finance and Accounting	ReimbursableEmployerMonthlyChargeBatch	FTP Payments
66	Send	Batch	Annually	DEO Finance and Accounting	VoucherReportAnnuallyBatch	FTP Payments
67	Send	Batch	Daily	DEO Finance and Accounting	VoucherReportBatch	FTP Payments
68	Send	Batch	Monthly	DEO Finance and Accounting	VoucherReportMonthlyBatch	FTP Payments
69	Send	Batch	Quarterly	DEO Finance and Accounting	VoucherReportQuarterlyBatch	FTP Payments
70	Send	Batch	Quarterly	DOE	FETPIP	SFTP Payments
71	Send	Batch	Daily	DEO Workforce	Workforce - DEOActiveDailyClaimsBatch	SFTP Claims
72	Send	Batch	Daily	DEO Workforce	Workforce - DEOActiveDailyClaimsBatch	SFTP Claims
73	Send	Batch	Daily	DFS	Financial Mgmt Send Debit Card Summary	SFTP Payments

Appendix 9: RA Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
74	Send	Batch	Weekly	DEO Workforce	PlacementDataMatch	SFTP Claims
75	Send	Manual	Weekly	WSER	Mass Layoff Statistics	Fileshare
76	Send	Batch	Weekly	DCF	Weekly Payments Data	SFTP Payments
77	Send	Batch	Weekly	DFS	Weekly Payments Data	SFTP Payments
78	Send	Batch	Weekly	FDLE	Weekly Payments Data	SFTP Payments
79	Send	Batch	Monthly	DCF	Monthly LADT Data	SFTP Payments
80	Send	Batch	Monthly	DFS	Monthly LADT Data	SFTP Payments
81	Send	Batch	Monthly	FDLE	Monthly LADT Data	SFTP Payments
82	Receive	Batch	Weekly	Florida Healthy Kids	Florida Healthy Kids Receive	SFTP Claims
83	Send	Batch	Weekly	Florida Healthy Kids	Florida Healthy Kids Send	FTP Claims
84	Receive	Batch	Monthly	Florida Healthy Kids	Florida Monthly Healthy Kids Receive	SFTP Claims
85	Send	Batch	Monthly	Florida Healthy Kids	Florida Monthly Healthy Kids Send	FTP Claims
86	Send	Email	Daily	DFS	Voucher Summary Transfer	Email Benefit Payment Control-DEO - Payments
87	Send	Batch	Weekly	DEO Benefit Payment Control	Treasury Offset Program Collections Intake Report	FTP Collections
88	Send	Batch	Monthly	DFS	Auditor General Extract	SFTP Payments
89	Receive	Batch	Monthly	Office of Early Learning	Office of Early Learning Receive	FTP Payments
90	Send	Batch	Monthly	Office of Early Learning	Office of Early Learning Send	FTP Payments
91	Send	Email	Daily	DEO	Payment Interface Files Verification	Email Payments
92	Send	Batch	Weekly	DEO Workforce	REA Adjudicated Data Export to DEO Workforce	SFTP Claims
93	Send	Batch	Quarterly	ICON	UCX Quarterly Billing Export	SFTP
94	Send		Realtime	SIDES	SIDES Separation Information	Web Services

Appendix 9: RA Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
95	Send		Realtime	SIDES	SIDES Earnings Verification	Web Services
96	Send	Manual	Weekly	WSER	Promis Intrastate Extract	Fileshare
97	Send	Batch	Daily	DEO Benefit Payment Control	FIRRE Single File Extract	SFTP Claims
98	Send		Realtime	FIRRE	FIRRE Investigation	Web Services Claims
99	Send		Realtime	FIRRE	FIRRE Fraud	Web Services Claims
100	Send			DEO Benefit Payment Control	FIRRE Purged Claims	SFTP
101	Send			Division of Retirement	Division of Retirement Crossmatch (OUT)	SFTP
102	Send			DEO Benefit Payment Control	QBC Finance and Accounting (OUT)	
103	Send			DEO	RA Active Claims (OUT)	
104	Send			DCF	Overpayments Established for the Month	SFTP
105	Receive			DARS V2.0	DARSGenesysGateway Inbound Hearing Recording	Appeals
106	Send		Quarterly	LEG	Quarterly Benefits Charge	SFTP
107	Send		Quarterly	DEO Finance and Accounting	TRA Quarterly Activity Counts	
108	Send		Quarterly	ICON	UCFE Quarterly Billing Export	
109				Identity Access Management	IAM	Web Services
110	Send			Workforce	Workforce New Claim Registration	REST
111	Send		Daily	JPMorgan	JPM Check Paid Detail	Payments
112	Send			DARS V2.0	DARS ZOOM Inbound Hearing Recording	Appeals
113	Receive	Batch	Quarterly	DEO Workforce	Quarter PREP Data	SFTP Claims

Appendix 9: RA Interfaces

#	Direction	Mode	Frequency	System	Name	Overview
114	Send		On Demand	Constant Contact	Constant Contact	
115	Send		On Demand	iContact	iContact	
116	Send		Realtime	MailGun	MailGun	Web Services
117			Daily	Genesys - DEO RA Contact Center	Genesys Workforce Management	Web Application
118			Daily	Genesys - DEO RA Contact Center	Genesys Pulse	Widget-based performance dashboard
119			Daily	Genesys - DEO RA Contact Center	Genesys Administrator Extension (GAX)	Web Application
120			Daily	Genesys - DEO RA Contact Center	Genesys Workspace	Web Application
121			Daily	Genesys - DEO RA Contact Center	Genesys Quality Management	Web Application
122			Daily	Genesys - DEO RA Contact Center	Genesys Call Recording	Web Application
123			Daily	Genesys - DEO RA Contact Center	Genesys Interactive Insights	Web Application
124			Daily	DNA Fusion - DEO RA Contact Center	Security Access Software	
125			Daily	Cisco Jabber		
126			Daily	VPN - Cisco AnyConnect Secure Mobility Client		

**Schedule IX
Major Audit Findings and
Recommendations**



**Fiscal Year
2024-2025**

SCHEDULE IX: MAJOR AUDIT FINDINGS AND RECOMMENDATIONS

Budget Period: 2024-25

Department: Florida Department of Commerce

Chief Internal Auditor: Sean Shrader

Budget Entity: Executive Leadership

Phone Number: 850-245-7136

(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 #2023-174, issued March 2023, <i>State of Florida Compliance and Internal Controls Over Financial Reporting and Federal Awards.</i>	7/1/2021- 6/30/2022	Department-wide	The Auditor General conducted an audit of the basic financial statements of the State of Florida for the fiscal year ended June 30, 2022. The audit contained 15 major findings described below:		
			1) Certain security controls related to user authentication for the Reemployment Assistance Claims and Benefits Information System (RA System) need improvement to ensure the confidentiality, integrity, and availability of RA System data and related information technology (IT) resources.	1) FloridaCommerce concurs with the finding; however, progress has been made. Currently, any FloridaCommerce user that accesses these applications outside the FloridaCommerce network must first authenticate their identity via multi-factor authentication (MFA) through Global Protect before gaining access to the applications. In July 2021, FloridaCommerce initiated a two-year Reemployment Assistance Modernization (RA Mod) Program to Report No. 2023-174 Page 30 March 2023 address system performance and functional improvement needs. In September 2021, FloridaCommerce completed the first of three phases focused on Reemployment Assistance Claims and Benefits Information System (System) security through the Identity Management and User Authentication (IAM) project (implementing MFA). As part of phase two of the IAM project, FloridaCommerce is working to develop policies and Standard Operating Procedures (SOP) for access management and specifying how user roles are assigned, which is anticipated to be complete by June 2023. Phase three of the IAM project will start in the fall of 2023 and will include implementing the policies and standard operating procedure developed in phase two.	
			2) FloridaCommerce did not always timely deactivate Reemployment Assistance Claims and Benefits Information System (RA System) access privileges for employees who separated from FloridaCommerce employment or when access to the RA System was no longer required.	2) FloridaCommerce concurs with the finding; however, FloridaCommerce is taking steps to achieve resolution. The Internal security unit (ISU) has taken steps to correct this issue. FloridaCommerce's policy 6.02.02, "Protect Information Resources," contains FloridaCommerce's policy regarding access control; this policy is being updated. The ISU team is drafting a supplement to policy 6.02.02, providing additional guidance for users and managers with System access.	

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			3) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 1 that the FloridaCommerce continued to lack processes and procedures for identifying, analyzing, and correcting technical system errors and other Reemployment Assistance Claims and Benefits Information System (RA System) defects that prevent or hinder the processing of RA System data. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	3) FloridaCommerce concurs with the finding; however, progress has been made. In July 2021, FloridaCommerce initiated a two-year Reemployment Assistance Modernization (RA Mod) Program to address system performance and functional improvement needs. As part of the RA Mod Program, FloridaCommerce initiated and, in February 2023, completed the Cloud Application Performance Management project, which includes utilizing a software tool that provides visibility into key system performance indicators for System monitoring. The tool also allows FloridaCommerce to set defined thresholds for performance and receive notification if remedial actions are needed to maintain System performance and prevent unplanned System downtime. Additionally, in February 2022, FloridaCommerce implemented the “Reemployment Assistance Work Effort Priority, Release, and Deployment Process,” which established procedures for identifying, analyzing, prioritizing, and correcting technical system errors and defects for continuous modernization.	
			4) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 2 that Reemployment Assistance Claims and Benefits Information System (RA System) application edits for postmark dates and related date sequencing continue to need improvement. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	4) FloridaCommerce concurs with the finding; however, progress has been made. In February 2022, FloridaCommerce implemented the “Reemployment Assistance Work Effort Priority, Release, and Deployment Process,” which establishes procedures for identifying, analyzing, prioritizing, and correcting technical system errors and defects for continuous modernization.	
			5) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 3 that procedures for document intake, indexing, and tracking processes continue to need improvement to ensure that all documents received for processing in the Reemployment Assistance Claims and Benefits Information System (RA System) are timely and accurately indexed to the appropriate claimant, claim, and claim issue. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	5) FloridaCommerce concurs with the finding; however, FloridaCommerce is taking steps to achieve resolution. FloridaCommerce is evaluating additional technology for solutions related to scanning and indexing. FloridaCommerce also continues to utilize the Reemployment Assistance Help Center available to claimants to upload requested documentation from FloridaCommerce through FloridaCommerce’s website, FloridaJobs.org. FloridaCommerce will evaluate and develop a plan for a future solution to improve the scanning and indexing function.	
			6) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 4 that Reemployment Assistance Claims and Benefits Information System (RA System) processes related to system-generated claim issues continue to need improvement to ensure that claims are accurately and timely processed. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	6) FloridaCommerce concurs with the finding; however, progress has been made. FloridaCommerce corrected System-generated errors in October 2020, December 2020, February 2021, and April 2021 and will continue to document and correct System-generated errors and evaluate necessary changes and procedures through the Reemployment Assistance Work Effort Priority, Release, and Deployment Process. The RA Mod Program's Incremental Customer Experience/User Experience MobileResponsive Software Transformation project will implement application edit checks to ensure that complete and accurate data are entered in the System, minimizing the creation of incorrect claim issues.	

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			7) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 5 that Reemployment Assistance Claims and Benefits Information System (RA System) processes related to the creation and distribution of claimant and employer claim notices continue to need improvement to ensure claim notices are timely distributed. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	7) FloridaCommerce concurs with the finding; however, FloridaCommerce received a USDOL Final determination letter dated October 4, 2022, for Audit Report No. 24-22-527-03- 225 stating this finding is corrected.	
			8) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 6 that processing defects related to claimant benefit payments, claimant overpayments, and employer charges still exist in the Reemployment Assistance Claims and Benefits Information System (RA System). As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	8) FloridaCommerce concurs with the finding; however, progress has been made. FloridaCommerce has implemented the “Reemployment Assistance Work Effort Priority, Release, and Deployment Process,” which established procedures for identifying, analyzing, prioritizing, and correcting technical system errors and defects for continuous modernization. FloridaCommerce anticipates developing requirements to address any remaining components of this finding beginning in January 2024.	
			9) In our information technology (IT) operational audit report No. 2021-169, Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, we noted in Finding 7 that language translations for Reemployment Assistance Claims and Benefits Information System (RA System) claimant communications continue to need improvement. As of June 2022, the FloridaCommerce had not corrected the identified deficiencies.	9) FloridaCommerce concurs with the finding; however, progress has been made. Claimant screens and language translations into Spanish and Haitian Creole will be resolved through the CX/UX RA Mod Program.	
			10) The FloridaCommerce did not always timely deactivate Subrecipient Enterprise Resource Application (SERA) user access privileges for employees who separated from FloridaCommerce employment.	10) FloridaCommerce concurs with the finding; however, FloridaCommerce received a USDOL Final determination letter dated October 4, 2022, for Audit Report No. 24-22-527-03- 225 stating this finding is corrected.	
			11) FloridaCommerce records did not clearly evidence that UI benefit payments were made only to eligible claimants.	11) FloridaCommerce concurs with the finding. To promote timely adjudication, FloridaCommerce will continue its efforts to increase staff resources for improved productivity and reduce outstanding cases. In addition, FloridaCommerce has contracted with a vendor to assist with conducting the fact-finding portion of claim adjudication, which has contributed to resolving a considerable amount of the adjudication backlog. Finally, FloridaCommerce will provide ongoing comprehensive training to both new hires and tenured adjudicators to also include proper fact-finding and resolution of conflicting responses.	
			12) The FloridaCommerce did not maintain records to support the amounts reported in Federal Performance Reports submitted to the Employment and Training Administration (ETA).	12) FloridaCommerce concurs with the finding, however, FloridaCommerce received a USDOL Final determination letter dated October 4, 2022, for Audit Report No. 24-22-527-03- 225 stating this finding is corrected.	

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			13) The FloridaCommerce did not always ensure or timely ensure that UI claimants complied with the participation requirements of the RESEA program.	13) FloridaCommerce concurs with the finding. To accurately capture information regarding RESEA participants, FloridaCommerce will provide training and technical assistance to the local workforce development boards, and FloridaCommerce will update its monitoring processes to perform more timely reviews of RESEA participant information. To promote timely adjudication, FloridaCommerce will continue its efforts increase staff resources for improved productivity and reduce outstanding cases. In addition, FloridaCommerce has contracted with a vendor to assist with conducting the fact-finding portion of claim adjudication which has contributed to resolving a considerable amount of the adjudication backlog. Finally, FloridaCommerce will provide ongoing comprehensive training to both new hires and tenured adjudicators to also include proper fact-finding and resolution of conflicting responses.	
			14) Certain security controls related to user authentication for the Employ Florida (EF) system need improvement to ensure the confidentiality, integrity, and availability of EF data and related information technology (IT) resources.	14) FloridaCommerce concurs with the finding; however, FloridaCommerce is taking steps to achieve resolution. Employ Florida is managed by FloridaCommerce’s contracted vendor, Geographic Solutions. FloridaCommerce is actively working with the vendor to resolve its vendor’s implementation of user authentication controls.	
			15) FloridaCommerce records did not evidence a complete January through June 2022 Employ Florida (EF) system user access privilege review or always timely deactivate EF system user accounts for employees who separated from FloridaCommerce employment.	15) FloridaCommerce concurs with the finding; however, FloridaCommerce is taking steps to achieve resolution. The Internal security unit (ISU) has taken steps to correct this issue. FloridaCommerce’s policy 6.02.02, “Protect Information Resources,” contains FloridaCommerce’s policy regarding access control; this policy is being updated. The ISU team is drafting a supplement to policy 6.02.02, providing additional guidance for users and managers with access.	
Auditor General Report # 2022-189, issued March 2022, <i>State of Florida Compliance and Internal Controls Over Financial Reporting and Federal Awards</i> .	7/1/2020-06/30/2021	Department-wide	The Auditor General conducted an audit of the basic financial statements of the State of Florida for the fiscal year ended June 30, 2021. The audit contained 27 major findings described below:	As of March 25, 2022, Department Management reported six findings (Finding 4-6, 15, 16, and 23) as fully corrected and the remaining 21 findings as not corrected.	

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			<p>1) During the first three quarters of the 2020-21 fiscal year, FloridaCommerce management continued to bypass a key Reemployment Assistance Claims and Benefits Information System (RA System) internal control, thereby increasing the risk of improper unemployment insurance (UI) benefit payments and undetected material misstatements.</p>	<p>1) All claims that bypassed FIRRE at any time have been sent back through the system for review. FloridaCommerce is gathering data to support this and will provide it when available.</p> <p>Since 2014, the Fraud Initiative Ratings and Rules Engine (FIRRE) has been used by FloridaCommerce as an internal control deployed multiple times throughout the life of a claim. Due to the volume of claims filed in 2020 related to the COVID-19 pandemic, FloridaCommerce was unable to process all claims through FIRRE in real-time. Initial claims not bypassed by FIRRE continued to be reviewed by FIRRE. Claims that received payment or had updates from claimants were also reviewed, and all claims that bypassed FIRRE at any time have been sent back through the system for review. During this time, FloridaCommerce continued to add capacity to the system and as of April 2021, the FIRRE system review for all Reemployment Assistance claims (initial, continued, and maintenance) is happening in real-time. Additionally, in July 2020, FloridaCommerce was the first state to implement ID.me as an identity-verification resource for authentication and multi-state claim submission services. The contract was expanded in February 2021 for new claimants applying for Reemployment Assistance benefits.</p> <p>In addition to the FIRRE system and ID.me, FloridaCommerce introduced Front Door in summer 2021, a Microsoft web application firewall, to address global IP addresses attempting to access FloridaCommerce's systems. FloridaCommerce also contracts with Kroll Government Solutions to help review potential fraudulent claims and analyze the data to help us improve our fraud detection.</p> <p>FloridaCommerce will continue to improve the Reemployment Assistance processes to mitigate advanced fraud techniques and protect claimants and their personal information.</p>	
			<p>2) Finding For the 2019-20 and 2020-21 fiscal years, the FloridaCommerce did not record all accounts payables, receivables, unemployment insurance (UI) benefit payments, or amounts due from the Federal Government for UI benefit payments compensable by June 30 but paid during the period July 1 through September 30.</p>	<p>2) FloridaCommerce will review its year-end closing procedures and make any needed changes to ensure that all accounts payables, receivables, UI benefit payments and amounts due are properly recorded in the correct fiscal year in accordance with accounting principles generally accepted in the United States of America. FloridaCommerce will ensure that its procedures include steps to analyze CONNECT reports for completeness.</p>	
			<p>3) The FloridaCommerce did not record all unemployment insurance (UI) benefits paid and corresponding amounts due from the Federal Government for the 2020-21 fiscal year.</p>	<p>3) FloridaCommerce will enhance financial reporting controls to ensure that UI benefit payments and corresponding amounts due from the Federal Government are recorded in the State's accounting records in the appropriate period.</p>	
			<p>4) FloridaCommerce did not always timely deactivate the Subrecipient Enterprise Resource Application (SERA) user accounts assigned to employees who separated from FloridaCommerce employment.</p>	<p>4) Fully Corrected</p>	
			<p>5) Certain security controls related to user authentication for the Subrecipient Enterprise Resource Application (SERA) need improvement to ensure the confidentiality, integrity, and availability of SERA data and related information technology (IT) resources.</p>	<p>5) Fully Corrected</p>	

(1) REPORT NUMBER	(2) PERIOD ENDING	(3) UNIT/AREA	(4) SUMMARY OF FINDINGS AND RECOMMENDATIONS	(5) SUMMARY OF CORRECTIVE ACTION TAKEN	(6) ISSUE CODE
			6) Certain security controls related to user authentication for the Employ Florida (EF) system need improvement to ensure the confidentiality, integrity, and availability of EF system data and related information technology (IT) resources.	6) Fully Corrected	
			7) The FloridaCommerce did not complete the July through December 2020 Employ Florida (EF) system user access privilege review or always timely deactivate EF system user accounts for employees who separated from FloridaCommerce employment.	7) FloridaCommerce is developing an electronic checklist to be completed in April 2022. The checklist will be audited on a quarterly basis to review the Employ Florida system access and privileges beginning with tasks completed in FY 21-22, quarter 3. Division leadership will be included in the process workflow to ensure local workforce development board leadership accountability. In addition, the FloridaCommerce will provide training to all Employ Florida Admin users to ensure they understand the expectations of timely deactivation of users accounts upon separation from the FloridaCommerce or a Local Workforce Development Board. The training module will be completed in June 2022 and will be incorporated in onboarding and provided online to all local workforce development board and state admin users. Additionally, the FloridaCommerce has initiated the enterprise Identity and Access Management (IAM) project for all agency applications and will prioritize the Employ Florida system to be the addressed early in the project.	
			8) In the IT operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 1 that the FloridaCommerce continued to lack processes and procedures for identifying, analyzing, and correcting technical system errors and other Reemployment Assistance Claims and Benefits Information System (RA System) defects that prevent or hinder the processing of RA System data. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.	8) In April 2021, all training and implementation tasks of the FloridaCommerce's application performance monitoring tool were completed. This tool, along with other application logging tools, is used by developers and operations staff to monitor and analyze code performance of the Reemployment Assistance Claims and Benefits Information System. Additionally, in February 2022, FloridaCommerce implemented the "Reemployment Assistance Work Effort Priority, Release, and Deployment Process," which establishes procedures for identifying, analyzing, prioritizing, and correcting technical system errors and defects for continuous modernization. In July 2021, FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. Technical system errors and defects related to application edit checks will be resolved through the Reemployment Assistance Help Center, Incremental Customer Experience/User Experience Mobile-Responsive Software Transformation, and Rules Engine projects. Errors and defects related to business rule implementation will be resolved through the Business Process Optimization and Rules Engine projects. Errors and defects related to system load capacity and batch processing will be resolved through the Cloud Migration and Data Warehouse projects. Application design documentation and development processes will be resolved through the System Development Lifecycle (SDLC) DevOps project. The FloridaCommerce anticipates these projects will be completed in June 2023.	

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			<p>9) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 2 that Reemployment Assistance Claims and Benefits Information System (RA System) application edits for postmark dates and related date sequencing continue to need improvement. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>9) In July 2021, the FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. Technical system errors and defects related to application edit checks will be resolved through the Incremental Customer Experience/User Experience Mobile-Responsive Software Transformation (CX/UX) project, which also includes the Business Process Optimization (BPO) project.</p> <p>BPO will reengineer business processes to promote efficiency and accuracy and develop technical requirements for the CX/UX project. In February 2022, the FloridaCommerce held the first of several BPO workshops to identify and analyze existing business processes and technical requirements. These workshops will be conducted through August 2022 and target state business processes and technical requirements are anticipated to be completed as follows: Core Claims and Claim Status by May 2022, Continued Claims by May 2022, Employers and Third-Party Administrators by July 2022, Initial Claims by July 2022, and all other requirements by August 2022.</p> <p>The FloridaCommerce anticipates implementing the CX/UX project in four phases, which are anticipated to be completed as follows: Core Claims and Claim Status by March 2023, Continued Claims by April 2023, Employers and Third-Party Administrators by May 2023, and Initial Claims by June 2023. These projects are anticipated to be completed</p>	
			<p>10) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 3 that procedures for document intake, indexing, and tracking processes continue to need improvement to ensure that all documents received for processing in the Reemployment Assistance Claims and Benefits Information System (RA System) are timely and accurately indexed to the appropriate claimant, claim, and claim issue. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>10) The FloridaCommerce implemented new scanning and indexing technology in September 2020 and is updating the Florida Commerce's Standard Operating Procedures (SOP) for scanning and indexing to include confirming receipt, research, and appropriate placement of the document before being purged through the Reemployment Assistance Modernization Program's Business Process Optimization project. The FloridaCommerce anticipates implementing the SOP in December 2022. The FloridaCommerce has also implemented new processes for individuals providing documents through the Reemployment Assistance Modernization's Reemployment Assistance Help Center project. Through the Reemployment Assistance Help Center, individuals can provide documentation that will be stored and linked to their user account through a secure interface. Further improvements to document intake, indexing, and tracking will be made through the Reemployment Assistance Modernization Program's Incremental Customer Experience/User Experience Mobile-Responsive Software Transformation project. These projects are anticipated to be completed in June 2023.</p>	
			<p>11) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was in Finding 4 that Reemployment Assistance Claims and Benefits Information System (RA System) processes related to system-generated claim issues continue to need improvement to ensure that claims are accurately and timely processed. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>11) FloridaCommerce acknowledges there was a temporary postponement in creating a historical database table. However, the FloridaCommerce resumed addressing this finding in May 2020 by implementing a new application performance monitoring tool that identifies and documents system-generated issues. The FloridaCommerce corrected system-generated errors in October 2020, December 2020, February 2021, and April 2021 and will continue to document system-generated errors and evaluate necessary changes and procedures through the Reemployment Assistance Work Effort Priority, Release, and Deployment Process. The Reemployment Assistance Modernization Program's Incremental Customer Experience/User Experience Mobile-Responsive Software Transformation project will implement application edit checks to ensure that complete and accurate data are entered in the system, minimizing the creation of incorrect claim issues. These projects are anticipated to be completed in June 2023.</p>	

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			<p>12) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 5 that Reemployment Assistance Claims and Benefits Information System (RA System) processes related to the creation and distribution of claimant and employer claim notices continue to need improvement to ensure claim notices are timely distributed. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>12) As of March 2022, the FloridaCommerce's nightly batch processing is running on schedule to timely distribute claimant and employer claim notices. In May 2021, the FloridaCommerce developed an alert system to notify staff of deviations in the nightly batch schedule. In July 2021, the FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. The Reemployment Assistance Modernization Program's Cloud Migration project will reduce load on the existing system and create capacity for routine processes, such as batch processing. As part of the Reemployment Assistance Modernization Program, the System Development Lifecycle (SDLC) DevOps project will assist with resolution by optimizing and prioritizing batch processes. The FloridaCommerce has onboarded a technical writer to update and complete system documentation. These projects are anticipated to be completed in June 2023.</p>	
			<p>13) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 6 that processing defects related to claimant benefit payments, claimant overpayments, and employer charges still exist in the Reemployment Assistance Claims and Benefits Information System (RA System). As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>13) In July 2021, the FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. Technical system errors and defects related to application edit checks will be resolved through the Incremental Customer Experience/User Experience Mobile-Responsive Software Transformation (CX/UX) project, which also includes the Business Process Optimization (BPO) project. BPO will reengineer business processes to promote efficiency and accuracy and develop technical requirements for the CX/UX project. In February 2022, the FloridaCommerce held the first of several BPO workshops to identify and analyze existing business processes and technical requirements. These workshops will be conducted through August 2022 and target state business processes and technical requirements are anticipated to be completed as follows: Core Claims and Claim Status by May 2022, Continued Claims by May 2022, Employers and Third-Party Administrators by July 2022, Initial Claims by July 2022, and all other processes by August 2022.</p> <p>The FloridaCommerce anticipates implementing the CX/UX project in four phases, which are anticipated to be completed as follows: Core Claims and Claim Status by March 2023, Continued Claims by April 2023, Employers and Third-Party Administrators by May 2023, and Initial Claims by June 2023.</p> <p>Application design documentation and development processes will be resolved through the System Development Lifecycle (SDLC) - DevOps project. The FloridaCommerce anticipates these projects will be completed in June 2023. Additionally, the FloridaCommerce has implemented the "Reemployment Assistance Work Effort Priority, Release, and Deployment Process," which establishes procedures for identifying, analyzing, prioritizing, and correcting technical system errors and defects for continuous modernization. The FloridaCommerce anticipates developing requirements to address any remaining components of this finding beginning in July 2023 against the newly implemented business processes and modernized Reemployment Assistance Claims and Benefits Information System.</p>	

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			<p>14) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 7 that language translations for Reemployment Assistance Claims and Benefits Information System (RA System) claimant communications continue to need improvement. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>14) The FloridaCommerce is prioritizing the improvement of language translations within the Reemployment Assistance Claims and Benefits Information System. As the FloridaCommerce continues to address and correct this finding, it is actively providing alternate pathways to assist Limited English Proficient (LEP) speaking claimants. The FloridaCommerce previously initiated a multi-phased project to address this issue. Phase one, relating to monetary determination correspondence, was completed January 2020. Phase two, Claimant-Facing Screens, will be resolved during the Reemployment Assistance Modernization Program's Incremental Customer Experience/User Experience Mobile-Response Software Transformation Project, which is anticipated to be complete in June 2023. Phase three, Appeals Notice of Hearing correspondence, is in progress. To date, tickets for phase three have been logged, requirements for each correspondence notice are being defined and translated, and phase three is anticipated to be complete by June 2023. During the implementation of phases two and three, the FloridaCommerce will log tickets and begin developing requirements for phase four, which relates to non-monetary determination correspondence. Following the implementation of phases two and three, which are anticipated to be complete by June 2023, the FloridaCommerce will begin implementation of phase four.</p>	
			<p>15) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 9 that FloridaCommerce password controls for RA System claimants continue to need improvement to ensure the confidentiality, integrity, and availability of Reemployment Assistance Claims and Benefits Information System (RA System) data and related IT resources. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>15) Fully Corrected</p>	
			<p>16) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 10 that FloridaCommerce change management controls continue to need improvement to ensure that only authorized, tested, and approved Reemployment Assistance Claims and Benefits Information System (RA System) program code and data changes are implemented into the production environment. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.</p>	<p>16) Fully Corrected</p>	

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			17) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 11 that the reports used by the FloridaCommerce to conduct periodic Reemployment Assistance Claims and Benefits Information System (RA System) user access privilege reviews did not promote an effective review of all user accounts as the reports included information that was inaccurate and did not match RA System access records. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.	17) Following the engagement with the Florida Auditor General’s Office, FloridaCommerce realized staff misunderstood the inquiries being made about the user access privilege reports. The FloridaCommerce reevaluated its review process and reports and determined the user access privilege reports are producing the correct data. The data is reflecting user log-in attempts accurately, which includes failed attempts. To minimize the possibility of future misunderstanding, the FloridaCommerce updated its procedures to clarify the results of the report. In July 2021, the FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. The Identity Management and User Authentication project will result in improved access management and reporting.	
			18) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 12 that some Reemployment Assistance Claims and Benefits Information System (RA System) users had inappropriate and unnecessary access privileges to high-risk functions. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.	18) The FloridaCommerce is actively evaluating access privilege roles and establishing procedures to restrict system users to only functions necessary for assigned job duties. Additionally, the FloridaCommerce is working to develop Standard Operating Procedures (SOP) to identify role-specific job duties. This evaluation and the SOP will be completed in November 2022. In July 2021, the FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. The Identity Management and User Authentication project will result in improved limiting the user access privileges to only functions necessary for the assigned duties. The role-specific job duties identified in the SOP will be linked through this project to People First to ensure that access privilege updates are automated. These projects are anticipated to be completed in June 2023.	
			19) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 13 that Reemployment Assistance Claims and Benefits Information System (RA System) user accounts were not always promptly deactivated when access was no longer required. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.	19) The FloridaCommerce is updating the existing policy to notify the Division’s Internal Security Unit immediately upon employee separation. This new policy will be implemented by May 2022. In July 2021, the FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. The Identity Management and User Authentication project will result in reducing the time to deactivate an employee upon separation. These projects are anticipated to be completed in June 2023.	
			20) In the information technology (IT) operational audit report titled Reemployment Assistance Claims and Benefits Information System (CONNECT), dated March 2021, it was noted in Finding 14 that certain security controls related to logical access, user authentication, and logging and monitoring for the Reemployment Assistance Claims and Benefits Information System (RA System) data and related IT resources continue to need improvement to ensure the confidentiality, integrity, and availability of RA System data and related IT resources. As of June 2021, the FloridaCommerce had not corrected the identified deficiencies.	20) In July 2021, the FloridaCommerce initiated a two-year Reemployment Assistance Modernization Program to implement immediate system performance and functional improvement needs while positioning the FloridaCommerce with a secure, scalable, and sustainable system architecture and agile support processes. In September 2021, the FloridaCommerce implemented the first of three phases focused on Reemployment Assistance Claims and Benefits Information System (System) security through the Identity Management and User Authentication (IAM) project. The FloridaCommerce anticipates initiating the Security Architecture Review project in April 2022 to analyze the System’s application, platform, operations, and development processes, and to provide the FloridaCommerce with specifications to improve System security. As part of phase two of the IAM project, the FloridaCommerce is working to develop Standard Operating Procedures (SOP) to identify role-specific job duties. This evaluation and the SOP will be completed in November 2022. The remainder of phase two and three of the IAM project will be implemented following the implementation of the Security Architecture Review project. These projects are anticipated to be completed in June 2023.	

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			<p>21) FloridaCommerce expenditures charged to the UI program were not always incurred during the authorized period of performance or timely liquidated.</p>	<p>21) The FloridaCommerce recorded adjustments as of March 2022 to move the \$128,436.31 in expenditures that are outside the period of performance to an allowable funding source within the appropriate period of performance. In addition, review procedures will be enhanced to ensure that costs charged to a Federal award are attributable to the authorized period of performance and timely liquidated in accordance with award requirements. One of the payments within the \$127,414.46 in the amount of \$7,554.07 has been moved to another allowable funding source. The remaining \$119,860.39 of the \$127,414.46 was processed after the liquidation date (March 31, 2021) and was for indirect costs tied to base expenditures that were incurred and liquidated within the allowable period of performance.</p> <p>In accordance with FloridaCommerce’s Negotiated Indirect Cost Rate Agreement (NICRA; dated 11/3/2021) with the U.S. Department of Labor (FloridaCommerce’s cognizant agency) in Section II, paragraph E.1. requires that once a final rate is negotiated, billing and charges to federal awards must be adjusted (“trued-up”) if the final rate varies from the provisional rate. In accordance with FloridaCommerce’s Negotiated Indirect Cost Rate Agreement (NICRA; dated 11/3/2021) with the U.S. Department of Labor (FloridaCommerce’s cognizant agency), Section II, paragraph E.1., FloridaCommerce is required to adjust (true-up) the billing and charges to the federal awards if the final rate varies from the provisional rate. Furthermore, 2 CFR 200.344(e) requires a federal awarding agency to make a settlement for any upward or downward adjustment to the federal share of costs after closeout reports are received. Additionally, 2 CFR 200.345(a)(3) provides that the closeout of a federal award does not affect the ability of a federal awarding agency to make financial adjustments to a previously closed award such as resolving indirect cost payments.</p>	
			<p>22) The FloridaCommerce did not maintain records to support the amounts reported in Federal Performance Reports submitted to the Employment and Training Administration (ETA).</p>	<p>22) As part of its ongoing Reemployment Assistance Modernization Program, the FloridaCommerce completed the Data Warehouse project in December 2021 to transition Reemployment Assistance data from a transactional database to an analytical database. This enabled the launch of the Reporting project, which includes the validation of all Employment and Training Administration (ETA) reports that were submitted directly from the Reemployment Assistance Claims and Benefits Information System. This effort is ongoing, and all in-scope reports are forecast to be complete in December 2022. The ETA 9050 and ETA 9052 reports were moved to the Data Warehouse, validated, and successfully transmitted to the U.S. Department of Labor in March 2022. System development is underway to align program policy with the guidance provided in UIPL 20-21, change 1, that impacts ETA 9055 and is anticipated to be deployed into production in May 2022. Testing is currently in progress to validate the ETA 9055 report by June 2022.</p>	
			<p>23) The FloridaCommerce did not correctly report year-to-date values on the Employment and Training Administration (ETA) 2208A, Quarterly UI Above-Base Report.</p>	<p>23) Fully Corrected</p>	

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			24) The FloridaCommerce could not provide accurate data for the period July 2020 through June 2021 demonstrating that UI benefit overpayments were properly identified and handled in accordance with applicable requirements or that debts resulting from overpayments were appropriately offset.	24) In 2020, the FloridaCommerce implemented a phased approach to integrate all federal programs and new guidance to ensure appropriate controls were in place to determine claimant eligibility and disburse payments. Pandemic Unemployment Assistance (PUA) was deployed in April 2020, Pandemic Emergency Unemployment Compensation (PEUC) was deployed in May 2020, Lost Wages Assistance (LWA) was deployed in September 2020, Extended Benefits (EB) was deployed in December 2020 and Mixed Earner Unemployment Compensation (MEUC) was deployed in February 2021. System development is underway to align the Federal Pandemic Unemployment Compensation program with the guidance provided in Unemployment Insurance Program Letters (UIPL) 20-21, change 1, and is anticipated to be deployed into production in May 2022. Claimant overpayment data processing will be conducted over the course of two months. The FloridaCommerce anticipates being able to provide complete overpayment data once the integration and processing effort is finalized in August 2022. The FloridaCommerce will continue to work with the Auditor General and the US Department of Labor to ensure compliance.	
			25) The FloridaCommerce did not always ensure or timely ensure that UI claimants complied with the participation requirements of the RESEA program.	25) The data exchange between Employ Florida and the Reemployment Assistance Claims and Benefits Information System has been resolved and has not been an issue since August 2020. The Reemployment Assistance Modernization Program's Service Oriented Architecture/Application Programming Interfaces (SOA/API) project will ensure that these connections are stable in the future. To promote timely adjudication, the FloridaCommerce continues its efforts to increase staffing resources and provide comprehensive training to both newly hired and tenured adjudicators. In addition, the FloridaCommerce has contracted with a vendor to assist with fact-finding for claim adjudication which will expedite backlog resolution.	
			26) The FloridaCommerce did not perform subrecipient monitoring to ensure compliance with WIOA nondiscrimination, disability, and equal opportunity requirements.	26) The FloridaCommerce has resumed subrecipient monitoring to ensure compliance with Workforce Innovation and Opportunity Act (WIOA) nondiscrimination, disability, and equal opportunity requirements.	
			27) FloridaCommerce procedures for preparing the Schedule of Expenditures of Federal Awards (SEFA) data form were not sufficient to ensure the accuracy of reported amounts. As a result, prior to audit adjustment, amounts reported on the State's SEFA were incorrect.	27) In January 2022, the FloridaCommerce analyzed its processes to help support updating its procedures and is now updating those procedures to ensure that the data reported in the SEFA is accurate, complete, and subject to management review prior to submission. The FloridaCommerce anticipates completion by June 2022.	

Fiscal Year 2024-25 LBR Technical Review Checklist

Department/Budget Entity	Department of Commerce / Budget Entity Identified
Agency Budget Officer	Caroline (Tisha) Womack

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)									
	40100100	40100200	40100300	40200100	40200200	40200600	40200700	40300200	40300600	40400100

1. GENERAL

1.1	Are Columns A01, A04, A05, A91, A92, A93, A36, A10, IA1, IA4, IA5, IP1, IV1, IV3 and NV1 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for both the Budget and Trust Fund columns (no trust fund files for narrative columns)? Is Column A02 set to TRANSFER CONTROL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for the Trust Fund Files (the Budget Files should already be on TRANSFER CONTROL for DISPLAY and MANAGEMENT CONTROL for UPDATE)? Are Columns A06, A07, A08 and A09 for Fixed Capital Outlay (FCO) set to TRANSFER CONTROL for DISPLAY status only (UPDATE status remains on OWNER)? (CSDI or Web LBR Column Security)	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.2	Is Column A03 set to TRANSFER CONTROL for DISPLAY and UPDATE status for both the Budget and Trust Fund columns? (CSDI)	Y	Y	Y	Y	Y	Y	Y	Y	Y

AUDITS:

1.3	Have Column A03 budget files been copied to Column A12? Run the Exhibit B Audit Comparison Report to verify. (EXBR, EXBA)	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.4	Have Column A03 trust fund files been copied to Column A12? Run Schedule I (SC1R, SC1 or SC1R, SC1D adding column A12) to verify.	Y	Y	Y	Y	Y	Y	Y	Y	Y
1.5	Has Column A12 security been set correctly to ALL for DISPLAY status and MANAGEMENT CONTROL for UPDATE status for Budget and Trust Fund files? (CSDR, CSA)	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	The agency should prepare the budget request for submission in this order: 1) Copy Column A03 to Column A12, and 2) Lock columns as described above. A security control feature included in the LAS/PBS Web upload process requires columns to be in the proper status before uploading to the portal.									

2. EXHIBIT A (EADR, EXA)

2.1	Is the budget entity authority and description consistent with the agency's LRPP and does it conform to the directives provided on page 57 of the LBR Instructions?	Y	Y	Y	Y	Y	Y	Y	Y	Y
2.2	Are the statewide issues generated systematically (estimated expenditures, nonrecurring expenditures, etc.) included?	Y	Y	Y	Y	Y	Y	Y	Y	Y
2.3	Are the issue codes and titles consistent with <i>Section 3</i> of the LBR Instructions (pages 15 through 28)? Do they clearly describe the issue?	Y	Y	Y	Y	Y	Y	Y	Y	Y

3. EXHIBIT B (EXBR, EXB)

3.1	Is it apparent that there is a fund shift where an appropriation category's funding source is different between A02 and A03? Were the issues entered into LAS/PBS correctly? Check D-3A funding shift issue 340XXX0 - a unique deduct and unique add back issue should be used to ensure fund shifts display correctly on the LBR exhibits.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	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 and program component at the FSI level? Are all nonrecurring amounts less than requested amounts? (NACR, NAC - Report should print "No Negative Appropriation Categories Found")	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.3	Current Year Estimated Verification Comparison Report: Is Column A02 equal to Column B07? (EXBR, EXBC - Report should print "Records Selected Net To Zero")	N/J	N/J	N/J	N/J	N/J	N/J	N/J	N/J	N/J
TIP	Generally look for and be able to fully explain significant differences between A02 and A03.									

Fiscal Year 2024-25 LBR Technical Review Checklist

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Action	Program or Service (Budget Entity Codes)									
	40100100	40100200	40100300	40200100	40200200	40200600	40200700	40300200	40300600	40400100

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.	NOTE: Audit reflects Discretionary Pay loaded September 13.
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, a Special Categories appropriation category (10XXXX) should be used.	

4. EXHIBIT D (EADR, EXD)

4.1	Is the program component objective statement consistent with the agency LRPP, and does it conform to the directives provided on page 60 of the LBR Instructions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	
4.2	Is the program component code and title used correct?	Y	Y	Y	Y	Y	Y	Y	Y	Y	
TIP	Fund shifts or transfers of services or activities between program components will be displayed on an Exhibit D whereas it may not be visible on an Exhibit A.										

5. EXHIBIT D-1 (ED1R, EXD1)

5.1	Are all object of expenditures positive amounts? (This is a manual check.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	
AUDITS:											
5.2	Do the fund totals agree with the object category totals within each appropriation category? (ED1R, XD1A - Report should print "No Differences Found For This Report")	Y	Y	Y	Y	Y	Y	Y	Y	Y	
5.3	FLAIR Expenditure/Appropriation Ledger Comparison Report: Is Column A01 less than Column B04? (EXBR, EXBB - Negative differences [with a \$5,000 allowance] need to be corrected in Column A01.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	
5.4	A01/State Accounts Disbursements and Carry Forward Comparison Report: Does Column A01 equal Column B08? (EXBR, EXBD - Differences [with a \$5,000 allowance at the department level] need to be corrected in Column A01.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	
TIP	If objects are negative amounts, the agency must make adjustments to Column A01 to correct the object amounts. In addition, the fund totals must be adjusted to reflect the adjustment made to the object data.										
TIP	If fund totals and object totals do not agree or negative object amounts exist, the agency must adjust Column A01.										
TIP	Exhibit B - A01 less than B04: This audit is to ensure that the disbursements and carry/certifications forward in A01 are less than FY 2022-23 approved budget. Amounts should be positive. The \$5,000 allowance is necessary for rounding.										
TIP	If B08 is not equal to A01, check the following: 1) the initial FLAIR disbursements or carry forward data load was corrected appropriately in A01; 2) the disbursement data from departmental FLAIR was reconciled to State Accounts; and 3) the FLAIR disbursements did not change after Column B08 was created. Note that there is a \$5,000 allowance at the department level.										

6. EXHIBIT D-3 (ED3R, ED3) (Not required in the LBR - for analytical purposes only.)

6.1	Are issues appropriately aligned with appropriation categories?	Y	Y	Y	Y	Y	Y	Y	Y	Y	
TIP	Exhibit D-3 is not required in the budget submission but may be needed for this particular appropriation category/issue sort. Exhibit D-3 is also a useful report when identifying negative appropriation category problems.										

7. EXHIBIT D-3A (EADR, ED3A) (Required to be posted to the Florida Fiscal Portal)

7.1	Are the issue titles correct and do they clearly identify the issue? (See pages 15 through 28 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y
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	Action	Program or Service (Budget Entity Codes)									
		40100100	40100200	40100300	40200100	40200200	40200600	40200700	40300200	40300600	40400100
7.2	Does the issue narrative adequately explain the agency's request and is the explanation consistent with the LRPP? (See pages 63 through 70 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.3	Does the narrative for Information Technology (IT) issue follow the additional narrative requirements described on pages 67 through 70 of the LBR Instructions?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.4	Are all issues with an IT component identified with a "Y" in the "IT COMPONENT?" field? If the issue contains an IT component, has that component been identified and documented?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.5	Does the issue narrative explain any variances from the Standard Expense and Human Resource Services Assessments package? Is the nonrecurring portion in the nonrecurring column? (See pages E.4 through E.5 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.6	Does the salary rate request amount accurately reflect any new requests and are the amounts proportionate to the Salaries and Benefits request? Note: Salary rate should always be annualized.	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.7	Does the issue narrative thoroughly explain/justify all Salaries and Benefits amounts entered into the Other Salary Amounts transactions (OADA/C)? Amounts entered into OAD are reflected in the Position Detail of Salaries and Benefits section of the Exhibit D 3A. (See pages 93 through 95 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.8	Does the issue narrative include the Consensus Estimating Conference forecast, where appropriate?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.9	Does the issue narrative reference the specific county(ies) where applicable?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.10	Do the 160XXX0 issues reflect budget amendments that have been approved (or in the process of being approved) and that have a recurring impact (including Lump Sums)? Have the approved budget amendments been entered in Column A18 as instructed in Memo #24-003?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.11	When appropriate are there any 160XXX0 issues included to delete positions placed in reserve in the LAS/PBS Position and Rate Ledger (e.g. unfunded grants)? Note: Lump sum appropriations not yet allocated should <u>not</u> be deleted. (PLRR, PLMO)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.12	Does the issue narrative include plans to satisfy additional space requirements when requesting additional positions?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	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	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.14	Do the amounts reflect appropriate FSI assignments?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.15	Are the 33XXXX0 issues negative amounts only and do not restore nonrecurring cuts from a prior year or fund any issues that net to a positive or zero amount? Check D-3A issues 33XXXX0 - a unique issue should be used for issues that net to zero or a positive amount.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.16	Do the issue codes relating to special <i>salary and benefits</i> issues (e.g., position reclassification, pay grade adjustment, overtime/on-call pay, etc.) have an "A" in the fifth position of the issue code (XXXXAXX) and are they self-contained (not combined with other issues)? (See pages 27 and 89 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	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 (36XXXXC) and are the correct issue codes used (361XXC0, 362XXC0, 363XXC0, 24010C0, 30010C0, 33011C0, 160E470, or 160E480)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.18	Are the issues relating to <i>major audit findings and recommendations</i> properly coded (4A0XXX0, 4B0XXX0)?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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	Action	Program or Service (Budget Entity Codes)									
		40100100	40100200	40100300	40200100	40200200	40200600	40200700	40300200	40300600	40400100
7.19	Does the issue narrative identify the strategy or strategies in the Five Year Statewide Strategic Plan for Economic Development?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDIT:											
7.20	Does the General Revenue for 160XXXX (Adjustments to Current Year Expenditures) issues net to zero? (GENR, LBR1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.21	Does the General Revenue for 180XXXX (Intra-Agency Reorganizations) issues net to zero? (GENR, LBR2)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.22	Does the General Revenue for 200XXXX (Estimated Expenditures Realignment) issues net to zero? (GENR, LBR3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7.23	Have FCO appropriations been entered into the nonrecurring column (A04)? (GENR, LBR4 - Report should print "No Records Selected For Reporting" or a listing of D-3A issue(s) assigned to Debt Service (IOE N) or in some cases State Capital Outlay - Public Education Capital Outlay (IOE L)) NOTE: FCO in Base; with additional request in recurring funds.	Y	Y	Y	Y	Y	Y	Y	N/J	Y	N/J
7.24	Has narrative been entered for all issues requested by the agency? Agencies do not need to include narrative for startup issues (1001000, 2103XXX, etc.) that were not input by the agency. (NAAR, BSNR)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
7.25	Has the agency entered annualization issues (260XXX0) for any issue that was partially funded in Fiscal Year 2023-24? Review Column G66 to determine whether any incremental amounts are needed to fully fund an issue that was initially appropriated in Fiscal Year 2023-24. Do not add annualization issues for pay and benefit distribution issues, as those annualization issues (26AXXXX) have already been added to A03.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TIP	Salaries and Benefits amounts entered using the OADA/C transactions must be thoroughly justified in the D-3A issue narrative. Agencies can run OADA/OADR from STAM to identify the amounts entered into OAD and ensure these entries have been thoroughly explained in the D-3A issue narrative.										
TIP	The issue narrative must completely and thoroughly explain and justify each D-3A issue. Agencies must ensure it provides the information necessary for the OPB and legislative analysts to have a complete understanding of the issue submitted. Thoroughly review pages 63 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										
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 2023-24 General Appropriations Act duplicates an appropriation made in substantive legislation, the agency must create a unique deduct nonrecurring issue to eliminate the duplicated appropriation. Normally this is taken care of through line item veto										
8. SCHEDULE I & RELATED DOCUMENTS (SC1R, SC1 - Budget Entity Level or SC1R, SC1D - Department Level) (Required to be posted to the Florida Fiscal Portal)											
8.1	Has a separate department level Schedule I and supporting documents package been submitted by the agency?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.2	Has a Schedule I and Schedule IB been completed in LAS/PBS for each operating trust fund?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.3	Have the appropriate Schedule I supporting documents been included for the trust funds (Schedule IA, Schedule IC, and Reconciliation to Trial Balance)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

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		40100100	40100200	40100300	40200100	40200200	40200600	40200700	40300200	40300600	40400100
8.4	Have the Examination of Regulatory Fees Part I and Part II forms been included for the applicable regulatory programs?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.5	Have the required detailed narratives been provided (5% trust fund reserve narrative; method for computing the distribution of cost for general management and administrative services narrative; adjustments narrative; revenue estimating methodology narrative; fixed capital outlay adjustment narrative)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.6	Has the Inter-Agency Transfers Reported on Schedule I form been included as applicable for transfers totaling \$100,000 or more for the fiscal year?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.7	If the agency is scheduled for the annual trust fund review this year, have the Schedule ID and applicable draft legislation been included for recreation, modification or termination of existing trust funds?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.8	If the agency is scheduled for the annual trust fund review this year, have the necessary trust funds been requested for creation pursuant to section 215.32(2)(b), Florida Statutes including the Schedule ID and applicable legislation?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.9	Are the revenue codes correct? In the case of federal revenues, has the agency appropriately identified direct versus indirect receipts (object codes 000700, 000750, 000799, 001510 and 001599)? For non-grant federal revenues, is the correct revenue code identified (codes 000504, 000119, 001270, 001870, 001970)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.10	Are the statutory authority references correct?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.11	Are the General Revenue Service Charge percentage rates used for each revenue source correct? (Refer to section 215.20, Florida Statutes, for appropriate General Revenue Service Charge percentage rates.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.12	Is this an accurate representation of revenues based on the most recent Consensus Estimating Conference forecasts?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.13	If there is no Consensus Estimating Conference forecast available, do the revenue estimates appear to be reasonable?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.14	Are the federal funds revenues reported in Section I broken out by individual grant? Are the correct CFDA codes used?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.15	Are anticipated grants included and based on the state fiscal year (rather than federal fiscal year)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.16	Are the Schedule I revenues consistent with the FSI's reported in the Exhibit D-3A?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.17	If applicable, are nonrecurring revenues entered into Column A04?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	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	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.19	Is a 5% trust fund reserve reflected in Section II? If not, is sufficient justification provided for exemption? Are the additional narrative requirements provided?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.20	Are appropriate General Revenue Service Charge nonoperating amounts included in Section II?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.21	Are nonoperating expenditures to other budget entities/departments cross-referenced accurately?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

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		40100100	40100200	40100300	40200100	40200200	40200600	40200700	40300200	40300600	40400100
8.22	Do transfers balance between funds (within the agency as well as between agencies)? (See also 8.6 for required transfer confirmation of amounts totaling \$100,000 or more.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.23	Are nonoperating expenditures recorded in Section II and adjustments recorded in Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.24	Are prior year September operating reversions appropriately shown in column A01, Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.25	Are current year September operating reversions (if available) appropriately shown in column A02, Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.26	Does the Schedule IC properly reflect the unreserved fund balance for each trust fund as defined by the LBR Instructions, and is it reconciled to the agency accounting records?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.27	Has the agency analyzed for continuing appropriations (category 13XXXX) and properly accounted for in the appropriate column(s) in Section III?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.28	Does Column A01 of the Schedule I accurately represent the actual prior year accounting data as reflected in the agency accounting records, and is it provided in sufficient detail for analysis?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.29	Does Line I of Column A01 (Schedule I) equal Line K of the Schedule IC?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
AUDITS:											
8.30	Is Line I a positive number? (If not, the agency must adjust the budget request to eliminate the deficit).	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.31	Is the June 30 Adjusted Unreserved Fund Balance (Line I) equal to the July 1 Unreserved Fund Balance (Line A) of the following year? If a Schedule IB was prepared, do the totals agree with the Schedule I, Line I? (SC1R, SC1A - Report should print "No Discrepancies Exist For This Report")	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.32	Has a Department Level Reconciliation been provided for each trust fund and does Line A of the Schedule I equal the CFO amount? If not, the agency must correct Line A. (SC1R, DEPT)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.33	Has a Schedule IB been provided for ALL trust funds having an unreserved fund balance in columns A01, A02 and/or A03, and if so, does each column's total agree with line I of the Schedule I?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.34	Have A/R been properly analyzed and any allowances for doubtful accounts been properly recorded on the Schedule IC?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	The Schedule I is the most reliable source of data concerning the trust funds. It is very important that this schedule is as accurate as possible!										
TIP	Determine if the agency is scheduled for trust fund review. (See pages 121 through 126 of the LBR Instructions.) Transaction DFTR in LAS/PBS is also available and provides an LBR review date for each trust fund.										
TIP	Review the unreserved fund balances and compare revenue totals to expenditure totals to determine and understand the trust fund status.										
TIP	Typically nonoperating expenditures and revenues should not be a negative number. Any negative numbers must be fully justified.										
9. SCHEDULE II (PSCR, SC2)											
AUDIT:											
9.1	Is the pay grade minimum for salary rate utilized for positions in segments 2 and 3? (BRAR, BRAA - Report should print "No Records Selected For This Request") Note: Amounts other than the pay grade minimum should be fully justified in the D-3A issue narrative. (See <i>Base Rate Audit</i> on page 156 of the LBR Instructions.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

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10. SCHEDULE III (PSCR, SC3)										
10.1	Is the appropriate lapse amount applied? (See page 91 of the LBR Instructions.)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
10.2	Are amounts in <i>Other Salary Amount</i> appropriate and fully justified? (See pages 94 and 95 of the LBR Instructions for appropriate use of the OAD transaction.) Use OADI or OADR to identify agency other salary amounts requested.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

11. SCHEDULE IV (EADR, SC4)										
11.1	Are the correct Information Technology (IT) issue codes used?	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	If IT issues are not coded (with "C" in 6th position or within a program component of 1603000000), they will not appear in the Schedule IV.									

12. SCHEDULE VIIIA (EADR, SC8A)										
12.1	Is there only one #1 priority, one #2 priority, one #3 priority, etc. reported on the Schedule VIII-A? Are the priority narrative explanations adequate? Note: FCO issues can be included in the priority listing.	Y	Y	Y	Y	Y	Y	Y	Y	Y

13. SCHEDULE VIIIB-1 (EADR, S8B1)										
13.1	NOT REQUIRED FOR THIS YEAR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
TIP	If all or a portion of an issue is intended to be reduced on a nonrecurring basis, include the total reduction amount in Column A91 and the nonrecurring portion in Column A92.									

14. SCHEDULE VIIIB-2 (EADR, S8B2) (Required to be posted to the Florida Fiscal Portal)										
14.1	Do the reductions comply with the instructions provided on pages 100 through 103 of the LBR Instructions regarding a 10% reduction in General Revenue and Trust Funds, including the verification that the 33BXXX0 issue has NOT been used? Verify that excluded appropriation categories and funds were not used (e.g. funds with FSI 3 and 9, etc.)	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	Compare the debt service amount requested (IOE N or other IOE used for debt service) with the debt service need included in the Schedule VI: Detail of Debt Service, to determine whether any debt has been retired and may be reduced.									
TIP	If all or a portion of an issue is intended to be reduced on a nonrecurring basis, in the absence of a nonrecurring column, include that intent in narrative.									

15. SCHEDULE VIIIC (EADR, S8C) (NO LONGER REQUIRED)

16. SCHEDULE XI (UCSR, SCXI) (LAS/PBS Web - see pages 105-109 of the LBR Instructions for detailed instructions) (Required to be posted to the Florida Fiscal Portal in Manual Documents)										
16.1	Agencies are required to generate this spreadsheet via the LAS/PBS Web. The Final Excel version no longer has to be submitted to OPB for inclusion on the Governor's Florida Performs Website. (Note: Pursuant to section 216.023(4) (b), Florida Statutes, the Legislature can reduce the funding level for any agency that does not provide this information.)	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.2	Do the PDF files uploaded to the Florida Fiscal Portal for the LRPP and LBR match?	Y	Y	Y	Y	Y	Y	Y	Y	Y

AUDITS INCLUDED IN THE SCHEDULE XI REPORT:										
16.3	Does the FY 2022-23 Actual (prior year) Expenditures in Column A36 reconcile to Column A01? (GENR, ACT1)	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.4	None of the executive direction, administrative support and information technology statewide activities (ACT0010 thru ACT0490) have output standards (Record Type 5)? (Audit #1 should print "No Activities Found")	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.5	Does the Fixed Capital Outlay (FCO) statewide activity (ACT0210) only contain 08XXXX or 14XXXX appropriation categories? (Audit #2 should print "No Operating Categories Found")	Y	Y	Y	Y	Y	Y	Y	Y	Y

Fiscal Year 2024-25 LBR Technical Review Checklist

Department/Budget Entity	Department of Commerce / Budget Entity Identified
Agency Budget Officer	Caroline (Tisha) Womack

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)									
		40100100	40100200	40100300	40200100	40200200	40200600	40200700	40300200	40300600	40400100
16.6	Has the agency provided the necessary standard (Record Type 5) for all activities which <u>should</u> appear in Section II? (Note: The activities listed in Audit #3 do not have an associated output standard. In addition, the activities were not identified as a Transfer to a State Agency, as Aid to Local Government, or a Payment of Pensions, Benefits and Claims. Activities listed here should represent transfers/pass-throughs that are not represented by those above or administrative costs that are unique to the agency and are not appropriate to be allocated to all other activities.)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16.7	Does Section I (Final Budget for Agency) and Section III (Total Budget for Agency) equal? (Audit #4 should print "No Discrepancies Found")	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	If Section I and Section III have a small difference, it may be due to rounding and therefore will be acceptable.										
17. MANUALLY PREPARED EXHIBITS & SCHEDULES (Required to be posted to the Florida Fiscal Portal)											
17.1	Do exhibits and schedules comply with LBR Instructions (pages 53 through 109 of the LBR Instructions), and are they accurate and complete?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.2	Does manual exhibits tie to LAS/PBS where applicable?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.3	Are agency organization charts (Schedule X) provided and at the appropriate level of detail?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.4	Does the LBR include a separate Schedule IV-B for each IT project over \$1 million (see page 129 and 130 of the LBR instructions for exceptions to this rule)? Have all IV-Bs been emailed to: IT@LASPBS.STATE.FL.US?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17.5	Are all forms relating to Fixed Capital Outlay (FCO) funding requests submitted in the proper form, including a Truth in Bonding statement (if applicable) ?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
AUDITS - GENERAL INFORMATION											
TIP	Review <i>Section 6: Audits</i> of the LBR Instructions (pages 155 through 157) for a list of audits and their descriptions.										
TIP	Reorganizations may cause audit errors. Agencies must indicate that these errors are due to an agency reorganization to justify the audit error.										
18. CAPITAL IMPROVEMENTS PROGRAM (CIP) (Required to be posted to the Florida Fiscal Portal)											
18.1	Are the CIP-2, CIP-3, CIP-A and CIP-B forms included?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.2	Are the CIP-4 and CIP-5 forms submitted when applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.3	Do all CIP forms comply with CIP Instructions where applicable (see CIP Instructions)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.4	Does the agency request include 5 year projections (Columns A03, A06, A07, A08 and A09)?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18.5	Are the appropriate counties identified in the narrative?	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
18.6	Has the CIP-2 form (Exhibit B) been modified to include the agency priority for each project and the modified form saved as a PDF document?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
TIP	Requests for Fixed Capital Outlay appropriations which are Grants and Aids to Local Governments and Non-Profit Organizations must use the Grants and Aids to Local Governments and Non-Profit Organizations - Fixed Capital Outlay major appropriation category (140XXX) and include the sub-title "Grants and Aids". These appropriations utilize a CIP-B form as justification.										
19. FLORIDA FISCAL PORTAL											
19.1	Have all files been assembled correctly and posted to the Florida Fiscal Portal as outlined in the Florida Fiscal Portal Submittal Process?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y